



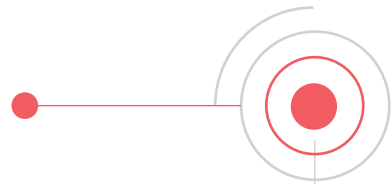
Challenges, opportunities and learnings in the set-up of in-house consulting firms



Alhambra Advisors
Transforming Infrastructure Globally

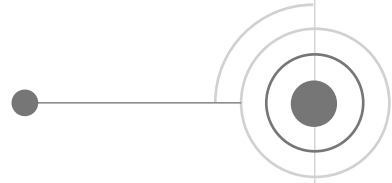
Alhambra Advisors was founded in late 2023, tackling all challenges to beat targets in 2024...

October
2023



Alhambra Advisors **founded** with 3 offices in UAE and Spain

April
2024



Initial company's pyramid re-shaped to a healthier and sustainable structure

May
2024



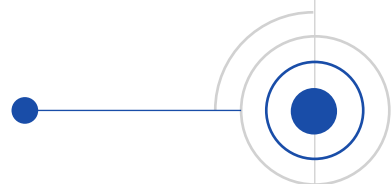
25th project awarded to Alhambra since inception

July
2024



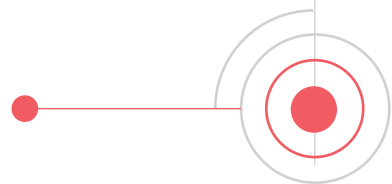
Employee **number 50** joins Alhambra Advisors

December
2024



Alhambra Advisors closes its first full year **beating its revenues** forecast

March
2025



Alhambra Advisors establishes its regional **HQ and 4th office location** in Riyadh, KSA

... and achieve a robust position by late 2025 in the transportation and logistics advisory sector, gathering multiple learnings on the set-up of boutique consulting firms



The set-up of a boutique consulting firm requires tackling 3 strategic and 2 tactical challenges...

Strategic vision

1



What is the **strategic planning** of the company?

2



What is the **business model** to be followed?

3



What company **culture** and **management approach** should be fostered?

Tactical vision

4



What **business plan** must be adopted to fulfil the target model?

5



What are the firm's immediate **next steps**?

... which companies aiming to found an in-house consulting firm must ensure to understand and navigate before launch and during the firm's first year



1

What is the strategic planning of the company?


Strategic ambition. *Corporations must have a clear ambition when setting up a consulting firm, and know exactly what they are trying to achieve, supporting it with a logical vision and mission*

Strategic objectives. *The ambition must be backed by clear objectives of the firm's vision: profitability, diversification, prestige?*

Customer portfolio. *Ambition and objectives are not enough: founding corporations must understand which type of customer the firm will serve and who its key clients are, including the parent corporation*

Long-term targets. *What is the long-term positioning of the firm, and which growth strategy must be embraced to fulfill the objectives?*

End-line. *What type of consulting firm does the funding company aim to create: strategy firm, management office, niche boutique firm?*



What is the business model to be followed?

Value proposition. *Corporations must define a logical value proposition for their in-house consulting firms: from service portfolio, differentiation strategy, target type of projects and delivery methods*

Key people. *The value from consulting firms depends on its key people: it is crucial for founding companies to identify the key profiles that will lead and develop the firm, what type of skillset will be required, as well as the type of support team to be set-up*

Delivery model. *Will the firm depend on external experts, or will it have a full in-house team? Will work focus on niche, high-quality projects or prioritize high volume?*

Financial structure. *The structure of the P&L of the firm is a fundamental decision that drives its management's behavior. The allocation of top- and bottom-line costs, selection of target financial ratios, as well as the design of the firm's tariff structure are key elements that drive the behavior of the management*

3

What company culture and management approach should be fostered?

Company culture. *Whether the focus of the firm's management will be on client satisfaction and project delivery vs people and talent development, has a direct implication in the reputation and long-term success of the firm, and its relationship with the parent corporation*

Performance monitoring. *Upon setting the focus of the company culture, corporations must reflect it in the firm's business model by defining a tailored performance monitoring aimed at stimulating and motivating the team*

Company management. *Corporations must decide on the control model of its in-house firm: how is the alignment between business development, operations, and execution teams? How is business development governed and monitored?*

Top management focus. *The role of the top management of the firm can vary across companies: should they focus on business development, business delivery, or internal management? What should be the right share of tasks between each activity?*



4

What business plan must be adopted to fulfil the target model?

Business development plan. *The first step founding corporations must face is the design of a realistic commercial plan, aligned with the role of its top management (business development vs business delivery), aimed at producing Year 1's sales*

Operating model. *Setting up a sustainable and scalable org and compensation structure, and career path is a mandatory step in initial stages, as well as ensure its fluidity and evolution over time*

Existing in-house capabilities. *What are the existing capabilities in the parent company that can be immediately used in the consulting firm?
Are these adding the required skillset to the company's proposition?*

Risk assessment. *Before launch, a comprehensive risk assessment must evaluate the future headwinds compromising the firm's success (financial, reputational, knowledge leaks...)*



5

What are the firm's immediate next steps?

Top management recruitment. *The initial dilemma faced during the firm's se-up will involve the recruitment of its top management: should the partner corporation empower existing staff or target for external top profiles?*

Consulting staff recruitment. *Which recruitment policy for its consulting team must the firm execute? Consulting firms tend to be selective regarding qualifications, experience and school background, but should an in-house firm follow the same path?*

100 days plan. *The immediate priorities of the firm will focus on ensuring its legal and administrative set-up, build its management framework and tools and secure the key personnel*



3 takeaways to remember during the set-up of an in-house boutique consulting firm



Strategic planning

Focus on **strengths**, ensure the market understands the firm's differential value



Business model



Target culture

Be **aware and proud** of who you are, avoid replicating other models



Business plan



Next steps

Think **big** in the long-term, but **start small**, ensuring to remove **legacies**



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