



*Presentation of Qualifications*

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# About Us

For more than twenty-five years, Willis Consulting Group has provided services to a wide variety of clients in Asia, Europe, North America, Central America and South America. Our consultancy was founded on a rich legacy of media industry expertise, with a particular emphasis on production and distribution businesses.

Industries we serve include commercial and public media & entertainment, education, scientific research, among others. Our clients are OTT services, MVPD operators, local TV broadcasters, broadcast groups, TV networks, direct broadcast satellite operators, production companies, universities, oceanographic research organizations, broadcast / production equipment manufacturers, systems integrators and others directly and indirectly associated with media production and distribution.

We differentiate our services by combining several disciplines that are rarely available from a single source. Led by owner / principal consultant, Willis Peligian, our multidisciplinary consulting team considers all aspects of our clients' enterprises; synthesizing business, operational, technological and financial dynamics, to develop holistic strategies tailored to fulfill targeted objectives.

Willis Group's consulting team is a cooperative of several of the most highly regarded professionals in the industry. Together, the consultants in the group offer a broad range of skills, depth of knowledge and real-world experience, which produce insights and perspectives that are highly valued by our clients.

Services we provide include: management consulting, strategic planning, business modeling, requirements analyses, operations workflow planning, personnel organization design, technology systems design and project administration. Our multidisciplinary team also perform due diligence evaluations of companies; including financial, operational, technological and competitive market analyses.

Because the group is comprised exclusively of independent contractors, we have ultimate flexibility to schedule the ideal person's involvement in a project at precisely the time when s/he would be most productive. This organizational structure allows Willis Group to offer the highest quality consulting resources without unnecessarily high overhead costs.

## Overview

Willis Consulting Group provides a wide range of consulting services to television broadcasters, cable TV programmers / distributors, universities, scientific research organizations and others that produce and/or distribute high quality video/audio/data.

We also assist businesses that provide goods and services to the industry, including television production / distribution equipment manufacturers as well as systems integrators.

Our clients say they choose us for several key reasons:

**Objective, independent analyses and opinions:** Unlike most of our competitors, we are completely independent. We do not sell any products other than our consulting services. We also refuse offers of commissions from service providers and/or manufacturers who ask us to promote their products and solutions. Our clients are our only focus when we provide services.

**Industry knowledge and contacts:** We are constantly staying abreast of new developments in the business; financial, strategic, technological and operational. We have easy access to the top levels of the many industry sectors we serve.

**Multidisciplinary perspective:** We pride ourselves on our multidisciplinary approach we bring to all projects. While others typically focus myopically on one facet of a project, Willis Group considers your overall strategic business goals, operational workflow requirements, personnel organization, technology designs and financial planning/budgeting when we perform analyses and make recommendations.

**We translate techno-babble into English:** Our consultants are well versed in technology, and we will help decipher this often confusing landscape for you. We know the technology, and we are eager to help you learn about it so you can make more informed decisions.

**Value:** Our fees are more than competitive, and clients tell us that our services are above par. We achieve this by maintaining low overhead and by being exceptionally efficient. Because our consultants are all independent contractors, we know how to keep expenses low. We also know that in addition to maintaining competitive pricing, we have to consistently perform at a high standard to earn and keep your business.

Given our broad perspective of media production and distribution businesses, as well as media applications in scientific research, we are frequently called upon to advise senior management and/or boards of directors regarding existing and/or new businesses. Leveraging our consultants' multidisciplinary skills, we will work with you to establish overall business strategies and goals.

Having established a clear vision of overall business strategies and goals, we perform requirements analyses to identify how best to achieve those business goals. We then develop operations workflow plans, personnel organization plans and technology designs based upon those requirements we identify.

With our intimate understanding of technical operations we evaluate / modify existing operations workflows, design new workflows and create organizational plans, all intended to achieve high quality while maximizing productivity in your operations. With a thorough understanding of operational requirements, along with our reputation for practical, economical solutions, we employ solid engineering skills to redesign existing facilities and/or design new technical facilities. We will also guide you through the often confusing technology choices to help you make more informed decisions.

# Services

## Overview (continued)

We prepare cost, revenue and overall business models as well as cost/benefit analyses to help you evaluate your business and make informed operations / technology investment decisions. We are experienced with managing large and small projects. At your request, we will write requests for proposals and assist you with evaluating responses. We will also interface with software and hardware vendors, architects, systems integrators, wiring technicians and other professional tradespeople to ensure your project is completed according to your specifications.

Because we are actively involved in state-of-the-art facility design and operations, manufacturers tap our knowledge for trends in technology to meet evolving industry demands. We also assist manufacturers with evaluating the marketplace for their proposed and/or existing products and services.

# Services

## Management Consulting

Senior management and boards of directors frequently call upon us to advise them. We help evaluate existing businesses as well as assist with planning new ventures. With our solid background in business, finance, technical operations, media and telecommunications technology as well as project management, we bring a comprehensive perspective to our projects.

Formulating a vision for one's business can be a difficult task without thoroughly understanding all elements of that business. Senior management and boards of directors recognize the value of our multidisciplinary perspective, and often seek our assistance in helping to guide their decisions.

Our team recognizes the importance of establishing a clear set of business goals and objectives before embarking on strategic planning, workflow planning, personnel organization design and/or engineering system designs. We also appreciate that to formulate those goals and objectives, it helps to have a global perspective of all aspects of an operation as well as trends in the industry.

Credentials of our consulting team include serving on corporate boards, holding senior management positions, including CEO, CFO, General Manager, among others. In short, we are comfortable collaborating with senior management and board members at all levels.

## Strategic Planning

Successful strategic planning requires a complete understanding of all aspects of a business. Our team's multidisciplinary skill sets include corporate management, finance, operations workflow, software technology, hardware technology, personnel organization, marketing, and product research & development.

When considering options for a new venture, it is essential to have a global perspective of how choices you are considering will combine together in an overall business strategy. The same is true when considering modifications to an existing enterprise, as one should be cognizant of how changes being considered for one part of your operations might require modifications to other areas of your business.

Strategic planning also applies to projects, as the first step for any project, whether big or small, is to outline a strategy. Our team has many years of practical, hands-on experience working in broadcast television stations, broadcast television networks, cable television networks, TV production companies, broadcast and production equipment manufacturers, scientific research organizations and universities.

We are uniquely qualified to assist you with overall business strategies, marketing plans, restructuring plans, technology roadmaps, operations procedures, as well as project planning and implementation. Our team will apply their critical thinking skills, supported by extensive industry experience, to help you develop a clear strategy to ensure success for your business.

## Business Modeling

Clients often request our assistance with evaluating new business opportunities, or with evaluating options for modifying existing businesses. We create financial models designed so that you may easily fine-tune significant business variables and quickly evaluate the resulting overall business impact.

Business modeling is typically preceded by strategic planning, which many clients request our assistance with also. Whether or not you engage our team to assist with strategic planning, we will work with you to create revenue, expense, capital investment, personnel hiring, cash flow and other models needed for you to properly evaluate your business options.

Our modeling is detailed, yet easy to understand. All variables, along with a brief description, will be listed at the top of your "live" spreadsheet models. This allows you to easily change an assumption and quickly see its impact on the bottom line. We will also provide a detailed written explanation of your models in a separate text document.

Most of our clients appreciate the attention to detail as well as the intuitive design of our models, allowing them to evaluate alternative business scenarios with no additional assistance from us. Others value our assistance in helping to not only "run the numbers", but to also take a more holistic view of their business. We would be pleased to provide whatever level of services you desire.

In addition to creating interactive business models, we prepare budgets as well as reliable cost/benefit analyses to help you accurately evaluate your investment choices. At your request, our financial analyses will be designed to conform with your internal reporting formats.

## Requirements Analyses

Businesses considering changes to existing operations or beginning new operations frequently seek our assistance. Our team will work with you to understand your overall business goals and strategies, and then convert those business goals into practical operational requirements. A requirements analysis is typically a prerequisite to planning new workflow processes, personnel organizational structures and/or engineering systems designs.

Performing a requirements analysis, also often referred to as a needs analysis, can be highly targeted to a small part of your business, such as post-production editing, on-air operations or field gathering. Alternatively, requirements analyses can be extremely broad in nature, potentially impacting all aspects of your business. In either case, our consultants will work with you and your team to define your requirements, while maintaining a clear perspective of your overall business goals.

Even when we are focusing on a small subset of your total operations, we believe it is important to keep your overall business objectives in focus. For this reason, we typically begin our requirements analyses by first understanding your business objectives and strategies.

For clients looking to make changes to their existing operations, we will typically interview key personnel, observe current operations, review engineering system documentation and generally immerse ourselves into your existing operations in an effort to understand how your business functions today. To ensure that we glean a global perspective of your operations, key personnel we are interested in interviewing extend beyond those associated with the operational area we are focusing on.

We approach existing businesses with respect for the fact that they are currently performing with a certain level of success. In our requirements analyses, we first work with you to understand and carefully document how current processes are succeeding. Only then can we begin to make recommendations for modifying your operations.

For new ventures and for businesses looking to add new services to their existing operations, our consultants offer a wealth of experience for you to draw upon. We will begin our analysis by interviewing key personnel, typically those who can express the strategic business goals of the new operations. We would then look to understand how the new initiative fits into existing operations and/or how it interfaces with external third-party businesses.

Some of our clients are satisfied with their existing operations, but want to take advantage of new technologies that have come to market. In these cases, we will work with you to identify how these technologies would integrate with your existing systems, and how these changes might impact existing operations. We can also perform cost-benefit analyses to help you ascertain the financial advantages or disadvantages of making an investment in those technologies.

A requirements analysis is not an end to a process, but it is typically used as the foundation for workflow planning, personnel organization design and/or engineering systems design. We offer all of these additional services, and would be pleased to prepare a proposal for a package of services tailored to you specific interests.



## Workflow Planning

We help people interface with technology more effectively. Our intimate understanding of acquisition, production and distribution operations allows us to evaluate existing workflows or design systems for new operations that are consistent with your business goals.

For clients with existing operations looking to analyze and possibly redesign workflow, we will work with you and your team to ensure that your goals are achieved with minimum disruption to your operations. We approach your existing operations with great respect, following the equivalent of the Hippocratic Oath; first do no harm.

In many cases, we are able to achieve significant improvements in quality or efficiency with minor adjustments to existing operations. In other cases, more radical changes are appropriate. In either case, we can also assist with the change management process by offering strategies for implementing any operational modifications we recommend.

A prerequisite for successful workflow planning is a clearly defined set of business goals and objectives. These are typically defined through a requirements analysis or needs analysis. Many of our clients ask us for help in performing a requirements or needs analysis. Other clients already have a clear set of goals and objectives that we can use to form the foundation of our workflow analyses and planning.

While we understand and are well informed about the latest technologies, we focus on workflow requirements first, and then recommend technology tools and system designs that enable people to perform the tasks we identify. We pride ourselves on solutions that are based on sound business process and workflow analyses. We are unimpressed with "cool" technologies unless they fulfill a legitimate business goal.

Our techniques for performing workflow analyses vary according to the operation being examined. Often, for existing businesses, we start with interviews and observations of current operations. For new businesses, we work with those who have a vision of their goals, and help bring that vision into clear focus for media production and distribution operations.

In either case, we will take into account business goals, strategic plans, budget limitations and other variables while working with you and your team to identify workflow plans and designs tailored to your unique operation. Tools we use include process maps, petri nets, mesh and node analyses, among other techniques.

In the end, you will receive a detailed written description along with flow charts of our recommended workflows for each operational area. In addition, you will receive an overall workflow chart that shows how each operational area relates to the others in your organization.

Often, our workflow designs engender recommendations for changes in personnel organization plans, technology and/or system designs. Many clients ask for our assistance with these issues. At your request, we will work with you and your team to propose personnel organization structural modifications, recommend specific technologies and/or develop conceptual designs for how these technologies will integrate into your facilities.

We are accustomed to working in both union and nonunion environments. Our consultants demonstrate respect towards all employees we encounter in the course of our work on-site. We are equally comfortable in the board room, edit room, classroom, laboratory, aboard ship, the office cubicle, master control room, a data center or any other venue in your operation.

## Personnel Organization

Our personnel organization planning and design builds upon, and will integrate with your workflow plan. From our perspective, workflow planning and personnel organization planning go hand-in-glove. This is especially true when workflow plans indicate a change in operational processes. Implementing any change in workflow will be much more effective if accompanied by organizational changes that reflect the new operational processes.

At your request, we will provide a comprehensive personnel plan to support your operations workflow. We typically divide personnel organization planning and design into three components; Organizational Designs, Job Descriptions and Hiring Plans.

Our organizational plans carefully consider interactions among personnel, both within their own department as well as across all departments. We also consider potential interactions with personnel outside of your organization; such as with business partners or clients. The goal is to create a holistic plan that weaves together the various functions of all personnel into a common team effort.

We will provide organizational charts as well as text to clearly explain all personnel interrelationships. We will also write individual job descriptions for all personnel identified in the organizational plan. Job descriptions define responsibilities, all relevant job functions, relationships with other personnel, supervisory relationships, performance criteria, minimum required qualifications, among other details.

Some of our clients, especially those either starting a new venture or that are significantly modifying an existing business, ask us to provide hiring plans based upon our organizational recommendations. These plans include phased hiring strategies, where appropriate. We also typically provide financial analysis of the hiring plan we recommend. This is especially helpful for strategic planning, where long-term hiring plans allow one to better structure cash flow and capital requirements.

Personnel recruiting is a logical next step after completing organization design and individual job descriptions. Apart from a few rare exceptions, we do not typically provide recruiting services, but would be pleased to assist you in working with one of our partners that does.

## Technology

With a thorough understanding of your operational requirements, along with our reputation for economical solutions, we employ solid engineering skills to redesign existing facilities and/or design new technical facilities.

Looking to move from SD to HD, or HD to UHD? Curious about how HDR, WCG or HFR might impact your operations? Considering producing / distributing 4K content? Trying to navigate the alphabet soup of distribution options -- OTT, OTA, SVOD, AVOD, FVOD, NVOD, IVOD, TVOD, QVOD, IPTV? Wondering about live IP media production / distribution, or upgrading your media technology infrastructure to IP? Our team can help navigate business, operations and technology choices associated with all these, and more.

Many clients seek our assistance with workflow planning and personnel organization designs prior to beginning engineering system designs. We advise all clients that technology and system designs should be considered only when operational requirements are well defined, and workflow planning as well as personnel organization designs are optimized.

Based upon your unique operational requirements, we will recommend specific technologies and develop conceptual designs for how these technologies will integrate into your facilities. Our system designs are detailed block diagrams that are typically used by a systems integrator as a blueprint from which they develop detailed engineering drawings. Our conceptual designs are also used in requests for proposals to systems integrators.

Often during this conceptual design phase, clients ask us to provide information to architects, electrical engineers, mechanical engineers and/or others involved in designing and constructing a new building or renovating existing spaces. We are skilled at interfacing with these professional trades, and welcome the opportunity to guide them as they design and build / install infrastructure for your new or renovated facility.

Following on the systems design process, our clients often seek assistance in selecting a systems integrator to implement those conceptual designs. Whether or not we assist in the selection process, clients often ask us to work with the systems integrator to ensure that our conceptual designs are successfully implemented through the detailed engineering design process.

Upon request, we will provide detailed engineering designs, however it is our experience that systems integrators provide detailed engineering in a cost- effective package with their service offerings. In addition to being cost effective, this packaging of services is also synergistic, as the systems integrator will develop wiring diagrams and equipment layouts along with detailed engineering designs. For those clients that will be utilizing a systems integrator, we typically recommend that detailed engineering design be included in the integrator's package.

It should be noted, however, that while there is wisdom in an integrator packaging detailed engineering with their service offerings, one must exercise caution to ensure there is no conflict of interest, and that the integrator is truly working in your best interest. Systems integrators are often resellers of equipment that they recommend in their designs. They also often receive sales commissions from equipment manufacturers.

We believe this arrangement sets up a situation that is potentially not in your best interest. For this reason, many clients ask us to review equipment choices and other details to ensure there is an objective audit of the integrator's work.

We do not sell any products other than our consulting services. We also refuse offers of commissions from manufacturers who ask us to promote their products and solutions. Your needs are our only focus.

## Project Administration

We have extensive experience managing large and small projects. At your request, we will interface with equipment providers, architects, mechanical engineers, wiring technicians, electricians, carpenters and other professional tradespeople to ensure your project is completed according to your specifications.

Our clients frequently ask us to provide project administration services as a follow-on from requirements analyses, operations workflow planning, personnel organization design and/or conceptual engineering system design. In these cases, we have a comprehensive understanding of the project scope of work.

We also provide project administration services where we have not been involved in the strategic planning and design work leading up to the project. In these cases, we will first work with you to gain a thorough understanding of your project's scope of work.

With a firm understanding of the scope of work, we would begin our project administration effort with a critical review of each service provider's role in the project. This is done to identify potential gaps in responsibilities that we will help resolve at this early stage.

We would monitor your project from start to finish, ensuring that each subcontractor provides all deliverables they have committed to, within the timelines specified in the scope of work. You can think of us as your eyes and ears that are focused exclusively on your project. We will alert you to any deviations from the scope of work, including design changes, schedule delays, budget overruns and other similar details.

It is our experience that as implementation progresses, projects are often modified from the original scope of work. We will monitor change order proposals from subcontractors and advise you about their potential impact on schedules and budgets.

At your request, we will manage interface control documentation (ICD) among/between service providers. Despite promises from equipment and software vendors about standards and protocols that make interfacing among different systems seamless, our experience is that integration can often be troublesome. Carefully defining each vendor's interfacing responsibilities makes it easier to resolve any integration challenges that may present themselves.

Document coordination and distribution is another role we fulfill as part of project administration. We will maintain a complete record of all documents created and distributed in support of your project. In addition to maintaining this complete set of documentation, we will distribute documents to those who require them for review or meeting preparation.

Meetings are often a necessary means of coordinating among the various subcontractors as well as for communications between you and the subcontractors. We will act as the single point of contact to coordinate these project meetings.

It is often difficult to track scheduling interdependencies among various subcontractors. At your request, we will maintain a master project schedule that lists deliverables from all subcontractors, and tracks the dependencies and relationships among them.

In any project, it is important to keep track of action items that have been assigned. We maintain a cumulative action item list that tracks all items, both resolved and unresolved. This provides an audit trail that is often useful as a project progresses.

Ultimately, you will be asked by various subcontractors to sign-off on accepting their work as completed. We will assist you with proof-of-performance evaluations and advise you about the status of a given subcontractor's fulfillment of their scope of work.

# *Partial Client List*

American Public Television, Boston, MA  
Avid Technology Incorporated, Tewksbury, MA  
Boston University, Boston, MA  
Briggs-Knowles Architects, New York, NY  
Brigham Young University, Provo, UT  
CBS Television Network, New York, NY  
China Central Television (CCTV), Beijing, People's Republic of China  
Columbia College, Chicago, IL  
Communications Service for the Deaf (CSD), Sioux Falls, SD  
Connecticut Public Broadcasting, Inc., Hartford, CT  
Corporation for Public Broadcasting, Washington, DC  
Dalet Digital Media, Paris, France  
Detroit Public Television, Detroit, MI  
EMC Corporation, Hopkinton, MA  
General Electric Corporation, Princeton, NJ  
Harvard Medical School, Brookline, MA  
Hispanic Information and Telecommunications Network, New York, NY  
International Data Group (IDG), Boston, MA  
INTEC Incorporated, Beijing, People's Republic of China  
MGE UPS Systems, Costa Mesa, CA  
Mirror Group Ltd., London, United Kingdom  
NBC Universal, New York, NY  
Paradigm Media Incorporated, San Antonio, TX  
Philips Digital Video Systems, Salt Lake City, UT  
Public Broadcasting Service (PBS), Alexandria, VA  
Qualcomm, Inc., San Diego, CA  
Radio Television Luxembourg, Luxembourg  
Sea Research Foundation / Institute for Exploration, Mystic, CT  
SeaChange International, Maynard, MA  
Sony Broadcast and Professional Products Group, San Jose, CA  
Tektronix Incorporated, Beaverton, OR  
Tribune Broadcasting Incorporated, Burbank, CA  
TV Azteca, Mexico City, Mexico  
Woods Hole Oceanographic Institution, Woods Hole, MA  
World Wrestling Entertainment, Inc., Stamford, CT

various local television stations, too numerous to list

# Contact Us

- for additional information about the firm
- to discuss how we might be of assistance to you
- to request a proposal
- or if you need to communicate with us for any other reason

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