



As they navigate complex business and regulatory environments, Chief Financial Officers are facing ever-increasing cost pressures as they accurately account for business results. Partnering with stakeholders to plan, forecast, analyze and report results, they support business leaders in both strategic and tactical decision-making. The delicate balance of managing cash flow, liquidity and working capital can ensure the long-term financial health of the business and, sometimes, survival to the next quarter.

THE A&M ADVANTAGE

Alvarez & Marsal (A&M), a leading independent global professional services firm, provides a results-oriented approach, honed from an operational heritage spanning 25 years, to drive and accelerate profitable growth and performance improvement for immediate impact. A&M's Finance Solutions specialists understand the challenges that face the finance and accounting function of both middle market and global enterprises—in good times and bad. As advisers, we offer insight and practical recommendations to enable CFOs, controllers and other financial leaders to protect and increase the value within their companies. Working side-by-side or serving in interim management roles, A&M can help your team implement the strategies needed to unlock and maximize value effectively and efficiently.

Our senior-level professionals bring a deep, cross-functional blend of experience that

transcends process, people, technology and issues specific to the CFO's organization. Deep finance, accounting, treasury and tax expertise allows us to advise our clients across the full range of issues. Often, and especially in times of crisis when immediate results are crucial, clients ask us to step into key leadership positions, including the CFO, Controller and FP&A roles. With a strong bias towards action, our team can quickly assess your needs and identify performance improvement opportunities. As an independent, owner-operated firm without commercial ties in the market, we provide an unbiased, objective point of view that is free from conflicts of interest.

OUR SERVICES

A&M's Finance Solutions Group works with corporate management, boards of directors and audit committees to provide the following services:

| Finance Strategy and Operational Improvement | Business Performance Management | Working Capital Management | Accounting Advisory and Remediation Services | Transaction Advisory Services | Tax Advisory Services |
|---|---|---|---|--|---|
| <ul style="list-style-type: none"> • Finance Vision / Roadmap • Organizational Design • Lean Finance / Performance Improvement • Shared Services / Outsourcing • SG&A Cost Reduction • Process Improvement • Risk Assessment • Treasury | <ul style="list-style-type: none"> • Strategic Planning and Modeling • Planning, Budgeting and Forecasting • Financial Consolidation Reporting • Management Reporting and Analytics • Organizational Alignment • Technology Selection and Implementation • Change and Program Management | <ul style="list-style-type: none"> • Evaluate Cash Conversion Efficiency • Root Cause Analysis for Ineffective DSO, DPO, DIO • Cash Management • Determine Optimal Working Capital Requirements • Design and Implement Working Capital Improvements • Inventory Management Improvements • Competitive Benchmarking | <ul style="list-style-type: none"> • Corporate Governance Strategy and Implementation • Interim Management • Accounting Skills Assessment and Organizational Design • Detailed Process, Controls and Technology to Remediate Issues • Train Accounting Personnel and Implement Performance Metrics | <ul style="list-style-type: none"> • Financial Accounting Due Diligence • Operational Due Diligence • Tax Due Diligence • Risk Management Advisory | <ul style="list-style-type: none"> • Federal Tax • State and Local Tax • International Tax • FAS109 Consulting • Tax Controversy • Transaction Advisory • Research Credits and Incentives • Compensation and Benefits • Real Estate Tax • Tax Restructuring |



Addressing issues within the finance function, whether short-term tactical initiatives or longer-term strategic improvements, requires a well-defined plan, following A&M's Rapid Results Program, which balances smart execution that is tied to a clear, quantifiable business case.

Enterprise Management Software Solutions Provider

A \$1.6 billion enterprise management software solutions provider, with 15,000 customers representing 94 percent of the Fortune 500, asked A&M to assess and redesign its Finance organization to better align with operations and provide improved financial insight and leadership.

Working with the client's executives, A&M delivered and led the execution of a roadmap that aligned the roles of Financial Planning and Analysis and Accounting functions more effectively and initiated the creation of a new Shared Services organization. The detailed business case for the new strategic vision gained the support of key stakeholders and identified more than \$8 million in savings through process changes, organizational realignment, off-shoring and workforce reductions.

Global Energy Engineering Products Company

A&M was retained by the Board of this worldwide industry leader of highly engineered products with annual revenues of nearly \$2 billion after several years of audit opinions on its financials were retracted. Excessive turnover, a void in financial leadership, deficient policies and accounting guidance, poor communications, combined with complex global accounting issues and a plethora of financial systems, put issuance of the company's current financials at risk.

A&M assumed interim management roles as CFO and Change Management Officer, and after identifying the core issues for prior audit periods, built an internal team of corporate and field personnel that worked to obtain audit opinions over a five-year period ending in 2007. A comprehensive training program addressed key issues within the F&A department and created a common elevated approach to its people, processes and procedures.

As a result, the company's financials were in a position to be audited faster than predicted, and at a cost approximately 25 percent less than originally estimated, while the training ensured that going forward, the company would be able to provide audit-ready financial statements on a consistent, timely and accurate basis.

Cooled Storage and Logistics Provider

A \$1 billion leading third-party provider of supply chain solutions in the consumer packaged good industry and the largest national provider of temperature-controlled food distribution services engaged A&M to remediate a failed planning, budgeting and forecasting implementation.

A&M redesigned the planning and budgeting process and the use of the client's technology to cut the time required from more than one month to three days with enhanced functionality and cross-network customer reporting. Additionally, A&M built a driver-based planning / budgeting model encompassing more than 5,000 customer, 120 facilities and 6,000+ employees with sub-account level detail and planning-specific elements to support the client's planning process.

ABOUT ALVAREZ & MARSAL

Since 1983, Alvarez & Marsal has set the standard for working with organizations to solve complex problems, boost operating performance and maximize value for stakeholders. A leading independent global professional services firm, A&M draws on its deep operational and turnaround heritage to help companies across the industry spectrum improve operating and financial performance, and to navigate business, litigation and tax matters with speed, responsiveness and unmatched quality.

Whether serving as business advisers or in interim management roles during periods of change or transition, A&M stands for leadership, problem-solving and value creation. A&M clients range from multinational to middle-market companies around the world that are both publicly held and privately owned. With a bias toward action, implementation and results, Alvarez & Marsal professionals serve large and mid-cap private equity firms, company management and boards and other stakeholders aiming to drive sustainable results up and down the balance sheet.

A founder of the modern day restructuring industry, Alvarez & Marsal has been honored numerous times by the Turnaround Management Association and has been recognized as one of the Best Firms to Work For by *Consulting* magazine.

For more information, visit
www.alvarezandmarsal.com



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