



AMPERSAND

GROWTH BY DESIGN





*It is not the strongest of the species that survives,  
nor the most intelligent that survives.*

*It is the one that is the most adaptable to change.*

~ Charles Darwin

Change always comes. It roils markets, shifts assumptions, and forever alters the calculus between winners and losers.

Change brings both turmoil and opportunity. Many ignore the signs. They cling to the past, measure the no-longer relevant, reference the old as the route to the new. They avoid and avert., then stumble and fall.

Survivors adapt. Strivers anticipate. Thrivers pounce.

Which are you?

What changes does your company anticipate? When will they tip the market? How will you see it coming? What will you do to prepare? What must you do to survive.

What do you need to thrive?

We are AMPERSAND.

We bring you a partnership of professionals dedicated to anticipate changing markets, and discover and drive new sources of growth.

We call it innovation—*growth by design*.

Some call it strategy, but it goes beyond seeing to doing.

Others call it design thinking, but thinking is just the beginning. Ideas only earn value through action.

We are strategy & design, ideas & actions, risk & reward. Emphasis on reward.

If you are looking for new ways to exploit change—to build new revenues, customers, markets or businesses, we would love to help.

Please let us know how we might collaborate with you.

We are three partners, 30 professionals and an extended network of specialists in design research and trend forecasting, qualitative ethnography, quantitative analytics, applied design and engineering (visual, digital, physical), business modeling, innovation strategy, experience design, organization design, training and change management.

We help you anticipate change, discover emerging demand, and design solutions and redesign your enterprise to win.

We help big companies act small. We help small companies get big.

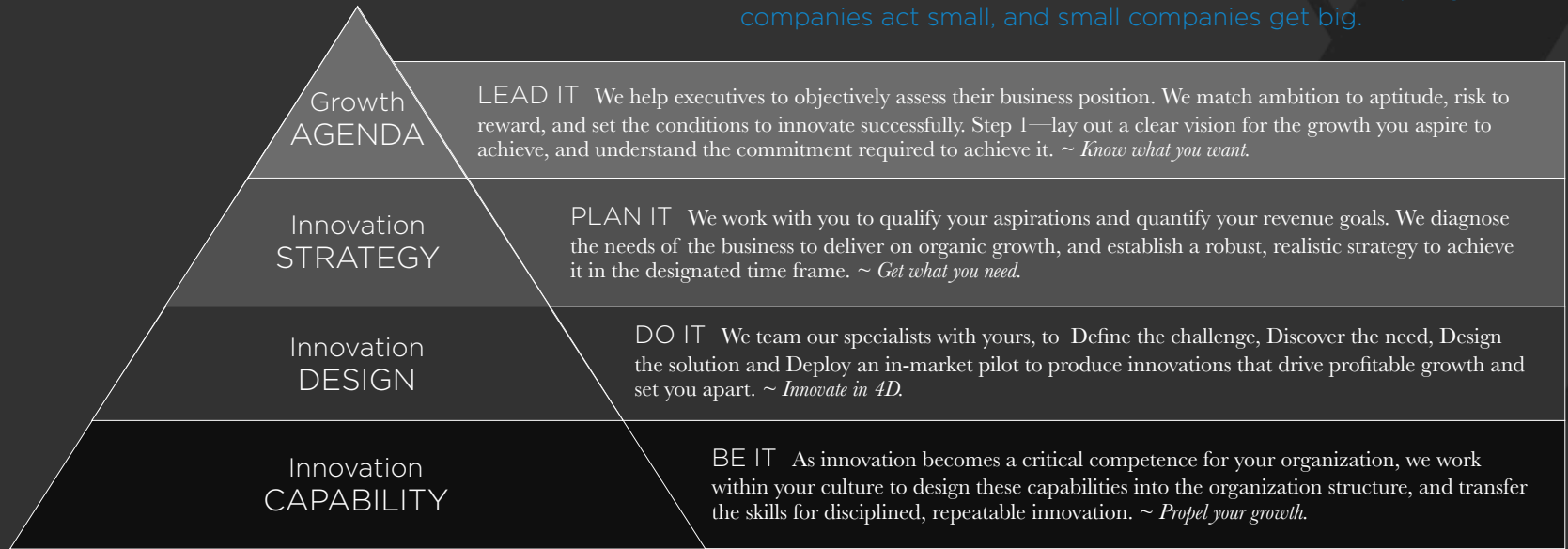
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## GROWTH BY DESIGN

Lead it. Plan it. Do it. Be it.

We work with our clients at four tiers of service to help big companies act small, and small companies get big.



[SERVICES](#) [WORKSHOPS](#)



# Boston Scientific



Collaborating with the engineers, scientists, financiers, lawyers, suppliers and leaders of this major medical device manufacturer, Ampersand discovered clinical physicians' deepest concerns and unserved needs to design and prototype multiple new lines of business to compete for the future of US healthcare.

Working with this global bank's first Chief Innovation Officer, Ampersand conducted vast data analytics to anticipate the emerging future of finance to construct an innovation strategy covering consumer and commercial banking and payments platforms as a portfolio for future growth.



Combining extensive analysis of an industry in transition with deep field research into consumer preference and franchise operations, Ampersand guided the executive team, franchise board and essential supply chain representatives to reconceive the future of the world's largest restaurant chain; refreshing the people who first brought fresh to fast casual.





ROGER MADER | NEW YORK

Roger helps leaders translate vision and ambition into new sources of growth.

[rogermader.com](http://rogermader.com) [thedavinci.co](http://thedavinci.co) [sva.edu](http://sva.edu)



YOUR  
AMPERSAND  
PARTNERS

TODD MCCULLOUGH | NASHVILLE

Todd serves as board advisor and executive coach to CEOs, new ventures and strategic investors.

[kernel.equity](http://kernel.equity) [instituteofdesign.com](http://instituteofdesign.com)



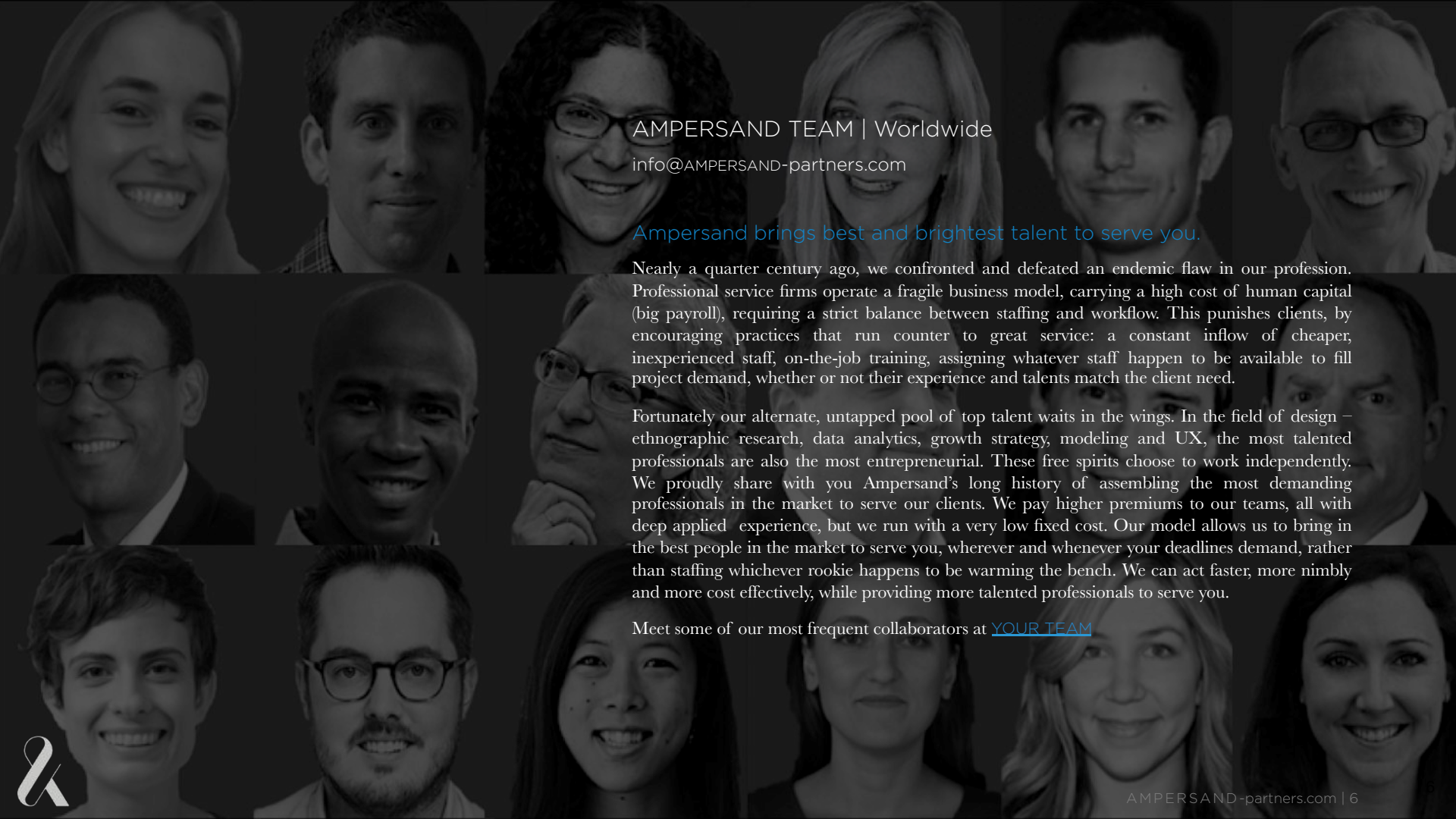
MICHAEL CROTON | LONDON

Michael advises leaders to speak with one voice and act in unison.

[michaelcroton.com](http://michaelcroton.com)







## AMPERSAND TEAM | Worldwide

[info@AMPERSAND-partners.com](mailto:info@AMPERSAND-partners.com)

Ampersand brings best and brightest talent to serve you.

Nearly a quarter century ago, we confronted and defeated an endemic flaw in our profession. Professional service firms operate a fragile business model, carrying a high cost of human capital (big payroll), requiring a strict balance between staffing and workflow. This punishes clients, by encouraging practices that run counter to great service: a constant inflow of cheaper, inexperienced staff, on-the-job training, assigning whatever staff happen to be available to fill project demand, whether or not their experience and talents match the client need.

Fortunately our alternate, untapped pool of top talent waits in the wings. In the field of design – ethnographic research, data analytics, growth strategy, modeling and UX, the most talented professionals are also the most entrepreneurial. These free spirits choose to work independently. We proudly share with you Ampersand's long history of assembling the most demanding professionals in the market to serve our clients. We pay higher premiums to our teams, all with deep applied experience, but we run with a very low fixed cost. Our model allows us to bring in the best people in the market to serve you, wherever and whenever your deadlines demand, rather than staffing whichever rookie happens to be warming the bench. We can act faster, more nimbly and more cost effectively, while providing more talented professionals to serve you.

Meet some of our most frequent collaborators at [YOUR TEAM](#)



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WELLPOINT



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