

## WE HELP YOU SUCCESSFULLY DRIVE PROFITABLE GROWTH BY ANALYZING, OPTIMIZING, AND ALIGNING THE FOLLOWING:

- Growth Strategy
- Market Strategy
- Product Development
- Technology Commercialization
- Operations Strategy
- Profitability

## WHAT WE DO

Rapid and effective technology and product development is the engine that drives the profitable growth of early to mid-stage technology and manufacturing companies. However, in order to achieve PROFITABLE growth it is essential that technology and product development be aligned with the company's growth strategy, market strategy and operations strategy.

**Business Strategy** - What is your current business strategy? Is it achieving the goals you set for the quarter? For the year? How about over the past three years? When was the last time you reviewed and modified your business strategy based on changing economic, market, or competitive conditions? Can your employees, stakeholder's, and key customer's accurately explain your strategy? Does your strategic plan contain enough detailed information to allow its successful execution? How do you monitor and measure its success?

**Growth Strategy** - Setting growth targets is the easy part. Achieving growth targets is harder. Achieving growth targets while maintaining or improving profitability requires the optimization and alignment of all your company's strategies followed by crisp execution. What is your growth strategy? Is it driven by internal development, strategic partnership, licensing, or a combination? What is your company's strategic core competence? Are you maximizing it as part of your growth strategy? Failure to adequately plan for and execute a growth strategy can result in profit erosion and severe cash flow issues, which for early to mid-stage companies can be fatal. There are two types of growth strategy - reactive and proactive. Which one are you employing?

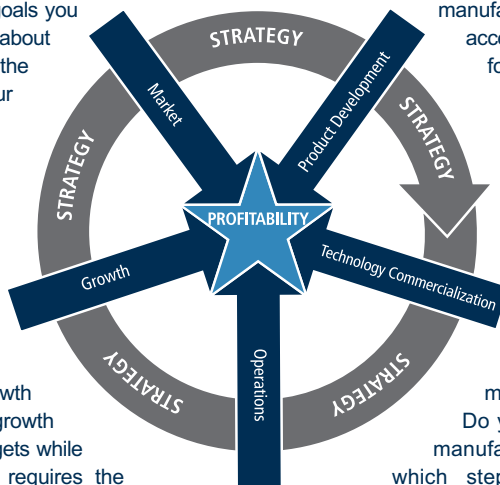
**Market Strategy** - Your market strategy is the foundation of your growth strategy. A growth strategy based on an inaccurate or incorrect market analysis is doomed to failure. Your market strategy will focus and drive your technology commercialization, product development, and operations strategies. Do you really understand your market? Most markets are constantly evolving due to changing global and economic conditions. Are you keeping up with these? Are there any developments on the competitive front?

Do you have a comprehensive market strategy to successfully launch your next product? Does your market strategy drive maximum profit margins?

**Product Development/Technology Commercialization** - Is it a science project or a product? Is there a market? More importantly, is there demand? Can this technology be scaled into production quantities? Can it be reliably manufactured? Can it be priced to achieve acceptable margins? What is the competition for this technology? One of the toughest competitors for new technology is the customer's decision to maintain the status quo. Do you have the right team in place to develop this technology? Are there more efficient and effective methods to enter this market other than internal development? Is this development aligned with your growth and market strategies?

**Operations Strategy** - How will you manufacture and distribute this product? Do you plan to outsource any or all of the manufacturing steps? How do you decide which steps to accomplish internally versus outsourced? What skill sets will you need to develop to manufacture this product? Will the manufacture of this product require specialized assembly or testing equipment? Is it more effective to license this technology versus operating as an OEM? Will this product be introduced into a cyclical market? What is the best strategy to minimize the effects of these cycles on my business model? What is the most cost effective process to manufacture this product?

**Profitability** - How do I set achievable profit goals for my company? How can I monitor and maintain profitability during the product development process? What is the relationship between market strategy and profitability? What steps can I take to maintain or improve profitability? What steps can I take to mitigate profit erosion? What are the major risks to achieving profitable growth? What are the best ways to minimize costs without impacting quality or customer service?



*"Efficiency is doing things right;  
effectiveness is doing the right things."  
– Peter Drucker*

## THE COMPANY

The Rockland Group, Inc. was launched to address the demands of today's early to mid-stage technology and manufacturing company executives who are under increasing pressure to achieve higher and more profitable growth in an increasingly competitive global market. We help you achieve this goal by providing a powerful combination of "hands on" business and technical expertise to optimize and align your company's growth strategy with its "growth engines", product development and technology commercialization.

*"In the end, all business operations can be reduced to three words: people, product and profits. Unless you've got a good team, you can't do much with the other two."*

– Lee Iacocca

Having the ability to work with an experienced and objective partner, who has actually managed through these type of challenges, offers a key competitive advantage. The Rockland Group provides the objectivity, expertise, and credibility to gain buy-in from your customers, stakeholders, and key employees to drive higher and more profitable growth for your company.

## THE PRINCIPAL



Prior to founding The Rockland Group, Bill Gately was President/ General Manager of Philips Advanced Metrology Systems, Inc. (AMS), a mid stage semiconductor instrumentation company. Bill grew AMS from a six person startup, founded on technology licensed from MIT, to a market leading semiconductor equipment manufacturer and positioned the

company for a successful sale to a private equity firm. Bill's successful leadership at AMS demonstrated expertise in business strategy, strategic marketing, product development, technology commercialization, global sales and customer support. Bill identified and negotiated several strategic partnership and license agreements resulting in accelerated time to market and above industry gross margins. Bill has extensive global business development experience throughout the US, Europe and the Far East.

Bill is the founder of two companies and brings over 30 years of experience leading and managing several startup, early and mid stage technology and manufacturing businesses. He has held executive and management positions responsible for P&L, strategy, business development, finance, sales and marketing, product and technology development, and operations. This strong combination of business and technical expertise allows Bill to provide comprehensive insight into your company's

overall performance and culture as well as the performance and culture of each department. Bill is able to rapidly identify the root causes of business and technical challenges and quickly establish credibility with key employees in order to successfully implement action plans. Bill's proven effectiveness is derived from his ability to communicate at all levels and disciplines within an organization. Having worked in business, commercial, technical, and operational roles, Bill has a demonstrated track record of successfully working with peers, cross functional teams, middle management, senior executives, and stakeholders in a variety of business situations. Bill is action-oriented and willingly rolls up his sleeves to implement agreed upon action plans rather than simply providing Powerpoint presentations and advice.

Bill holds an MBA from Babson College, a BS in Mechanical Engineering from Northeastern University, and a Professional Engineering License from the Commonwealth of Massachusetts.

*"What you get by achieving your goals is not as important as what you become by achieving your goals."*

– W. Edwards Deming