

## APPROACH YOUR BUSINESS PRACTICES IN A MORE PRODUCTIVE AND EFFICIENT MANNER

# ADDING VALUE TO YOUR BUSINESS THROUGH TURNAROUND & CORPORATE RENEWAL TECHNIQUES

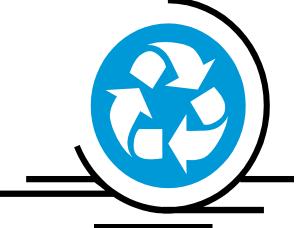
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# **ABOUT TURNAROUND & CORPORATE RENEWAL**

• Is a revitalization process necessary to improve operational and financial performance driven by a turnaround and corporate renewal professional.

• Is a group of techniques objectively applied based on the actual condition of your business.

• The techniques go from the business decision-making process evaluation to the preparation and implementation of a restructuring plan.



# ECONOMIC & FINANCIAL DISTRESS ERA

### During periods of economic and financial distress it is critical to any organization to:

- Have a more strategic and results-oriented decision-making process.
- Not take stability for granted especially under the financial conditions the world is living.
- Revise the strategies, structure, and the business model under which your company operates to assess effectiveness and appropriateness to face today's business challenges.



When was the last time you review your business practices, policies, and procedures? 3

# SUCCESSFUL COMPANIES HAVE IN COMMON

#### 1. Business Plan - The compass to achieve financial & organization goals.

- Provides operational & financial control over the business
- The main tool to measure performance
- Assigns responsibility & promotes commitment & empowerment
- 2. <u>Strategic & Results-Oriented Decision-Making Process</u>
  - Thorough analysis of the results of operations to determine root causes
  - Decisions must be make based on empirical data and not on perceptions or personal feelings



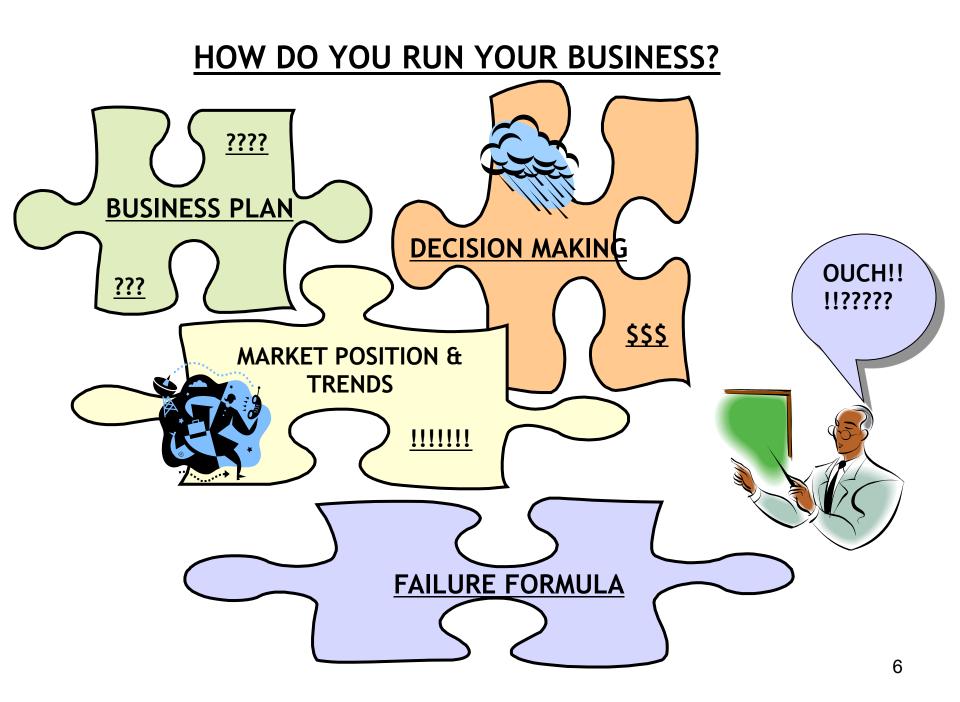
# SUCCESSFUL COMPANIES HAVE IN COMMON ...

#### 3. Market Trends & Market Re-position

- Innovation policies & practices to satisfy market demands for new & better products and services

### Does your business have in place what successful companies <u>have in common?</u>







# TAKING THE PULSE OF YOUR COMPANY

# **REALITY CHECK**

### SIMPLE FORMULA - REVENUES MUST EXCEED EXPENSES

### 1. <u>Revenues & Expenses - Revenues must exceed expenses</u>

- Profit & cash flow are declining while expenses are increasing
- Low sales & high inventories Erosion of customer base
- Obsolete & slow moving inventories High DOH rate
- 2. <u>Cash Flows</u> Poor cash management
  - Difficulty to pay vendors, payroll, bank, & taxes
  - Slow collection of accounts receivable & high DSO rate
  - Increase in accounts payable & poor lender relationship 7



# TAKING THE PULSE OF YOUR COMPANY ...

# **REALITY CHECK**

- 3. Administration & Organization Structure Policies & Procedures
  - Financial Analysis Inaccurate, unreliable, timeless or non-existent
  - Lack of accountability, commitment, & empowerment
  - Decision-making process is based on perception or personal feelings
  - Low morale, poor performance, & loss of personnel



Does your business need major surgery?

# **RED FLAGS - CAUSE & EFFECT**

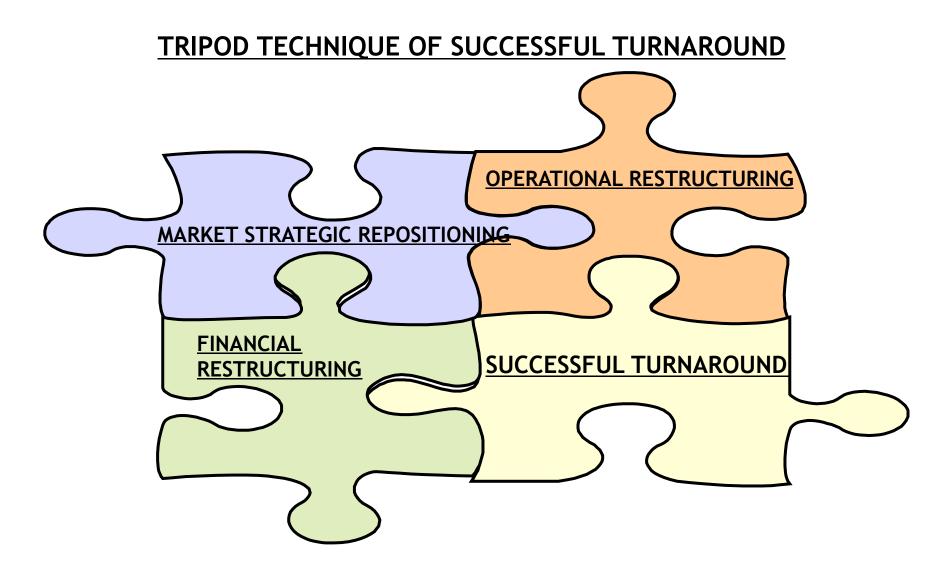
• Declining sales & revenues = Market share loss



- Lack of Innovation = Inability to supply customer demands for new and better products and services
- Undependable customer time response = Erosion of Customer Base
- Over-diversification = Burn cash in high capital investment & low return
- Explosive Growth = Vulnerable business position with excessive debt
- Poor lender relationship = Inability to pay debts at maturity
- High personnel turnover = Loss of talent & continuity

#### High probability to go out of business

#### ADDING VALUE THROUGH TURNAROUND AND CORPORATE RENEWAL TECHNIQUES



TRIPOD TECHNIQUE LEGS: MARKET, OPERATIONS, & FINANCE <sup>10</sup>

#### TAKING ACTION & ADDING VALUE - TURNAROUND & CORPORATE RENEWAL

### 1. MARKET STRATEGIC REPOSITIONING

- Identify Business Core Competency
  - > Sufficiently better than competitors to secure business
- Define what differentiates a company from its competitors
  - > Market Niche, Price, Products, Services, Diversification
- Develop the <u>Market Repositioning Plan</u> focus on what customers want & what the market needs

## 2. OPERATIONAL RESTRUCTURING

- Evaluation of management, personnel, costs, & expenses & take decisive action in accord to the Market Repositioning Plan
- Re-engineer the business processes & implement policies & procedures (Operation Manuals, Electronic Systems)
- Set-Up a minimum organizational structure able to support changes
- Develop the **Cost Reduction Plan** based on the MRP

### TAKING ACTION & ADDING VALUE - TURNAROUND & CORPORATE RENEWAL

## 3. FINANCIAL RESTRUCTURING

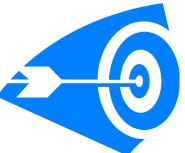
- Business Plan Financial Projections, Cash Flows (Budget)
- Translate the Market Repositioning Plan & Cost Reduction Plan into financial projection
- Review & negotiate contractual terms
- Consolidation or divestiture of unproductive operations
- Discontinuation of unprofitable products, divisions, & customers
- Policies & Procedures:

> Account Receivable collection & credit terms

> Inventory levels satisfy demand at minimum cost

### **TURNAROUND AND CORPORATE RENEWAL PROCESS IMPLEMENTATION**

## **CRITICAL TO SUCCESS TURNAROUND**



- 1. Stockholders, owners, and principals support, and their willingness to accept and implement the needed changes.
- 2. Managers or executors with the right skill-set leading the turnaround. Hire a Turnaround professional.
- 3. Implementation of a sound management control system that provides regular evaluation of the Plan.

#### TURNAROUND & CORPORATE RENEWAL PROCESS - KEY POINTS

- Real turnaround implementation is based on financial goals & operations restructuring.
- Operational Restructuring involves close analysis and study of the people, processes, and procedures by which the company produces its goods or services.
- The true change and success of any turnaround depends on the thoroughness in which the operational restructuring is conducted.
- It is through the analysis and study of the operations that the company will achieve a true lasting change, cut costs, increase revenues, win and retain customers, and encourage productivity at all levels within the organization.
- Turnaround Consultant provides recommendations to make the organization operate in a more cost-effective and customer-oriented manner.

"While you chase success, I urge you to stay devoted to elevating the lives you touch, and leaving your world better than you found it" Robin Sharma

# **THANKS**



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