

Goals for today

- 1 Offer advice for your transition from college to full-time employment:
 - Advice for your early-stage career
 - Pros and cons to different industries
- 2 Provide insight into management consulting and boutique firms:
 - Operations of a management consulting firm
 - Advantages of a boutique firm versus a large consultancy
- 3 Provide information and insight into Redwood Advisors:
 - Our values
 - Past clients
 - What we do

Advice for your early-stage career

1 Have a bold hypothesis about what your career will look like in the long-term

"What would I ideally be doing at age 45?"

2 Pick option(s) that get you closer to your long-term goal

"I want to run my own business ultimately so consulting makes the most sense."

3 Over-index on people and culture

"When you are 20-30 years old, you should follow a good boss and join a good company to learn how to do things properly." – Jack Ma

4 Focus on skill and capability building

"Where will I have the opportunity to learn the most and build my skillset?"

Comparing different industries

Pros

Consulting

- Diverse industry exposure
- Best optionality
- Broad skillset
- "Think like an executive"

Cons

- Long hours (~60)
- Travel can wear you down
- · Often limited depth of expertise

Why select

- Long-term interest in corporate strategy / management
- · Build diverse, broad skill base with best optionality

Banking

- Diverse industry exposure
- Best path to finance opps (PE/VC)
- Deep financial skills
- Highest base pay
- Longest hours (80-100+)
- Limited internal career growth
- · Narrower skillset
- Long-term interest in finance
- Interest in PE / VC
- Near-term payoff

Tech

- High dollars per hour of work
- · High quality of life
- Smart, capable peers
- Depth of expertise
- Unclear career trajectory
- Lack of transferable skills to other industries
- Long-term interest in tech
- Want to take corporate path
- Quality of life greatest concern

Private Equity

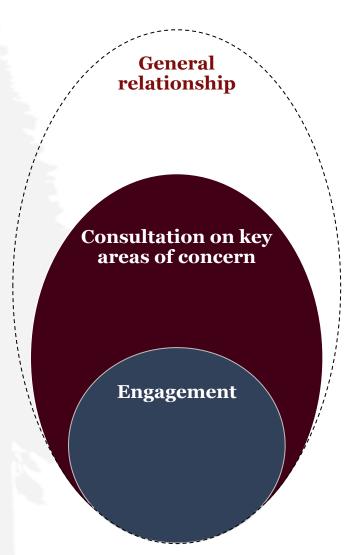
- Early entry into a lucrative space
- · Exciting work and opportunities
- Often high pay

• Long hours (60-80)

- · Relatively narrow skillset
- Limited "operating" opportunities
- Few entry-level roles
- Long-term interest in PE
- Belief you can get into a good firm

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How the management consulting model works



Description

Build a relationship with an organization through a personal relationship, previous case, conference, thought leadership (e.g., industry reports), etc.

Meet with key decision makers to discuss ongoing areas of concern (e.g., growth prospects, organizational issues)

Intensive, focused effort to solve a specific problem with the client, leveraging firm resources

Objective

Mutual awareness and interest

Subsequent stages in the relationship (e.g., a project) require respect and knowledge

Trust-based advisor role

Most cases come out of trustbased, personal, advisor relationships we form with clients

High-impact experience

Ability to generate distinctive impact defines reputation and realization of long-term success

Why boutique consulting

Boutique firm

Pros

- Immediate responsibilities and exposure
- Greater impact on business outcomes (e.g., engagements, business dev.)
- Build deeper personal relationships
- Flatter organizational structure

Cons

- Smaller network
- Often not working with most prestigious clients (e.g., Fortune 500)
- Lower safety net

Large consultancy

- Prestige & name recognition
- Large network of employees and alumni
- Broad opportunities across industries and project types
- Great internal training programs
- Less entrepreneurial
- Easy to be overwhelmed by firm size
- Can be overlooked and left unstaffed for long periods of time
- Clients are often farther away

Who we are: Team overview



John Nantz, Partner and Founder of Redwood Advisors, has delivered more than 50 consulting projects focused exclusively on strategy, digital strategy, and organizational excellence while working as a management consultant over the last 10 years. John started his career at McKinsey & Company's San Francisco office and earned a BA with distinction in Economics and an MS in Management Science and Engineering from Stanford University.



Kevin Howard is a Senior Associate Consultant at Redwood Advisors. Kevin graduated with Highest Honors from the University of Michigan, Ross School of Business with a BBA in Strategy and supplemental studies in public policy. He was heavily involved in campus activities including the Kappa Alpha Pi Pre-Law Fraternity and Ross BBA Ambassadors. He previously worked in the Market Analysis Strategy Group at The Boeing Company in Seattle.



Miguel Rodriguez is a Senior Associate Consultant at Redwood Advisors. Miguel graduated with Honors from Brown University with a BA in Economics and History, where he was heavily involved in the History Undergraduate Group in directing undergraduate events, recruitment and peer counseling. He previously worked at First Bank, a leading bank in Puerto Rico, with a focus on Corporate Accounts and Healthcare.



Emily Bishko is an Associate Consultant at Redwood Advisors. Emily graduated with Honors and Distinction from Stanford University with a B.A. in International Relations. She was heavily involved in campus activities through her roles as President of the Society for International Affairs at Stanford, Peer Counselor, and Resident Assistant. She has previously worked at the U.S. Department of State and at the U.N. Capital Development Fund.



Sabrina Franco is an Associate Consultant at Redwood Advisors. Sabrina graduated cum laude from the Honors Program at Southern Methodist University with a B.A. in History and a B.S. in Applied Mathematics. She was heavily involved in campus activities through her roles as a Peer Counselor, academic tutor, student ambassador for the History Department, and Staff Writer at The Daily Campus.

Who we are: Firm values



Do great work that leads to distinctively better results for our clients and their customers

We take pride in the high quality work we do and the results we drive



Live awesome lives: we set quarterly goals to lead awesome lives and go out of our way to help each other achieve those goals

We maintain work-life balance to increase happiness and productivity



Grow and develop, personally and professionally, taking advantage of opportunities to grow as individuals and sharpen our professional skillsets

We make sure that each team member is constantly developing

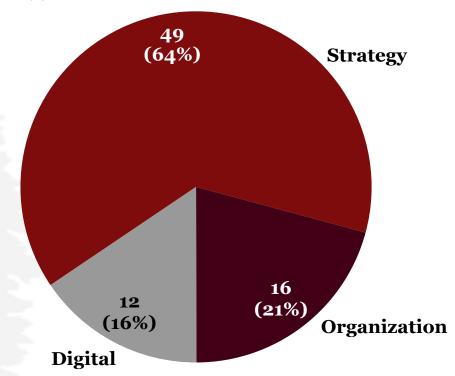
Who we have worked with: Past clients

Redwood Advisors has served numerous institutions in the private, public, & social sectors



Redwood Advisors delivers projects in three areas across a variety of industries





Redwood works across a variety of industries with key focuses on healthcare, B2B tech, and business services

- 1 Strategy: Maximizing Profitable Growth
 - We help companies grow faster and more profitably with customized, end-to-end value creation planning and execution
- Organization: Delivering
 Organizational Excellence
 We help deliver excellence across
 six key dimensions so clients
 more effectively and efficiently
 accomplish their goals
- 3 **Digital:** Unlocking Digital Potential

We help clients unlock digital potential to better serve customers and create new business models

