



Unlocking your business potential

[www.ledgarconsulting.co.uk](http://www.ledgarconsulting.co.uk)



# What we do...

**JLC are profit and revenue building and sustainability specialists. We have a track record of releasing our client's business potential and helping others in their de-carbonisation journey. Since launching JLC, we have delivered a range of client ROI of between 10:1 through to 50:1**

## **We work with our clients to**

1. Develop and deliver their global expansion ambitions
2. Develop world class sales and marketing strategies
3. Transform investment outcomes
4. Understand the markets they serve and their competitive position
5. Accelerate cost efficiency through process, product choice and supplier relationships
6. Measure their carbon footprint and create strategies to achieve decarbonisation
7. Empower and equip people and teams to excel

## **Our most recent work has included**

- Advising and supporting global client expanding commercial operations across Europe
- Creation of 5 year strategic plan to deliver 4 fold increase in turnover and EBITDA for multinational client
- Development of investment strategy to secure international funding from market leader
- Bespoke competitor and market analysis, translated to actionable priorities to drive commercial excellence - Our 'Horizon Scan' service
- Development of hugely successful marketing strategies and plans
- Board level commercial advisory role
- Producing a bespoke business development plan to create value for clients to drive retention and new business
- New thinking and ideas for developing new profit streams
- Review of postal choices and identified £'00k of savings
- Production of business cases to support commercial investment



# About us



**Jenny Ledgar**  
Founder JLC

**Jenny has over 40 years of commercial experience and is proud to be an Oxford University Saïd Business School Alumni.**

## **Strategic highlights**

- Multiple Director roles at FTSE 250 company level
- Profit and value building specialist with £2bn directorate accountability
- Value generation with a track record of achievement in SME through to FTSE 100
- Development and deployment of complex multi million £ cost efficiency programmes
- Board sponsor of Strategic Mailing Partnership and Letters Advisory Board
- Assessing students for University clients for degree level courses in commercial academic fields

## **Leadership highlights**

- Experienced at Board level in Executive and Non- Executive roles including Senior Independent Director and Vice Chair
- Driving change and shifting narrative from one of revenue to one of profit and value across commercial teams to focus efforts on delivering return
- Extensive senior level networks enabling broad business and external coverage
- People empowerment and development across multiple Royal Mail directorates; Sales, Marketing, Operations, Strategy, Pricing, Product Development, Communications
- Led the Diversity and Inclusion agenda across major business unit
- Mentoring and coaching for high performance up to Exec and Non-Exec level.
- Experience operating in highly regulated markets with competing customers



# About us



**Rob Wainwright**  
Partner JLC

**Rob has over 23 years of commercial experience at senior management level and is proud to be a Warwick University graduate and Oxford University Saïd Business School Alumni.**

## **Strategic highlights**

- Securing multimillion £investment through production of commercial business cases
- C-suite sign off at FTSE100 level for highly successful, commercially strategic plans
- Development and delivery of hugely impactful marketing strategies delivering (£m's) incremental growth
- Delivering new successful product innovations to markets
- Part of the successful team delivering the Royal Mail Group IPO

## **Commercial highlights**

- Creation of strategic plans to deliver 4 fold increase in turnover and EBITDA for multinational client
- Development of investment strategy to secure international funding from market leader
- Bespoke competitor and market analysis, translated to actionable priorities to drive commercial excellence - Our 'Horizon Scan' service



# A summary of some of the services we offer..

## HORIZON SCANNING



**We'll provide you with a detailed review of your competitors and your market to inform new strategies and approaches**

This is all about understanding in granular detail what's happening in your marketplace, who's doing what and how you can mitigate risk and develop new opportunities

### **Areas of expertise;**

- Detailed competitor analysis; who's doing what, product and service offerings, news, their keys strategies
- Identification of emerging competitors
- Identification of risks and opportunities based on marker themes and trends
- Identification of new innovations in your market and how you respond
- Identification of regulation and policy changes impacting your businesses
- Interpretation of market place themes and trends
- Using horizon scans to develop sales driven strategic response plans

## VISION & STRATEGY



**We'll work with you to develop and implement your vision and strategy. Our approach will deliver long term sustainable commercial value.**

This is about problem solving, idea generation, new thinking or approaches to drive value and profitability.

### **Areas of expertise;**

- Strategic commercial planning
- Investor pitch production
- ROI optimisation to drive value
- Business prioritisation for profit
- Supplier partnership advice
- Problem solving and critical friend
- Injection of new ideas and fresh thinking
- Customer & market analysis
- New opportunity identification

## COMMERCIAL STRATEGY



**We'll partner with you & your teams to drive highly successful commercial strategies, driving customer value and profit**

This is about developing thinking on all aspects of your commercial approach.

### **Areas of expertise;**

- Driving commercial value through; attribution analysis, sales resource allocation, portfolio planning & design
- Development and implementation of sales & marketing strategies
- ROI enhancement
- Sales coaching and development
- Database segmentation
- Integration of sales and marketing strategies
- Partner and supplier introductions

## COST EFFICIENCY PROGRAMMES



**We'll develop a detailed understanding of the processes and the ways in which you do business in order to identify and deliver cost efficiency programmes**

This is all about getting to know how you do business and how we can find ways to do it more cost effectively.

### **Areas of expertise;**

- Process mapping for cost efficiency identification
- Supplier/product choice review and refinement
- ROI quantification for spend prioritisation
- Assessment of existing resourcing structures
- Identification and removal of duplication



# A typical sample of our Horizon Scanning work



We'll provide you with a detailed review of your competitors and your market to inform new strategies and approaches

This is all about understanding in granular detail what's happening in your marketplace, who's doing what and how you can mitigate risk and develop new opportunities

## Areas of expertise;

- Detailed competitor analysis; who's doing what, product and service offerings, news, their keys strategies
- Identification of emerging competitors
- Identification of risks and opportunities based on market themes and trends
- Identification of new innovations in your market and how you respond
- Identification of regulation and policy changes impacting your businesses
- Interpretation of market place themes and trends
- Using horizon scans to develop sales driven strategic response plans

## Illustration – deep dive, commercial conclusions, strategic response, project plan

### Horizon Scan example report

**Food sector supply chain analysis and commercial response**

2023  
Produced by J.C Ltd

### Food market themes and associated opportunities – Food waste & CO2 reduction is core

Jan 2023

**Key themes in the food sector**

**Potential strategic and sales opportunities**

### Latest news – European Union proposed legislation changes

**BACKGROUND**

**WHAT DOES THIS MEAN FOR YOU**

**RISKS & OPPORTUNITIES**

**KEY TAKEAWAYS**

### Food sector news – innovation and new products

Compiled Jan 2023

**Just Eat extends partnership with CURBERO reusa system**

**ARTICLE 3**

**ARTICLE 4**

**ARTICLE 5**

**Key observations/insights**

### Summary of supply chain businesses – Board manufacturers

Business	Board position	Company	Board	Product offering	Key strategies	Manufacturing	Headquarters for sales/marketing
Unilever	CEO	Unilever	Unilever	Ice cream, soups, pasta, etc.	... (text) ...	... (text) ...	... (text) ...
... (other companies) ...	...	...	...	...	...	...	...

### Competitor 1 – Strategy, products & sales map

Single slide produced for each competitor

**Board position**

**Manufacturing**

**Channel to market**

**Structure, markets, sales channels, margins**

### Sales segmentation strategy food – key sectors based on high value growth end use sectors

**Manufacturers**

**Key end user segments**

**Sales & innovation sub-categories**

**Segment groups**

**Segment strategies**

**Segment, forecasting**

### Ideas for sales objectives and food strategy strands

Strategies	Strategy strand	Benefit	Strategy area
STRATEGY (A)	Low-cost soups	Complete	Sales and marketing strategies
STRATEGY (B)	Low-cost soups	Complete	R&D strategy
STRATEGY (C)	Low-cost soups	Complete	Capability enhancements
STRATEGY (D)	Low-cost soups	Complete	Partnerships

### Capability enhancement strategies - high level project plan

Strategy strands	Capacity enhancement strategy			
	Q1	Q2	Q3	Q4
STRAND 8	... (text) ...	... (text) ...	... (text) ...	... (text) ...
STRAND 9	... (text) ...	... (text) ...	... (text) ...	... (text) ...
STRAND 10	... (text) ...	... (text) ...	... (text) ...	... (text) ...
STRAND 11	... (text) ...	... (text) ...	... (text) ...	... (text) ...
STRAND 12	... (text) ...	... (text) ...	... (text) ...	... (text) ...
STRAND 13	... (text) ...	... (text) ...	... (text) ...	... (text) ...
STRAND 14	... (text) ...	... (text) ...	... (text) ...	... (text) ...

# A typical sample of our Vision and Strategy work



**We'll work with you to develop and implement your vision and strategy. Our approach will deliver long term sustainable commercial value.**

This is about problem solving, idea generation, new thinking or approaches to drive value and profitability.

## Areas of expertise;

- Strategic commercial planning
- Investor pitch production
- ROI optimisation to drive value
- Business prioritisation for profit
- Supplier partnership advice
- Problem solving and critical friend
- Injection of new ideas and fresh thinking
- Customer & market analysis
- New opportunity identification

## Illustration - strategic plan based on market dynamics & commercial value

Over the next 5 years, we will implement new strategic plans and initiatives to significantly expand UK operations. To achieve this, we will increase production and solution capabilities to capture market share.

**COMPANY X STRATEGIC GOALS**

- Business unit A**  
Defend & Extend position in Business unit A through aaaa, bbbb, cccc investments and acquisition.
- Business unit B**  
Establish Business unit B in location xyz focused on value added aaaa & bbbb products through investment of further xxx, new yyyy, IIII and vvvvv.
- Product A**  
Launch Product A through xxxx and invest to ensure delivery of dddd & gggg product range.

Through strong site efficiency planning and customer growth strategies we have cemented our position as a leading Group site with CAGR of x% (last 3 years) and EBITDA of €xm (x% of turnover)

Optimising xyz	Product line A introduced	Product line B introduced	Strong xyz strategy to drive abc	Expansion of ABC to support growth	abc and xyz plans implemented
2019/20	2020/21			2021/22	
Ex rev					Exm rev

Our future plans will be delivered against an exceptional track record of historic growth. We have delivered a x% uplift in turnover and x% EBITDA in x years (20XX vs 20XX)

**Company X performance €'000's**

	2020	2021	2022
Turnover	€100	€110	€120
Margin	10%	11%	12%
EBITDA	€10	€11	€12
EBITDA per head	€100	€110	€120

**How have we achieved this**

**Sales**

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- Nunc viverra imperdiet enim. Fusce est. Vivamus a tellus.
- Pellentesque habitant morbi tristique senectus et netus.
- Lorem ipsum dolor sit amet, consectetur adipiscing elit.

**Production**

- Lorem ipsum dolor sit amet, consectetur adipiscing elit.
- Nunc viverra imperdiet enim. Fusce est. Vivamus a tellus.
- Pellentesque habitant morbi tristique senectus et netus.
- Lorem ipsum dolor sit amet, consectetur adipiscing elit.

Company X has four distinct category revenue segments.

Company X has primarily focussed on the xyz sector which has been a high volume, high revenue driver

BUSINESS AREA	REVENUE 2021	REVENUE 2022	REVENUE Forecast 2023	GROWTH TARGET 2024
Category A	€1,000	€1,000	€1,000	€1,000
Category B	€1,000	€1,000	€1,000	€1,000
Category C	€1,000	€1,000	€1,000	€1,000
Category D	€1,000	€1,000	€1,000	€1,000
<b>TOTAL</b>	<b>€4,000</b>	<b>€4,000</b>	<b>€4,000</b>	<b>€4,000</b>

**Business Summary**

- Lorem ipsum dolor sit amet, consectetur adipiscing elit.
- Nunc viverra imperdiet enim. Fusce est. Vivamus a tellus.

Our reliance upon a small number major customers in a single category presents a significant business risk which our plan will help mitigate.

Category A focus	Category B focus	Category C focus	Category D focus
- Lorem ipsum dolor sit amet, consectetur adipiscing elit.	- Lorem ipsum dolor sit amet, consectetur adipiscing elit.	- Lorem ipsum dolor sit amet, consectetur adipiscing elit.	- Lorem ipsum dolor sit amet, consectetur adipiscing elit.

Commercial metrics	Category A	Category B	Category C	Category D
Sales channel segment	x% A, x% B	x% A, x% B	x% A, x% B	x% A, x% B
Number of customers	X	X	X	X
Average spend per customer	€x	€x	€x	€x
Revenue	€x	€x	€x	€x
Sales margin	€m	€m	€m	€m

We have established Category A opportunities based on product market trends, segment attractiveness and competitiveness of Company X product.

**OPPORTUNITY FOCUS**

Strategic Development Focus - sub-seg A, D  
 Develop & Extend - sub-seg C, E  
 Opportunistic Growth - sub-seg F, G

**Geographical considerations**

**Sales channel and partnerships**

**Value chain considerations**

Over the next 5 years, we want to implement new strategic plans and initiatives to expand UK operations. To achieve this, we will increase abc and xyz capabilities to capture market share

Company X strategic focus	Defend & extend position in Business Unit A	Establish Business Unit B	Launch product A through xxx
How	- Lorem ipsum dolor sit amet, consectetur adipiscing elit.	- Nunc viverra imperdiet enim. Fusce est. Vivamus a tellus.	- Pellentesque habitant morbi tristique senectus.
Acquisition targets	- Lorem ipsum dolor sit amet, consectetur adipiscing elit.	- Nunc viverra imperdiet enim. Fusce est. Vivamus a tellus.	- Pellentesque habitant morbi tristique senectus.
Investment needs	- Lorem ipsum dolor sit amet, consectetur adipiscing elit.	- Nunc viverra imperdiet enim. Fusce est. Vivamus a tellus.	- Pellentesque habitant morbi tristique senectus.
Product focus	- Lorem ipsum dolor sit amet, consectetur adipiscing elit.	- Nunc viverra imperdiet enim. Fusce est. Vivamus a tellus.	- Pellentesque habitant morbi tristique senectus.
Customer focus	- Lorem ipsum dolor sit amet, consectetur adipiscing elit.	- Nunc viverra imperdiet enim. Fusce est. Vivamus a tellus.	- Pellentesque habitant morbi tristique senectus.

Our UK strategic plan ensures our capabilities exceed those of our competitors, allowing us to continue exploiting growth areas and compete in new market segments

**We have 5 key objectives which will deliver company X strategic goals. They will drive our market share, profitability & revenue.**

- Nunc viverra imperdiet enim. Fusce est. Vivamus a tellus.
- Lorem ipsum dolor sit amet, consectetur adipiscing elit.
- Pellentesque habitant morbi tristique senectus.
- Nunc viverra imperdiet enim. Fusce est. Vivamus a tellus.
- Lorem ipsum dolor sit amet, consectetur adipiscing elit.

Our growth plan consists of six commercial strands. They will drive market share and facilitate entry into new segments. Together they will deliver an annual revenue of €xm for Company X and an additional €xm through strategic business acquisitions.

Options	COMPANY X						STRATEGIC ACQUISITION	
	1	2	3	4	5	6	Business acquisition	Business acquisition
Strategic goal	Reach ABC capacity	Expand ABC capacity	Introduce XYZ capability	Expand Category B production	Enhancement ABC for int.	Product D capability	xyz acquisition	Business acquisition
How	Lorem ipsum	dolor sit amet, consectetur adipiscing elit.	>Lorem ipsum	>Lorem ipsum	>Lorem ipsum	>Lorem ipsum	Business acquisition	Business acquisition
€ Investment	€m	€x - €m	€m	€m	€m	€m	€m	€m
Rev potential	€m (Rev. ending)	€m	€m	€m	€m	€m	€m	€m
Estimated EBITDA p/a	€m	€m	€m	€m	€m	€m	€m	€m
EBITDA	x%	x%	x%	x%	x%	x%	x%	x%
Payback period	xyz	x - yz	xyz	xyz	xyz	xyz	xyz	xyz

Investment will ensure we achieve our objective of driving abc, xyz and sustainable efg growth

# A typical sample of our Commercial Strategy work



## Illustration – Marketing strategy, measurement and commercial performance

We'll partner with you & your teams to drive highly successful commercial strategies, driving customer value and profit

This is about developing thinking on all aspects of your commercial approach.

### Areas of expertise;

- Driving commercial value through; attribution analysis, sales resource allocation, portfolio planning & design
- Development and implementation of sales & marketing strategies
- ROI enhancement
- Sales coaching and development
- Database segmentation
- Integration of sales and marketing strategies
- Partner and supplier introductions

### A small sample of our work in marketing strategy and measurement

#### Marketing strategy and measurement

July 2023  
Produced by J.C. Ltd

#### Customer data analysis (new and existing) to develop marketing strategy and improve performance metrics. What does your base look like? Where do your most valuable customer reside? Where can you find look-a-like customers? How should you adjust/develop your strategy?

Commentary on what the analysis shows and how it may be used to inform future marketing decision making.

#### Produced for each key postcode area

The CO Postcode Area. This is your number x area for new customer acquisition

#### Who are your customers and how can you find more of them? Which segments offer the most commercial value?

##### Leisure Lifestyle Customer Segment

Brand A: UK Population: Proportion of segment: 17%, Customer base: 100k

Brand B: UK Population: Proportion of segment: 15%, Customer base: 100k

What does it mean? The most affluent people in the UK who live comfortable lifestyles with few financial concerns. These individuals are typically empty nesters, who live in large detached houses that they own not rent and which are often north facing.

What does it mean? Leisure spend: 10% of total spend, New spend: 10% of total spend, New spend: 10% of total spend.

#### Ensuring you have a very detailed knowledge of how your marketing spend delivers return. This allows informed future investment decisions to achieve growth targets

What does it mean? Leisure spend: 10% of total spend, New spend: 10% of total spend, New spend: 10% of total spend.

#### Ideas to develop a deeper understanding of existing customers and their behaviours. This can be used to then define sales targeting focus and identify differential segment-based customer approaches

Objective	Existing customer profile	Segmentation and deep dive analysis of top 20%	Review of customer segmentation by media	Review of post-campaign performance
1. Leisure spend	1. Leisure spend	1. Leisure spend	1. Leisure spend	1. Leisure spend
2. New spend	2. New spend	2. New spend	2. New spend	2. New spend
3. New spend	3. New spend	3. New spend	3. New spend	3. New spend
4. New spend	4. New spend	4. New spend	4. New spend	4. New spend
5. New spend	5. New spend	5. New spend	5. New spend	5. New spend
6. New spend	6. New spend	6. New spend	6. New spend	6. New spend
7. New spend	7. New spend	7. New spend	7. New spend	7. New spend
8. New spend	8. New spend	8. New spend	8. New spend	8. New spend
9. New spend	9. New spend	9. New spend	9. New spend	9. New spend
10. New spend	10. New spend	10. New spend	10. New spend	10. New spend

#### Total Brand 1 & 2 performance analysis – revenue (could include transactions, AOV's etc)

Commentary & actions needed: Leisure spend: 10% of total spend, New spend: 10% of total spend, New spend: 10% of total spend.

#### H1 Marketing Media A performance Brand 1

Produced for each Marketing media

Commentary: Leisure spend: 10% of total spend, New spend: 10% of total spend, New spend: 10% of total spend.

#### Marketing programmes specifically for Marketing Media A recruits in order to retain a larger share of new customers and encourage more frequent ordering

Data/behaviour/rule led marketing migration programme for cohorts recruited

Strategy and campaigns: Leisure spend: 10% of total spend, New spend: 10% of total spend, New spend: 10% of total spend.



# Our newest service offering supports your journey to Net Zero

## Carbon footprinting



Quantification of your emissions (scope 1, 2 & 3) and the impact of your business in line with GHG Protocols

Provide a baseline to implement an effective sustainability and carbon reduction strategy

Provide detailed insights into your supply chain emissions, identify data gaps and define key areas of priority for GHG reduction

Set decarbonisation targets in line with SBTi guidelines and Net Zero pathways

## Sustainability strategy development



Create strategies and approaches which achieve decarbonisation in line with the Paris agreement – 50% reduction of CO<sub>2</sub>e by 2030 and Net Zero by 2050.

Ensure readiness in anticipation of publication of the Transition Plan Taskforce (TPT) Gold standard for private sector climate transition plans

Formalise your sustainability strategy, reporting mechanisms and business stakeholders

Implement external carbon disclosure reporting and accreditation

Drive product innovation and market differentiation

Strengthen your brand as a climate leader

## Action based collaboration with our global network of experts



Acceleration of Net Zero and Commercial value through collaboration and partnering with our network of global experts

Introductions to support your sustainably and commercial goals

Support with onboarding of new partners and suppliers

## De-carbonisation progress reviews



Capture a clear picture of your decarbonisation progress against Net Zero targets

Report progress within Scope 1, 2 & 3 initiatives

Identify business benefits delivered

Communicate decarbonisation progress to external stakeholders

# What our customers say about us..

We invited JLC to carry out an in depth market review for us and to support a piece of critical commercial work for our business. Rob and Jenny did a great job for us and delivered exactly what we needed. We couldn't have done this without them.

**Managing Director and Senior Leader, Europe wide manufacturing business May 2023**

I asked JLC to work with our Board members and senior leaders to help identify new opportunities to drive profit within our business. It is evident that Jenny and Rob have an exceptionally detailed understanding of the marketplace and the potential opportunities available to us. They have developed a comprehensive benefit driven plan, identifying new commercial opportunities, and cost beneficial approaches. We are a market leading business in our sector with many years of experience and therefore I have been exceptionally impressed in Jenny and Rob's ability to identify new opportunities for us, whilst recognising the great work my teams already do. We now look forward to working together to deliver the plan and make a significant impact on our profit.

**CEO, UK based communications and marketing business March 2023**

Creation and delivery of a detailed investment case, and benefits led presentation. CEO feedback was 'the work is exceptionally professional and compelling from an investment perspective'

**CEO one of Europe's largest Ecommerce businesses Jan 2022**

I invited Jenny and Rob from JLC Ltd to work with us to develop our business strategy, to advise our Board and to support Board members with their personal development with the aim of accelerating performance. They have worked closely with the leadership team to create a compelling and commercially robust 5 year strategy, supporting a multi million pound investment to grow turnover and EBITDA 4 fold across the UK. Acting as strategic advisors and business coaches, their commercial experience has been invaluable to our business. We will continue to work with JLC going forward to realise our strategic objectives including an ambitious acquisition journey to expand our business across our industry supply chain. As part of a global manufacturing business, JLC are beginning to influence and impact our wider Group ambitions, which should lead to an expansion of our Group customer solution portfolio to retain and grow our customer base across Europe.

**Managing Director, UK based manufacturing business June 2022**

I asked Jenny to come and take a look at how we could really increase the value we offer our clients and increase our margin, at the same time. I was really pleased at just how in-depth a knowledge and understanding Jenny gained about our company in such a relatively short space of time. She worked closely with my teams and quickly identified the complex issues and challenges that we needed to tackle. JLC produced work of a high, professional standard with very astute proposals and ideas. We now have the opportunity to put into practice practical, commercial solutions that will make a significant impact on our profit in a few, very straight forward activities. In the short to mid-term, we have fresh ideas to help our business achieve the stretching goals it has set itself. Many thanks to Jenny and the team for all their support

**Director, major customer communication business Aug 2021 (30:1 ROI)**

I cannot understate how exceptionally impressed I have been with how quickly JLC have really understood our business and our strategic ambitions. They have worked with us to deliver a comprehensive and detailed 5 year commercial strategy which will underpin our ambition to double our revenue by year 5. The JLC team have delivered a plan which is financially sound and contains well defined, individual building blocks articulating our overall strategy. Alongside this, JLC have comprehensively reviewed our marketing activities, determining ROI effectiveness by channel and working up powerful new marketing initiatives and approaches which will form a key part of our customer acquisition and retention plans. It's testament to how well things have gone that JLC will now provide me and my teams with ongoing commercial advice, support and input.

**Managing Director, Retail e-commerce business July 2021**



**Let's talk. Give us a call anytime to  
discuss your business**

**Jenny Ledger**

T 07885 268993

E [jenny@ledgerconsulting.co.uk](mailto:jenny@ledgerconsulting.co.uk)

in [Linkedin.com/in/jennyledgar](https://www.linkedin.com/in/jennyledgar)

**Rob Wainwright**

T 07787 435464

E [rob@ledgerconsulting.co.uk](mailto:rob@ledgerconsulting.co.uk)

in [Linkedin.com/in/robertwainwright](https://www.linkedin.com/in/robertwainwright)

**[www.ledgerconsulting.co.uk](http://www.ledgerconsulting.co.uk)**



**Unlocking your  
business potential**