

Our Services and Experience

Interim Management

Turnaround and
Restructuring

Operational
Improvement

Financial Advisory

Transactions



Willow Tree
Consulting Group

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Willow Tree Consulting Group (Willow Tree) is a boutique consulting firm that combines the exceptional quality of “tier-one” professional services firms with the flexibility of a specialty consulting business. We bring significant experience in addressing complex situations, a focus on quality and high ethical standards while also being able to quickly respond to our clients’ unique needs. Our structure also allows us to offer fee arrangements that address our clients’ specific situations and desires.

Willow Tree is adept at assisting companies and their stakeholders in rapidly addressing the critical issues they are facing. We have extensive experience in providing in-depth business and financial advisory services to companies and their shareholders as well as creditors and other stakeholders. We can quickly grasp the situation and are comfortable in conditions caused by a lack of financial resources, depressed operations, organizational change and outside pressure. We recognize that critical, short-term problems demand immediate actions.

Years of experience have taught us the questions to ask and how to prioritize our work, enabling us to provide the most meaningful solutions for our clients. We consider all the stakeholders and focus on delivering bottom-line value. While every situation is different, you can count on Willow Tree to be responsive, dedicated, flexible and principled, while providing outstanding outcomes.



Services

Focused. Responsive.

Willow Tree offers a portfolio of services focused on addressing the unique needs of companies faced with business-critical situations and other transformative events. With our specialized services, we assist our clients with taking the actions vital to stabilize the business and maximize stakeholder value.

Interim Management

Willow Tree professionals can take on senior management roles to address impermanent vacancies, special or short-term needs and other transitory circumstances. Interim positions could include:

- CEO
- CRO (chief restructuring officer)
- CFO
- Treasurer
- Board Director
- Trustee

Willow Tree professionals are experienced in taking on interim positions and recognize the importance of quickly building the confidence and trust of management and working with the company's employees to address internal and external matters. We bring a fresh perspective to each situation and can assist the management team in setting priorities and making objective and informed decisions.

When necessary, we can also assist in assessing the current management team, recruiting and interviewing full-time employees and transitioning management responsibilities to ensure a stable corporate environment in the future.

Turnaround and Restructuring

Willow Tree professionals have considerable experience in leading companies through a restructuring, both in and out of court. We help our clients gain control of the situation, evaluate the alternatives and build consensus among the stakeholders. We are adept at operating in uncertain environments where liquidity is constrained and operations

have been disrupted. Areas where Willow Tree can assist include:

- Reorganization plan development and negotiation
- 13-week cash flow projections preparation
- Cash flow/liquidity management
- Performance improvement
- Cost structure analysis and rationalization
- Lender and creditor negotiations
- Non-core asset/business divestiture
- Long-term projections development
- Interim management/chief restructuring officer
- Expert testimony
- Contingency planning

Management often lacks the resources and expertise to properly respond to the pressures caused by financial and operational distress. Willow Tree professionals have significant experience in turnaround and restructuring situations and can effectively guide the restructuring process, allowing management to focus on their "day jobs." Our experience and reputation also allows us to rebuild stakeholder confidence.

If the situation requires, we can assist our clients with reorganizing through a bankruptcy process, including pre-bankruptcy planning, DIP financing, case management, financial reporting, plan of reorganization development and expert testimony.

Operational Improvement

Willow Tree professionals take a practical and tactical approach to improving operations – great ideas do not enhance performance if they are not implemented or implemented poorly. We will identify the critical issues, develop a clear plan, fully execute the plan and assess the results. Operational improvement projects to enhance revenues, reduce costs and manage risk include:

- Pricing strategies
- Product/service profitability analysis
- Product/SKU rationalization
- Cost reduction strategies
- Preferred vendor arrangements
- Process improvement
- Working capital enhancement
- Asset rationalization

It takes more than analytics and glossy reports to improve business operations. Whether associated with a recent transaction, a changing marketplace or lack of management resources, Willow Tree professionals can help turn ideas into results.

Financial Advisory

Willow Tree professionals have the breadth and depth of experience to assist companies in making informed decisions when it really counts. We have advised companies in connection with acquisitions and expansions as well as divestitures and spin-offs – very often in situations where expectations and scrutiny are high and deadlines are tight. Areas where Willow Tree can assist include:

- Business plan development
- Cash flow forecasting
- Working capital management
- Profitability analysis (e.g., ROI by product, channel, customer)
- Cost structure assessment
- Capital budgeting and R&D investment evaluation
- Market research and analysis
- Competitive research and analysis
- Financial modeling
- Expert testimony

Be it a one-time project or a long-term process improvement, our professionals possess the technical and practical skills imperative to address our clients' needs.

Transactions

Willow Tree professionals have assisted companies and their stakeholders in evaluating and effectuating financings and M&A transactions. The unique combination of financial acumen, project management experience and negotiating skills our professionals possess allows us to drive a successful process, or just lend a helping hand, while limiting disruption to the organization. Transactional areas where Willow Tree can assist include:

- Capital raise
- Asset sale
- Carve-out
- Quality of earnings/EBITDA evaluation and analysis
- Business plan and financial projections review

Willow Tree also maintains strong contacts with the lending and private equity community as well as other transactional professionals. When capital is critical or strategic alternatives are limited, these connections can result in lower capital costs and increased market value, and can ultimately be the difference between success and failure.

Industries Served

Depth. Breadth.

Willow Tree professionals have provided interim management, turnaround and restructuring, financial advisory and/or transactional services to both public and private companies across a broad spectrum of industries. Industries served include:

- Automotive
- Construction
- Energy and Mining
- Financial Institutions
- Food and Consumer Products
- Healthcare
- Insurance
- Manufacturing
- Oil and Gas
- Publishing and Media
- Real Estate and Hospitality
- Retail and Distribution
- Transportation

Experience

Accomplished. Principled.

Willow Tree is led by managing director Carl Lane. Carl has over 20 years of experience at tier-one professional services firms providing interim management and financial advisory consulting to middle-market and large corporate companies, creditors, shareholders, and other interested parties. He has served both public and private companies across a broad spectrum of industries and business sectors. He is a Chartered Financial Analyst, a Certified Insolvency and Restructuring Advisor, and holds a Certification in Distressed Business Valuation. Carl received a bachelor of science degree in accounting with high honors and a master of business administration degree with a concentration in finance from the University of Florida.

Prior to founding Willow Tree, Carl was a managing director with AlixPartners LLP and a principal at Deloitte Financial Advisory Services LLP.

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Credible. Flexible.

