



## Company and Service Offering Overview

Buena Vista is a consulting and management services company that helps enterprise and entrepreneurial companies accelerate the start and growth of new and existing businesses. We leverage technology and functional experts from various industries to best serve our clients' unique interests and objectives. Companies served include Adobe, the Carlyle Group, Dreyfuss & Birke, Jobvite.com, OpSource, Ribbit, Softletter, and Xerox PARC.

## Industry Expertise

- Software as a Service (SaaS)
- Managed hosting
- Managed data and enterprise networks
- Internet services
- Financial services
- Technologies of various types

## Service Offerings

- Business development
- Competitive analysis
- Corporate strategy
- Go-to-market plans, strategies, tactics
- M&A target acquisition evaluation
- Market evaluation and segmentation
- Marketing and product plans
- New product assessments
- Retail site evaluation for franchise retail concepts
- Team development
- Value proposition definition

## Software as a Service (SaaS) Programs

SaaS Enablement Programs (SEP) – We help software companies evaluate their options and strategies to build or expand a web services business. In this program we can cover business model, markets, technology, operations, and financials.

SaaS Acceleration Programs (SAP) – While similar to the Enablement Program, we help software and web businesses assess the current status of their web application offerings and recommend changes to accelerate improved performance. We can provide both strategic and tactical plans. Execution of these plans is also available if desired.

Sales Performance Improvement (SPI) – We have extensive experience, sales data, and relationships in the industry to quantitatively and qualitatively analyze sales organizations' performance relative to industry benchmarks. We can also provide recommendations and management services to execute performance improvement and provide sales team leadership.

## Sample Engagements

### Corporate strategy and customer segmentation for a SaaS company

**Problem:** A mid-sized, venture-backed, private SaaS infrastructure services company needed to reassess their growth strategy and target market(s) in response to a possible opportunity to accelerate market share and grow in the web 2.0 market.

**Solution:** Buena Vista (BV) recommended the company proactively pursue companies building enterprise applications and take inbound web 2.0 consumer applications. BV also provided implementation leadership. The result was 100% growth of this company's new SaaS business over the next year.

**Approach:** The BV recommendation was based on in-depth customer research, interviews of management and board members, discussions with industry analysts, and a scan of third party research. The project concluded with a complete written report and presentations to management and the board.

### New business market entry

**Problem:** A top operating unit of a New York based public insurance company was losing business to professional employment organizations (PEOs) that offer insurance, payroll, and basic human resources services. The head of the division wanted to know whether to enter the PEO business and how to do so – partnering, acquisition, or building a PEO.

**Solution:** BV recommended the company execute initial sales through a commercial partner relationship first and then evaluate further action depending on the level of competitive losses over the next year. The company has successfully followed the recommendation and executed at least one sale to date -- to a prospect that would have otherwise been a lost customer. They also avoided the potentially significant distraction of building a PEO and risks associated with acquiring a company.

**Approach:** To answer this CEO's question, BV interviewed customers, other brokers in the business, and a parent company business development executive; conducted "ghost shopping" of PEOs; reviewed third party research and investment bank publications on top PEO players and their financials; and attended an industry conference with the client.

Our assessment identified that the exposure to growing competitive losses was limited to a narrow geographic market suggesting the concern was perceived to be greater than the reality. This conclusion led to the ultimate recommendation.



As principal of Buena Vista Business Services, Ray Solnik consults to technology and service companies on strategy, new business initiatives, start-ups, marketing, sales, product development, and business development. Ray has run various businesses including early stage, midsized private, and divisions of a public Fortune 100 company. He brings with him a unique combination of skills in strategy and execution as well as marketing, business development, and finance.

Ray was President and COO of OpSource, a private, venture capital backed company in the Software as a Service and web applications businesses. At OpSource, he grew revenues 200%, tripled customer count, and doubled margins during his tenure. Prior to OpSource, Ray was Chief Development Officer of New Edge Networks until the successful sale of that company to EarthLink. Ray was president of AT&T's consumer Internet company, AT&T WorldNet, where he had full profit & loss responsibility. He also held business development executive positions at NorthPoint Communications and SBC Internet services, now part of AT&T. Ray has a bachelor's degree in economics from the University of Michigan, Ann Arbor, and an MBA from the Stanford Graduate School of Business.