

Black Rock

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11901 Santa Monica Boulevard #390 • Los Angeles, California 90025-2767
www.blackrockconsult.com

Black Rock Consulting is a boutique Management and Communications Consultancy offering an interdisciplinary line of business, writing and analytical services to start-ups, early stage and middle market companies, typically focusing on small businesses and other entrepreneurial ventures.

We provide:

- ❖ **Strategic Planning & Development**
 - Business Plan & Strategic Plan Research, Writing & Editing
 - Financial Modeling, SWOT & PEST Analysis & More
 - Presentation Decks & Communications Materials
- ❖ **Project Management**
 - Scheduling & Budgeting
 - Business Requirements, Functional & Technical Specs Assessment
 - Statements of Work, Project Charters & More PMI Based Documentation
- ❖ **Marketing**
 - Brand Development
 - General Marketing Strategy & Marketing Plan Development
 - Copywriting for Print & Digital Media
- ❖ **Creative Writing**
 - Film & Television Scriptwriting
 - Novels, Essays & Short Fiction
 - Interactive Content Development

While our primary focus is on the traditional and digital Entertainment and Media, Technology, and Lifestyle / Recreational industry verticals, over the past eight years we have consulted for clients in a variety of additional industries including Automotive, Banking & Financial Services, Business Services, Consumer Products, Education, Food & Beverage, Government, Healthcare & Life Sciences, Legal, Manufacturing, Real Estate, Telecommunications, and Travel & Transportation.

Through our network of associates, we can also facilitate expert **buy and sell side financial advisory services; corporate identity and branding; Website & digital media design & development; and technology consulting & solutions implementation.**

Our core service offerings generate tangible written deliverables such as the following:

- **Summary Overview / Opportunity Assessment:** A preliminary stage document presenting an overview of the client's proposed business opportunity; a snapshot of the overall industry with commentary on the specific market segment(s) / niche(s) targeted by the business; and an evaluation of whether or not the business appears to be viable and further exploration is warranted (in the case of a start-up), or if an existing business should move forward with a new opportunity. Generally speaking, this deliverable will range from 5 – 10 pages in length, but in certain instances, may be more substantial.

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- **Complete Business Plan with Financials:** A traditional business plan consisting of multiple sections including an Executive Summary; Company Overview; Products & Services; Industry Analysis; Strategy & Implementation (including high-level Marketing); Management Team; Financial Plan; Appendices / Exhibits as appropriate. Plans are customized according to the client's stated needs and objectives, and consist of a written narrative (MS Word and PDF formats) and MS Excel workbook that dynamically generates key pro-forma projections such as Income Statement (Profit & Loss), Cash Flow Analysis and Balance Sheet. Although length of the deliverable will vary depending on the opportunity, industry vertical, and stage of the business, typical length for the body of the plan will range from 20 – 50 pages.
- **Executive Summary:** For clients with an existing business plan, this consists of the extracted Executive Summary portion delivered as a stand-alone document. For clients that do not, as of yet, have a complete business plan, this deliverable serves as a short-form overview identifying key information that prospective investors and strategic partners expect to see. It should be noted that an Executive Summary alone, without a full business plan to back it up, is highly unlikely to secure funding. Length of this summary is variable, typically ranging from 2 – 5 pages.
- **Strategic Operations Plan:** Unlike the business plan, which contains an overview of the company's operations as part of its contents, this deliverable delves into the operations at a more granular and detailed level, reviewing process management and protocols; the company's management hierarchy and corporate structure; clearly identifying goals and milestones as set by management with explanations of the strategy or strategies that will be used to achieve these benchmarks with accompanying timeline; identifying partners, vendors and outside parties that play a role in the company's operations and explaining this relationship; etc. Length is variable per the needs and complexity of a client's business.
- **Strategic Brief:** This deliverable is focused on summarizing in a concise manner the strategic concerns facing a client. It may be utilized as either a stand-alone product or a precursor to a business plan, and can be a companion piece to the Executive Overview / Opportunity Assessment deliverable. The purpose of this document is to articulate a coherent business strategy based on a company's needs and business model and includes: Business Summary; Management's Vision; Mission Statement; Corporate Values; Business Objectives; Primary Goals; Secondary Goals; SWOT Analysis; PEST Analysis (when appropriate); Assessment of Current and Proposed Strategies; and Strategic Action Items. Length is variable but typically is at least 10 pages in length.
- **Financial Model (Pro-Formas):** For clients that do not require the writing of a Business Plan narrative, we offer stand-alone MS Excel based models that are customized to the client's needs and business model requirements which facilitate the automatic generation of key projections including Income Statement (Profit &

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Loss), Cash Flow Analysis and Balance Sheet. Typically these models are designed to project five (5) years which is generally considered the longest credible timeframe for speculative forecasting. The first two (2) years are typically broken into both monthly and quarterly increments, with Years 3-5 presented in the aggregate.

- **PowerPoint Pitch Presentation:** This deliverable consists of a MS PowerPoint slide show containing key elements of the company's business plan and highlights of the prospective investment opportunity, designed for maximum visual impact and to accompany a verbal pitch. As appropriate, the slideshow will consist of static slides, animation and/or other multimedia enhancement. Generally speaking, the length of this presentation will typically range from 10 – 20 slides.
- **Management & Executive Biographies:** For clients that require assistance in drafting professional biographies for key management, executive personnel, company directors, and advisors, we will develop this material utilizing existing resumes, biographies and/or interviews with personnel. Biographies can be as concise or detailed as necessary.
- **"Elevator Pitch" Development:** We will assist a client in developing and rehearsing a concise verbal explanation of the business opportunity so that the message is consistent and understandable. We will develop a written script for the client to learn and will serve as a sounding board and "mock audience" to ensure that the pitch sounds natural and unforced.
- **Strategic Marketing Plan:** While the traditional business plan offering contains a Sales & Marketing Strategy section which functions as a general overview, this deliverable provides a more detailed analysis focusing exclusively on the company's marketing efforts. It consists of the following sections: Executive Summary; Situation Analysis (including SWOT); Marketing Strategy; Financial Forecast (including sales and expense projections); and Controls (including contingency planning).
- **Copywriting:** Black Rock Consulting can produce compelling, high-quality copy for print and digital marketing collateral include Websites, brochures, blogs, press kits, newsletters, flyers, display ads and more.
- **Website Business Requirements Documentation:** Whether your firm is developing its first Website or revising an existing one, clearly communicating your needs to the developers is absolutely vital to save you time, money and endless frustration. Black Rock Consulting has the relevant project management experience and knowledge to clearly communicate your firm's objectives into a concise document appropriate for all stakeholders to ensure that the interactive solution

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which you deploy is in alignment with your budget and most importantly, your business needs.

- **Functional Specifications Documentation:** This deliverable outlines the actual workings of a proposed Website, establishing the information architecture (IA), the proposed content flow and describing the user experience and functionality that is present on each page. Although many developers will short-change this process, it is immensely helpful in aligning the understandings of all stakeholders and establishing a clear road-map for the interface developers (e.g. the artists) and programmers to follow.
- **Technical Specifications Documentation:** This deliverable extrapolates from earlier established Business Requirements and Functional Specifications to document the front-end and back-end technology that will be utilized to create an interactive Web / Online solution or other digital media collateral.
- **Creative Writing:** Black Rock Consulting has the ability to develop creative, original works based on a client's ideas or our own, including essays, novels, screenplays, teleplays, and scripts for online or traditional video applications.
- **Corporate Communications & Coaching:** Black Rock Consulting will draft any written correspondence that the client may require, including letters, email, blogs, press releases and the like in order to ensure that communication is crisp, professional and effective. We will also coach management on how to interact with prospective partners and provide insight into how investment banks, commercial lenders, angel groups, and private equity firms evaluate deals.
- **Speechwriting:** For those who find themselves in public speaking roles, Black Rock Consulting can assist in the preparation of memorable speeches that are on target, audience appropriate and reputation enhancing.
- **Private Placement Memorandum:** Unlike the business plan or other deliverables that are prepared for informational purposes only, this is a legal, SEC-regulated securities offering document that must conform to very specific requirements in order for it to be valid. This product is drafted by qualified attorneys specializing in these matters in collaboration with Black Rock Consulting.
- **Market Research & Analysis:** For clients that are seeking general information or competitive analysis of a specific business industry and/or market segment, we will conduct both primary and secondary research and provide a written deliverable with

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its findings and conclusions. Contents and scope of such research are pre-agreed before work commences to ensure client satisfaction.

- **Competitive / Comparative Analysis Brief:** Black Rock Consulting will analyze a client's product(s) and/or service offering(s) and provide feedback and constructive criticism, along with a competitive analysis identifying how the client's product(s) / service(s) fare when compared with other established companies in the business vertical.
- **Book Proposal Development:** Black Rock Consulting can assist authors with the creation of customized book proposals for either fiction or non-fiction works that are appropriate for submission to agents and publishers.

The following “value-add” service offerings can be provided through Black Rock Consulting’s network of self-employed consultants and independent strategic partners:

- ❖ **Branding, Marketing Strategy & Copywriting for Traditional & Digital Media**
- ❖ **Social Media Campaign Management & Execution, Search Engine Optimization (SEO) and Search Engine Marketing (SEM)**
- ❖ **Media Kit Design & Production (Traditional & Digital)**
- ❖ **Website & Digital Media Content Design and Development**
- ❖ **Technology Consulting**