

# A Consulting Firm Enhances its Market Leadership

## A Case Study

*"We wanted to increase our win rate in the resilience consulting space."*

- Anton, Director of Consulting, Bernadette & Michaels



*“How can we quickly expand our client base in the resilience consulting area?”*

### **The Challenge**

Bernadette and Michaels, Inc., is a respected business consulting firm. Although they provide consulting services in a variety of specialty areas, their executive team views their resilience (aka emergency management) practice as a potential high growth area. The rising impacts of both natural disasters and cybersecurity threats are increasing demand for their expertise.

As Director of Consulting Services, Anton leads the firm’s resilience consulting practice. Like competing firms, they perform in-depth threat assessments, vulnerability assessments, impacts assessments, and investment prioritization analyses for their clients. He is proud of his team’s expertise and performance in these areas. However, the firm is not yet perceived as a market leader in this space. Rather than incrementally improve some of their existing approaches, tools, or expertise, Anton seeks some sort of “game changer” that can accelerate Bernadette and Michaels to a leadership position.

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*“We decided to consider a strategy of growth through acquisition.”*

### **The Solution**

Anton had heard from one of his colleagues that a California company was developing a way to augment detailed assessments to enhance resilience. He contacted Informed Resilience to learn more.

In an initial meeting, the Informed Resilience team introduced Anton and his team to its new approach and software product: Streetlight™. The Informed Resilience CEO, Steve Hoffman, first described the limitations of detailed resilience assessments—their high cost for clients, lengthy timeline, and need for extensive data gathering and integration. Acknowledging the effectiveness of these assessments, Steve described and demonstrated a way to complement them with a faster and lower-cost, yet still customized approach: Streetlight™. He explained that the approach taps into a human-vetted set of resilience solutions—best practices that utilities and cities had implemented, as well as expert-recommended solutions.

Anton and the Bernadette and Michaels team immediately saw the potential usefulness of this new approach and considered whether they could effectively integrate it into their client process.

*“We decided that acquiring Informed Resilience could be a rapid, effective way to differentiate Bernadette and Michaels from its competitors.”*

### **The Potential Benefits**

Steve outlined several ways that Streetlight™ could be integrated into Bernadette and Michaels’ existing detailed resilience assessment process. The firm could implement Streetlight’s rapid resilience process during its “client pitch.” This meant that, unlike competing firms, Bernadette and Michaels could recommend customized, high-benefit resilience solutions in its first meeting with a potential client. This major differentiator would likely improve the firm’s win rate, increasing its revenue in existing markets. During the client engagement, the firm could periodically implement Streetlight™ as specific threats and vulnerabilities were identified, and as priorities were refined. In this way, Streetlight™ could act as a value-added service, enabling the client to implement resilience-enhancing solutions earlier in the process than was previously possible. They also discussed how Streetlight™ could enable the firm to expand its market to medium-sized municipalities and utilities by offering multiple tiers of service.

Steve then described how Informed Resilience could help Bernadette and Michaels extend the Streetlight™ framework to other business challenges. These include energy affordability, supply chain management, cybersecurity, and data management. Anton realized that this extensibility effectively multiplied the value of Streetlight™.

In particular, the mention of supply chain management caught Anton’s eye. Given significant client interest in solving various supply chain issues, Anton had been seeking a way to grow this consulting practice as well. The Informed Resilience CEO explained that their extensive documentation of the business processes they used to implement the framework to resilience could be replicated for supply chain management. Steve indicated his team is available to work with the Bernadette and Michaels team to make this happen.

Based on the multiple potential synergies, both companies agreed to meet again soon to work out the details of Bernadette and Michaels’ acquisition of Informed Resilience, Inc., and Streetlight™.

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