

# Different Perspectives

Guiding Companies Through Critical Business Challenges



 hamernik

## Problems are all about **perspective**

Every business has problems—good and bad. Whether those problems are killing the business—or are challenges other businesses would kill to have—ultimately, they're problems.

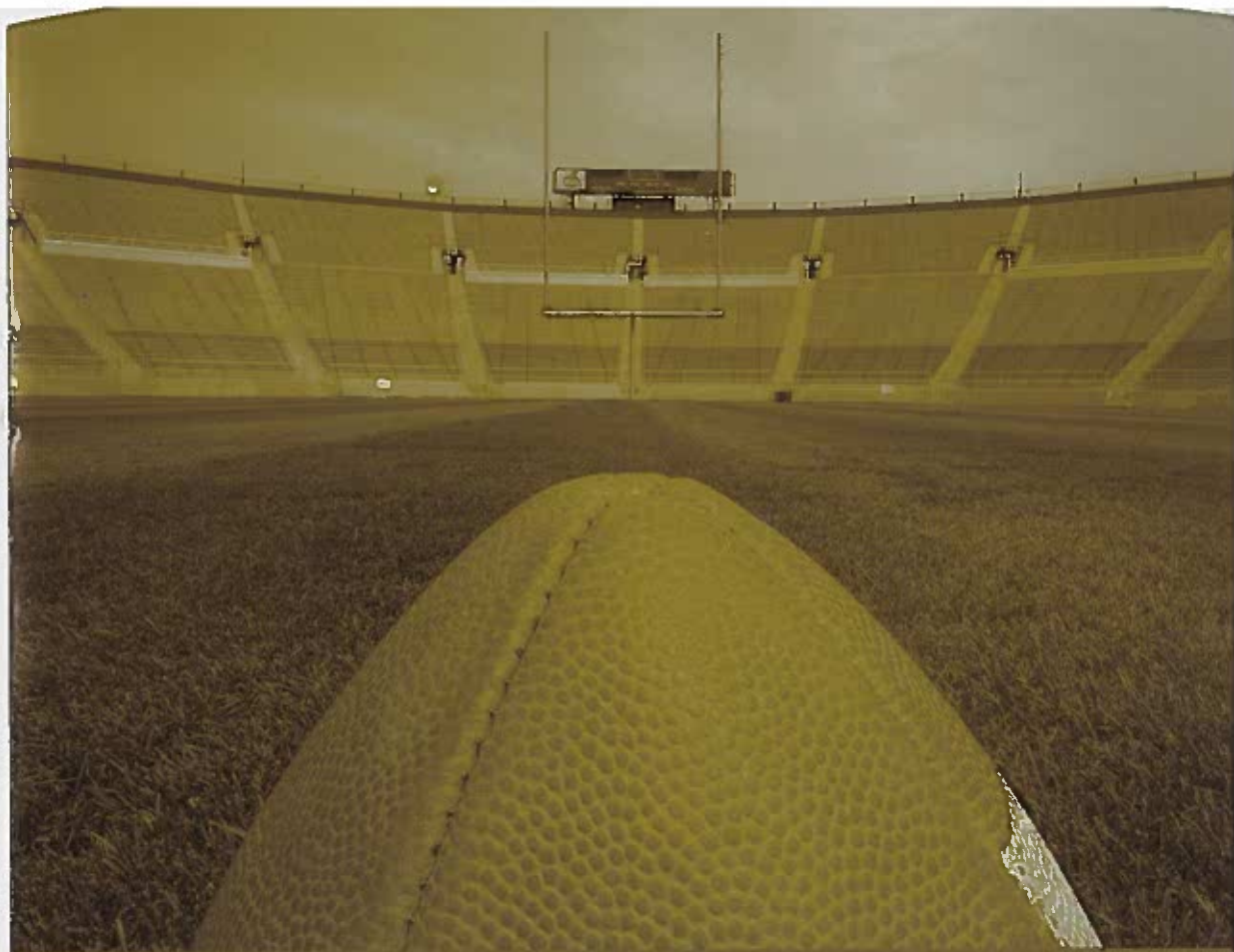
To a large degree, problems are defined by one's perspective. Stated another way, the same challenge viewed from many different angles has multiple facets. Every perceived problem is also an opportunity—a catalyst for change and growth.

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When faced with a challenge, have you ever said that what you really need is to get a fresh perspective? That's probably part of why you take vacations, read management books and engage in a host of other activities. Yet, that tactic often doesn't work as well as you might wish, because it's hard to gain a new perspective when you're in the same place.

Perspective is what our firm is all about. We look at your business—its challenges, problems and opportunities—from many different perspectives, including yours. We use our strategic, financial and operational expertise to find solutions that help you fix problems, create strategies and leverage opportunities. Our goal is to partner *with* you, without losing sight of your vision and overall objectives. You retain control of your business, while we provide new perspectives that can alter outcomes and positively affect success.



How you look at a challenge **PERSPECTIVE** affects its perceived difficulty



## **Understanding everyone's perspective**

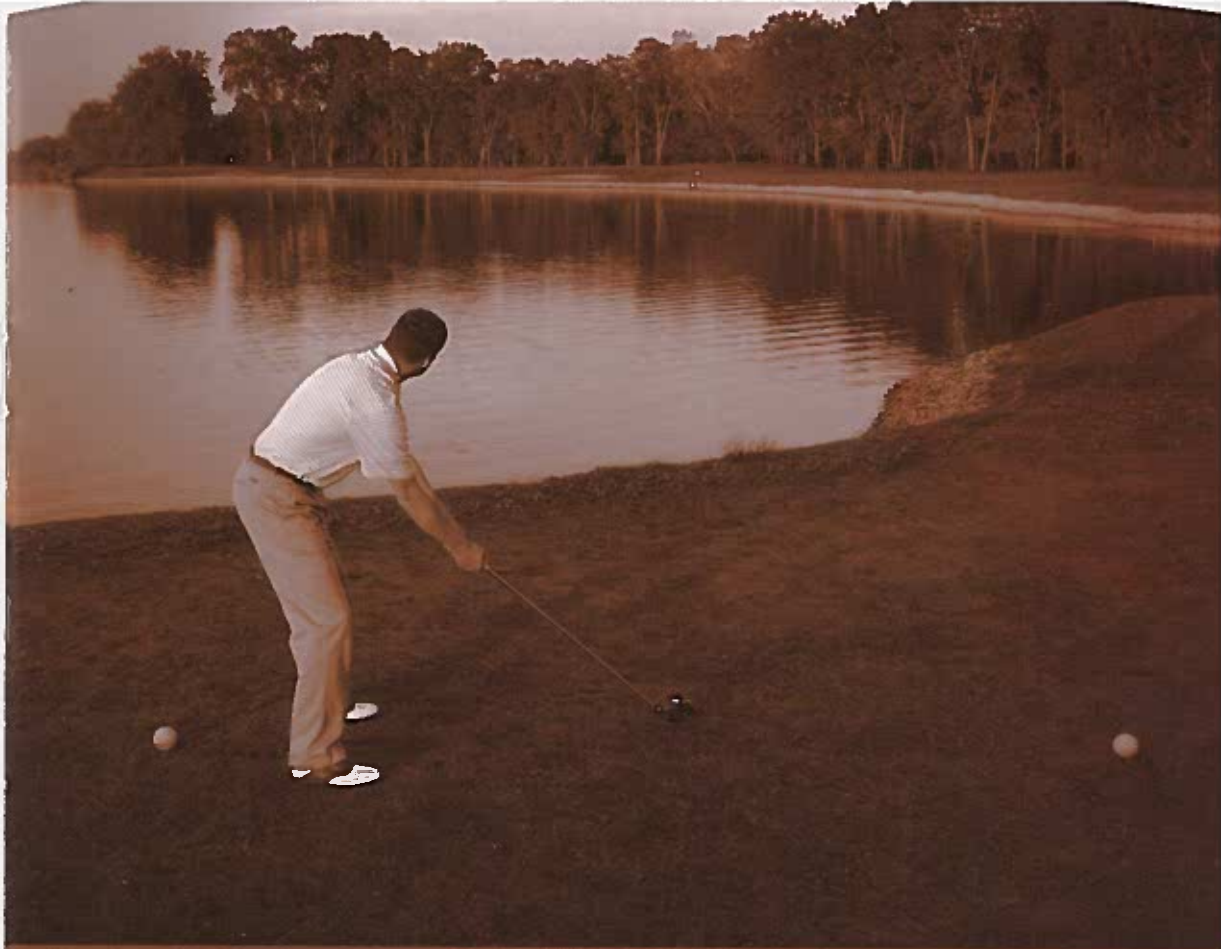
The first thing you must realize is that your perspective is only one of many. That may sound annoyingly simple, but, in our experience, one of the most common reasons companies fail or fall short of their own objectives is that they forget to consider other perspectives.

For example, consider the perspective of the bank that finances part of your business. From your vantage point, that financial institution is establishing a relationship with your company that is helping you achieve a business opportunity. From the bank's perspective, however, the primary concern must be its fiduciary responsibilities. Anything that threatens the income derived from its business with your company may also affect the relationship with your firm.

### **Seeking Perspectives**

We begin by developing an understanding of all of the perspectives—yours, your customers, your funding sources, professionals like your accountants and attorneys, and any other stakeholder.

We dig deeply, looking for the root causes of any challenges and operational issues that may need to be addressed. Asking tough questions, we focus on the solid, proven practices too many businesses forget as they deal with ongoing issues as well as new initiatives.



Knowing what lies ahead allows **CONFIDENCE** you to fully focus on your goals.



Our professionals **identify** the specific problems that **challenge** your business, selecting the best combination of the **tactics and approaches** listed here to achieve the desired outcomes.

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#### **Strategic Assessments and Consultation**

- Assessing Financial Strengths, Strategies and Viability
- Evaluating and Prioritizing Alternatives
- Turning Strategic Plans into Measurable and Actionable Initiatives
- Operational Assessments and Measurements
- Cash Planning and Budgeting
- Financing and Capitalization

#### **Resource for Senior Management and Directors**

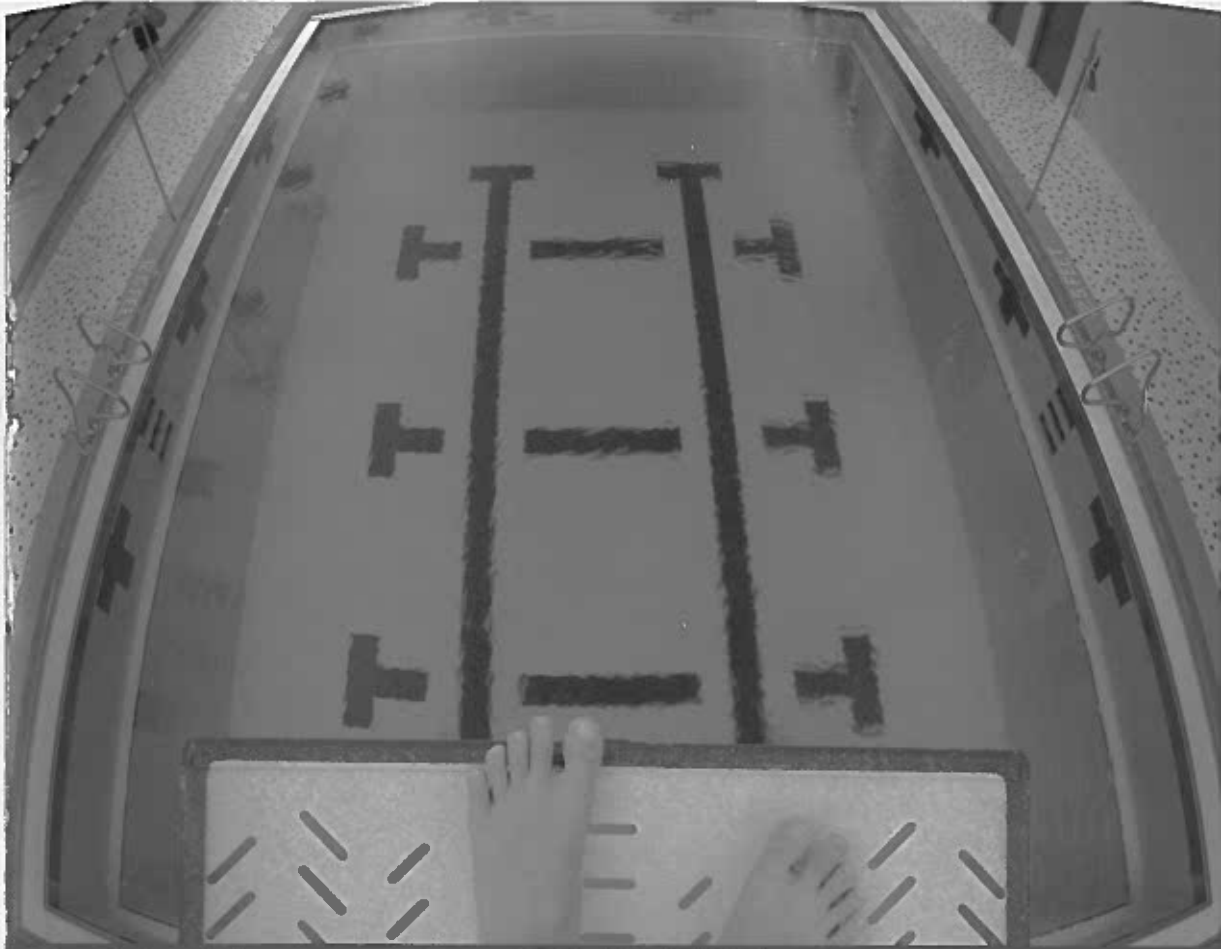
- Strategic Planning
- Facilitating Change
- Due Diligence and Analysis
- Organization and Business Assessments
- Mentor and Leadership Support
- Referrals to Strategic Resources

#### **Business and Management Transition**

- Mergers, Sales and Acquisitions
- Breakups and Buyouts
- Succession in the Family-Owned Business
- Turnaround and Recovery
- Reorganization and Restructuring the Business
- Refinancing and Recapitalization
- Transition Planning and Management

#### **Bankruptcy and Creditor Workouts**

- Business Viability Assessments
- Forbearance Arrangements
- Formal and Informal Proceedings
- Agreements to Use Cash and Other Collateral
- Projections of Cash and Collateral
- Special Reporting to Parties-in-Interest
- Plans for Reorganization and Debt Restructuring
- Liquidation Analysis and Recovery
- DIP and Exit Financing
- Closing Operations and Liquidations



Considering challenges from only one **CLARITY** point of view distorts your perception



## Decisive Plan for Action

After developing a thorough understanding of the many perspectives, we begin to develop a plan—not a framework of vague suggestions, but a series of decisive, detailed action steps intended to bring about specific goals.

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We'll explain that action plan to every stakeholder with messages created expressly for each perspective. For example, in the case of a merger or acquisition, we tailor our presentations to deliver the information each stakeholder deems essential. Or, in the case where a company is working through financial hardships and is on the path to viability, we offer the objectivity of a third-party professional that reassures creditors and banking institutions.

It's not enough to have a decisive plan for action. We guide you through the process of sharing that plan with key stakeholders to ensure effective implementation and successful outcomes.





Thoughtful planning allows you to **GUIDANCE** execute in challenging situations.



## Implementation and Communication

We guide you through implementation, putting our strategies into practice and introducing you to our network of resources who can also assist in executing our recommendations. Throughout the engagement, we keep your stakeholders apprised of your progress, with messages tailored to the perspectives they understand most.

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Many of our associates are Certified Public Accountants (CPAs) and/or Certified Insolvency and Restructuring Advisors (CIRAs), and our company was founded on the high professional standards established by their respective organizations. In every business relationship, our firm upholds these principles. And, because we have no financial stake in the resolution of your business challenges or goals, you can rest assured that our counsel will be both independent and impartial.

How can our perspective enhance yours?

Call Kevin Hamernik at (317) 684-1550 to learn more.

## **Broad experience provides broad perspectives**

By working with companies that use a variety of business models and operate in a remarkably broad range of industries, we have been able to broaden our own perspective and bring innovative solutions from one industry to help a company in another.

### **The types of companies we've served include:**

#### **Construction**

Water, Sewer and Utilities  
Specialized Trade Contractors  
Erection and Structural  
Construction Management  
Construction and Building Materials

#### **Manufacturing**

Commercial Printing  
Saw Mills, Lumber, Wood Products  
and Wood Furniture  
Manufactured Housing and  
Components  
Special Vehicle and Truck Bodies  
Hat, Cap and Other Apparel  
Iron and Steel Foundries  
Metal Stamping and Fabricated  
Metal Products  
Machine Shops and Precision  
Turned Products  
Measuring and Controlling Devices  
and Valves  
Metal Coating, Electroplating and  
Allied Services  
Audio Media Reproduction  
Robotics

#### **Wholesale Trade and Distribution**

Industrial Supplies  
Meat and Groceries  
Petroleum and Petroleum Products  
Novelties, Games and Videos

#### **Retail**

Automotive Parts and Accessories  
New and Used Car Dealers  
Boats and Marine  
Convenience Stores  
Pharmacies and Drug Stores  
Gift and Specialty Stores  
Clothing and Department Stores

#### **Equipment and Machinery**

Equipment Rental and Leasing  
Telecom

#### **Transportation**

Freight and Truck Lines  
Taxi and Limousine Operations

#### **Real Estate and Rental**

Property Development  
Property Management  
Affordable Housing  
Assisted Living

#### **Other**

Employee Placement and Staffing  
Surgery Centers and Medical Offices  
Law Firms  
Specialized Design, Consulting  
and Business Services  
Financial Holding Companies  
Civic, Social, Educational and  
Not-For-Profit Organizations



Business finance advisors for privately-held  
companies experiencing critical business challenges

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