



NAOS

Consulting

Presentation leaflet – *General overview and credentials*

March 2019

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Naos Consulting, a management consulting boutique founded by 2 former McKinsey managers with a distinctive positioning

Naos Consulting, management consultancy boutique dedicated to the African Continent :

- **Founded in 2013 by 2 former McKinsey managers passionate about Africa**
- **>50 carried out engagements**
- **Trusted by leading references in Africa (incl. LafargeHolcim, OCP...)**

NAOS
Consulting

Leading team

Laila Bennis



- Graduate from Polytechnique (X2002), Mines Paris (2006), Sciences-Po Paris
- Formerly Senior Manager at McKinsey & Co

Othmane Mikou



- Graduate from HEC Paris (2005) with one year spent at University of Otago (New Zealand)
- Formerly Senior Manager at McKinsey & Co



Team of 8 consultants



Distinctive positioning

We seek to propose an innovative consulting model – combining the **best of traditional strategy advisory firms and freelance consulting**

- As former Senior Project Managers at McKinsey, we offer the **professionalism, intellectual rigor, and expertise** learnt from the world's top notch traditional consulting firms
- As independent consultants, we support our clients in delivering **concrete results** with a **sense of business pragmatism, proximity and flexibility**



4 core principles of our intervention model

1

Adapted consulting model for Africa



At Naos Consulting, we seek to support African businesses, governments and institutions in their growth journeys with an **adapted consulting model**

- **Pragmatic approach** / bringing in concrete and actionable solutions (vs looking for “THE right answer”)
- **Participative** collaboration model with joint working teams on site (Client/NAOS) and heavy syndication efforts
- **Custom made intervention** models:
 - o Project’s scope and modus operandi are discussed in details upfront in order to focus on our clients’ most important challenges
 - o Our delivery model takes into account our clients’ internal constraints (e.g stop & go between the different phases)
- **“Skin in the game mindset”** with adapted / flexible financial terms (incl. based on success and / or satisfaction)

2

Highly qualified resources



We mobilize **highly qualified and committed resources to serve our clients’ most critical challenges**

- Effective supervision by the 2 founding partners – combining over 25 years of experience in the field.
- Access to a unique reservoir of high caliber and talented African talent– recruited from the bests schools in Morocco and France

3

Robust set of professional / ethical standards



We adhere to the a **robust set of professional / ethical standards to build a solid reputation in the long term**, incl.:

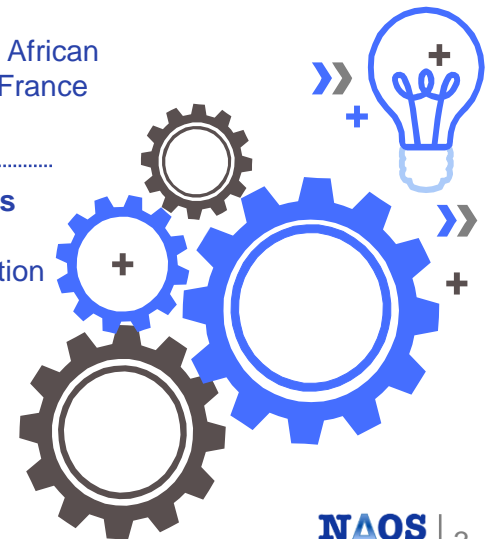
- No compromise on confidentiality regardless of the situation
- Strict Chinese wall / Forbidding our consultants to serve competing clients for a period of 2 years

4

Competitive financial terms



Last but not least, **we serve our clients on competitive financial terms** thanks to a lean & flexible organisation



NAOS Consulting in brief

Talent Pool

2 Partners
with >25
years
cumulated
experience



A diverse
team of ~10
consultants

Network of
institutional
partners



Proven skills and expertise

... in 3 different fields...



Strategy



Data analysis & Due diligences



Delivery capabilities (PMO)

... and 7 sectors



Financial Sector (Banking, Insurance)



FMCG/Retail



Social sectors (Healthcare and Education)



Construction materials



Energy / mining



Transports and logistics



Public sector and Export based industries

Leading references



Founded and managed by 2 former McKinsey managers supported by a diverse team of >10 consultants

Partners with >25 years cumulated experience



A diverse team of 8 consultants (graduated from the top ranked French & Moroccan schools)

Associates Naos (>3 years experience)

Consultants Naos

Experienced external consultants



Othmane Mikou

- Co-founder and Partner Naos
- Alumnus McKinsey & Co (Senior Manager)
- Graduate from HEC Paris (2005)



Laila Bennis

- Co-founder and Partner Naos
- Alumna McKinsey & Co (Senior Manager)
- Graduate Polytechnique (X2002), Mines Paris (2006), Sciences-Po Paris



Ghali Tagemouati

- Graduate from Grenoble BS (2014)
- Co-founder of Samawate Energy



Ghalia Essakali

Graduate from HEC Montreal, ESSEC (2014)



Meryem Ouazzani

Graduate from ESSEC (2018)



Erwing Wandja
(Cameroon)

- Graduate from ISCAE (2018)



Harris Kounasso
(Benin)

- Graduate from ISCAE (2018)



Ghita Naji

- 12 years experience
- Graduate from ISEP Paris, ESCP Paris



Fatim Zahra Zerrad

- 17 years experience
- Graduate from Paris I Sorbonne



Larbi Chraïbi

- 10 years of experience
- Graduated from ESSEC Business School



All strongly passionate and dedicated to the development of Africa



NAOS Consulting – Founding Partners’ profile

- With a total of 13 years experience of which 7+ spent with **McKinsey in Paris and North Africa** (Senior Project Manager), Laila developed an expertise in **Social sectors** (Education, EcoDev) and, **Retail / Consumer Goods**. She is also knowledgeable on the **health sector**
- She is a specialist of **Strategy building** (from design to implementation) and **Organization design**- in particular, she has a strong track record in **supporting African Governments and State-Owned Institutions** delivering high impact growth programs, policy reforms and transformation agendas
- Prior to McKinsey, Laila worked for **Goldman Sachs** in London and for the French Development Agency (AFD)
- Laila is a member of the **Global Shapers network in Casablanca** (World Economic Forum). She is passionate about travels and swimming
- Laila holds a Masters engineering degree from Ecole Polytechnique Paris (X2002), Ecole des Mines de Paris (2006) and a Business degree from IEP / Sciences-Po Paris (2007)



- With a total of 14 years experience of which 8+ spent with **McKinsey** (Senior Project Manager), and more than 100 projects conducted across 4 geographies (North Africa, Western Africa, Europe, South East Asia), Othmane is an expert in **Financial Services** (Retail and Wholesale Banking, Insurance). He also developed a strong interest in **Strategic due diligences related engagements**
- Othmane is passionate about **strategic planning** / expansion into the unknown (geographies, products, channels), **strategic due diligences** and **roll out of complex transformation programs**
- Prior to joining McKinsey, he worked for Lehman Brothers in London, and for the Mandarin Oriental Hotel Group in Hong Kong
- Othmane holds a “Grande Ecole” business degree from **HEC Paris (Masters level)**. As part of his university education, he spent one year as a visiting student at the **University of Otago (New Zealand)**
- In his spare time, Othmane enjoys running (marathon level)



Naos Consulting relying on a network of leading institutional partners

Okan Consulting



Amaury de Feligonde
Partner



Thomas Léonard
Partner



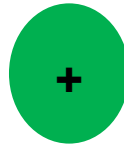
Benjamin Romain
Partner

Okan covers a wide range of African countries (> 35 countries covered incl. partners network) with a strong focus on 3 regions : Maghreb, Western and Eastern Africa



Association of Okan Consulting Teams for their contribution to

- **Field knowledge** (especially Agro Food / Social sectors)
- **Activation of local networks in Africa**



Groupe Conseil Logistique (GCL)



Hicham Alami
Managing partner
(Africa & Europe)



GCL is present in 6 countries on three continents incl. Africa through their Casablanca office

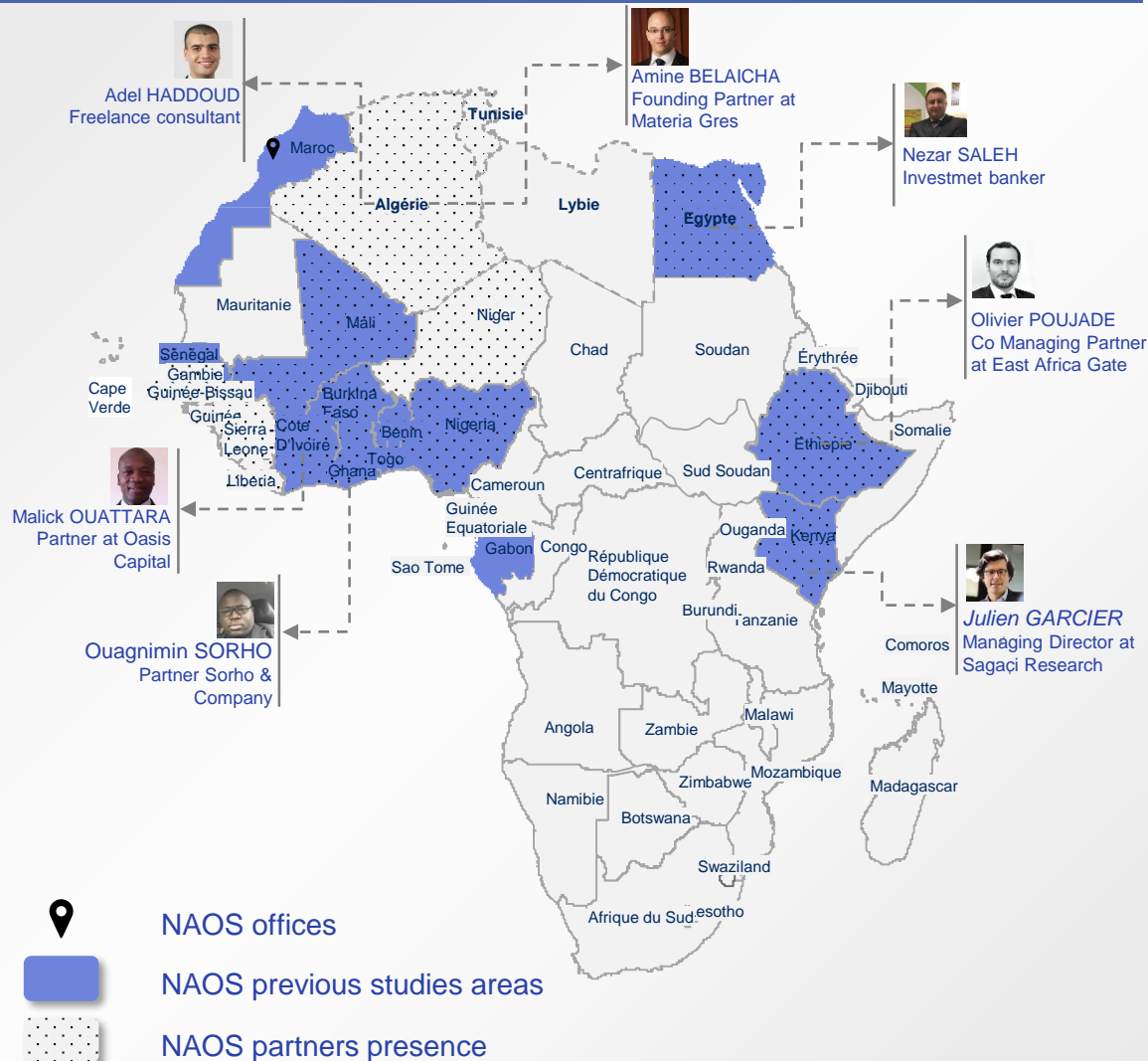
Association of CGL Teams for their contribution to

- **Redesigning, optimizing organizational & operational models**
- **RTM deployment**
- **Logistics**

We covered a wide range of African countries through our previous studies and our network of partners

NON EXHAUSTIVE

Naos Consulting area of coverage



Strong network of Partners / Local contacts covering 20 countries (incl. 17 in the Greater North and West Africa region)

Strategy and Strategic delivery are at the heart of Naos Consulting's business (> 90% of our work)

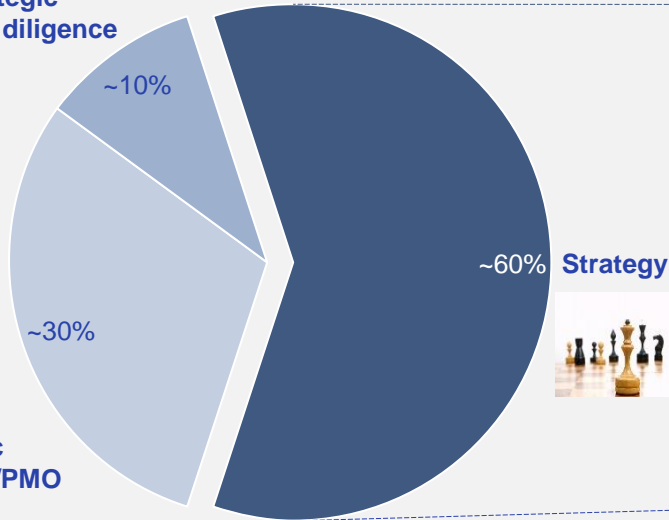
Naos's footprint by major area

100% ~50 studies



Strategic
Due diligence

~10%



Strategy



Strategic
Delivery/PMO



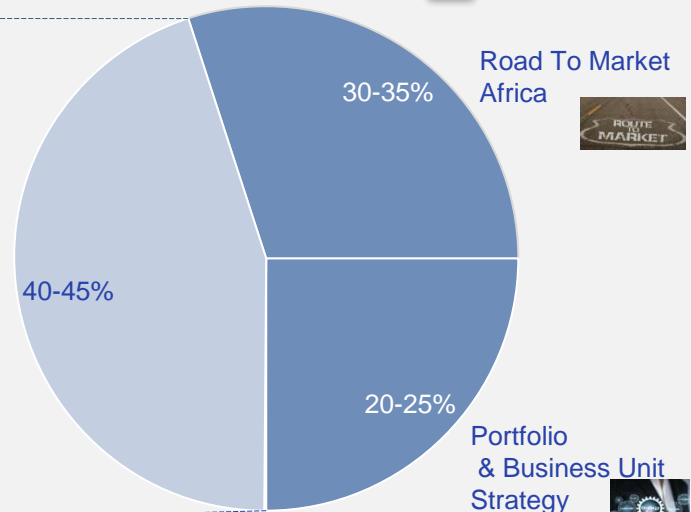
Strategy studies by Service Line

100% ~35 studies

Private Sector

Public Sector

Public Private
Partnership
Strategic
Roadmap



Road To Market
Africa



Portfolio
& Business Unit
Strategy



*Particular expertise gained in
2 areas: Road To Market
Africa and Public Private
Partnership strategic
roadmap*

We developed distinctive capabilities and toolkits around 3 different functions

Description

Analytical toolkits (examples)

1

Strategy



- We have the analytical toolkits, expertise and capabilities to support our clients throughout their strategic journey (ranging from identifying high impact trends, to identifying concrete growth opportunities or developing actionable portfolio and Business Unit strategies...and driving superior business performance through innovation in products, services, processes and business models)

- 360 ° diagnostic
- Back of the envelope Business planning
- Strategic planning under uncertainty

2

Strategy delivery (PMO)



- NAOS Consulting has developed a unique expertise for running successful Transformation Programs, thus enabling its clients to reach new platforms of growth
- Our approach relies on guiding clients to identify, sequence and implement the necessary changes and actions that will create lasting impact
- Our delivery model takes into account our clients' internal constraints and specifics (e.g stop & go between the different project's phases)

- 3–feet action plans
- Set up of Program Management Offices (incl. management dashboards)

3

Data analytics /due diligence



- NAOS Consulting developed a specific experience in strategic due diligences, helping its clients to develop an informed and unbiased perspective on the target or the sector they are considering for their investment

- Revenue Pool modeling various sectors (banking in particular)
- Market sizing in FMCG markets adapted to Africa

¹ Capital Market Investment Banking / Asset Management

² Socio-Professional Category

Deep industry expertise acquired in 7 areas of activity (1/4)

Financial sector



- **Strategic agendas for >10 banking clients, inc.**
 - Leading Retail Banking regional player willing to develop its Immigrant Banking franchise (Morocco)
 - Leading Universal Banking regional player willing to design a comprehensive 5 year Strategic Vision
 - Leading Retail Banking player willing to enter the LIB market (North Africa)
 - Leading financial player willing to strengthen its Bancassurance business model
 - Leading Mutualist banking institution operating in Western Europe aiming at upgrading its SME franchise
 - Integrated financial player in North Africa willing to develop its **Wholesale Banking** franchise across all business lines
 - Strategic review and Road To market Africa in order to position on the Capital Market & investment Banking / Asset Management sectors
- **Strategic and operational support** for a leading pan-African insurance player (ongoing support since 2013):
 - Digital / Transformation roadmap to upgrade the Work Accident Business Line
 - Digital / Transformation roadmap to upgrade the Customer Care Business Line
 - Overall review of strategic portfolio in Morocco and 12 Western Africa countries
 - Strategic repositioning of the Group's direct office
 - Strategic support for the response to a tender for a bancassurance partnership
 - Operational support to prepare the team (~200 candidates) for the examination of insurance intermediary profession
- **Sectoral and Strategic due diligences for ~5 regional players** considering growth options outside their domestic markets (Banking, Insurance, Asset Management)
- **Granular financial modelling of "banking profit pools" in Emerging markets**
- **Support to regulators / financial places**
 - Financial Service Cluster: design and roll of a comprehensive strategy aiming at positioning a major African city as a regional hub around financial and professional services
 - Financial Sector Reform: development and roll-out comprehensive strategy for the development of financial sector in a fast growing North African economy.

Deep industry expertise acquired in 7 areas of activity (2/4)

FMCG/retail



>3years strategic support for a leading North African FMCG player willing to expand its footprint to Sub-Saharan Africa : :

- Overall granular assessment of the market potential in 2 business lines (oil and soap) in Africa in order to define the “Where to play” (top priorities countries) and the “How to Win”
- Granular assessment of the market potential in 2 other business lines (margarine and condiments) as part of Group’s strategy
- Deep dive operational support on selected countries in order to define the potential entry strategy (greenfield vs M&A) and potential partners
- Support in M&A deals in cooperation with a partner in investment banking
- Go to Market Strategy to address the Nigerian market (incl. cartography of potential partners)
- Assessments of business opportunities in the perspective of Moroccan adhesion to Ecowas

Operational performance for leading European players

- Operational performance optimization program for a retail player in Europe (focus on supply chain and sourcing functions)
- Transformation Program for a European leader operating large-scale retail outlets (4 countries, 1000 Point of Sales)

Deep industry expertise acquired in 7 areas of activity (3/3)

Social sectors



- Strategic review of the potential in the **private healthcare sector** in **Egypt** for a **Pan African Investment Holding**
- Strategic Due Diligence in the healthcare sector for a major international investment fund – Oncology
- Strategic analysis of market opportunities in the Moroccan private health sector for a multilateral development bank
- Market research and identification of opportunities for development of a healthcare network in Morocco for the Mohamed VI Foundation
- Strategic support for the effective launching of a state of the art telemedicine offering in Morocco
- Perspectives on the potential of Private education in Morocco for a leading multilateral development bank
- Strategic due diligence in the Private Education sector for a PE fund interested in the Maghreb region
- >5 market studies for a leading Private Education operator embarked in an ambitious growth agenda in Morocco and Côte d'Ivoire

Public sector and Export based sectors



Design of **national clusters in Morocco** as part of the new 2020 industrial strategy (PAI), incl:

- Strategy for the launching of steel industry ecosystem
- Recovery strategy for the offshoring sector
- Recovery strategy for the textile industry
- Strategy for the implementation of 3 waves of ecosystems for the automotive industry

Roll out **complex transformation programs** involving numerous stakeholders and structure “delivery units”

- Supporting Moroccan Aeronautics Association (GIMAS) in delivering the 2020 sector strategy (incl. governance, Action Plans, management dashboards)
- Supporting Moroccan Industry Ministry in the launching of Automotive Ecosystems
- Organization review for the central administration of a Ministry of Higher Education and Research-Europe

Strategic agendas sector in Maghreb region

- Socio-economic development strategy for a whole region – Maghreb
- Strategy for integrated socio-economic development of mountain areas and minimum social policy – Maghreb

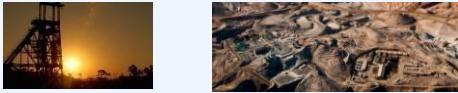
Deep industry expertise acquired in 7 areas of activity (4/4)

Construction Materials



- Industry ministry support for the establishment of efficient and integrated ecosystems in 8 sub-sectors (incl. ceramic-tiles, prefabricated, cement, marble...)
- Support of a post-merger Moroccan industrial leader in the transition to its new transport contracting model (incl. operationalization)
- 5-year growth strategy for a leading industrial player in the construction sector
- Support of a leading Moroccan cement producer in its Alternative Fuels and Raw materials valorization strategy
- Strategic roadmap for the “Logistics and Transport” division of a cement producer

Energy / Mining



- Corporate strategy for a leading player worldwide in the Mining & Chemical industries in a context of global economic crisis
- Supporting a leading player worldwide in the Mining & Chemical industries for setting up a world-class chemical platform dedicated to foreign investors
- Study of potential synergies between for a leading European utilities player (power, gaz)

Transport and Logistics



- Corporate Strategy for a European Transport and Logistics player operating across Africa
- PPP models and analysis of opportunities in the Port sector for a pan African transport and logistics players– West and Central Africa
- Marketing and sales strategy for an African transport and logistics player – Africa
- Reviewing investment opportunities in Infrastructure for a PE fund interested in the Maghreb region
- Transformation Project on 2-3 key business processes for a large airline company – Maghreb

Leading references have trusted us

NON EXHAUSTIVE

- > 50 successful projects since 2013
- various range of references with prominent clients

1

Multinational Companies



2

Continental / Regional Champions



3

Private equities funds & Multilateral development banks



4

Moroccan state & Federations





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