OUR MISSION:

ACHIEVING THE BEST POSSIBLE PROFIT FOR THE COMPANY

About Us

Our mission is to help business owners plan and achieve the best possible profit for their business. We are a network of professionals with more than 25 years' experience in companies structured at international level, and we help small and medium-sized enterprises grow.

- **Controlling**: Budget, Rolling Forecast and break-even point month by month: you know in advance where profit and cash flows are heading.
- **Quotations**: Quotation models built on real costs, to sell at the right price.
- **Temporary Management**: An experienced manager in the company: for a project or, better, one or two days a week, on a permanent basis.
- **Business Development**: More sales, in Italy and abroad, with a sales method measured step by step.

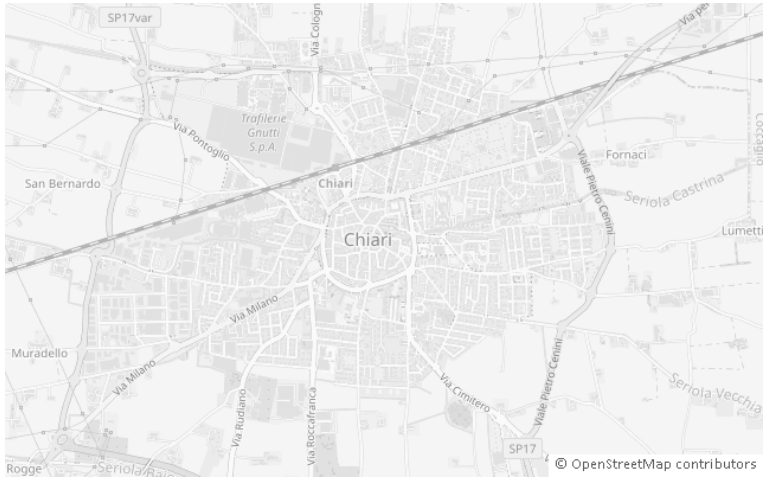
> ***Analysing a company's figures is one thing. Having to answer for them is another. We have done both.***

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Controlling …

Result

- Managing company margins
- Building the best possible profit
- Anticipating the course of events

Our Simulator for Predictive Analysis lets you adopt:

Tools better

- Setting objectives: Budget
- Delegating objectives: from family-run to managerial company
- Measuring the ability to achieve objectives: Rolling Forecast
- Steering the company's course: monthly breakdown of data
- Focusing on costs before revenues: Break Even Analysis

Methodologies better

- Cutting reducible costs
- Growing sales
- Choosing the investments with the highest added value

… with our Predictive Analysis Simulator

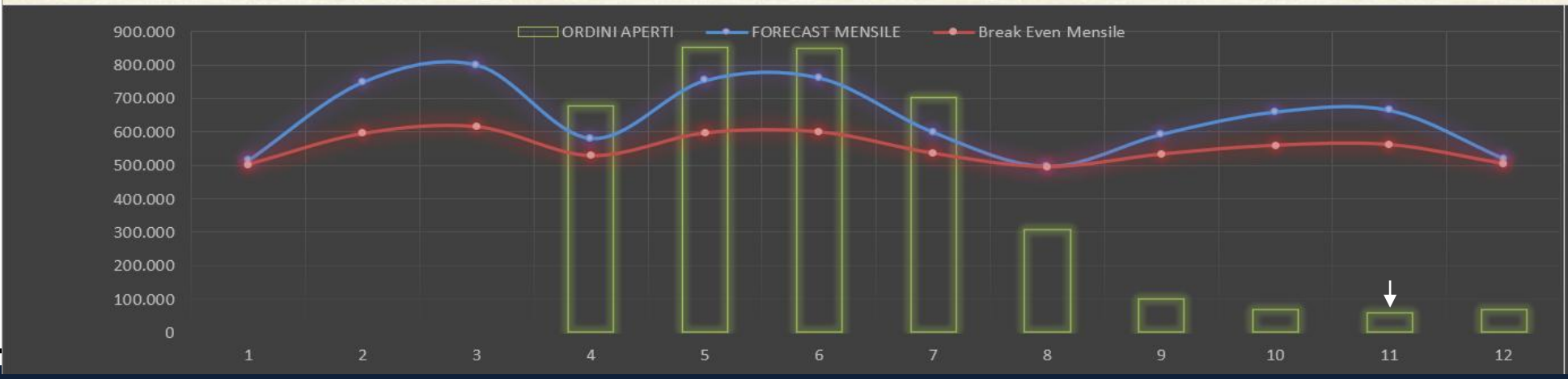
Periods	1	2	3	4	5	6	7	8	9	10	11	12
Eventi | Impatti												
Dati Actual	513.463	748.624	799.894	0	0	0	0	0	0	0	0	0

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Fatturato obiettivo		7.679.911	Pendenza	-		Filtro sui picchi	0%		Seasonality	On		
Slope factor	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000
Seasonality	0,734	1,032	1,048	0,947	1,232	1,245	0,976	0,809	0,968	1,077	1,085	0,846
Slope+Season	0,734	1,032	1,048	0,947	1,232	1,245	0,976	0,809	0,968	1,077	1,085	0,846
Edge Filter	-	-	-	-	-	-	-	-	-	-	-	-

													remaining
BUDGET MENSILE	470.000	660.614	670.567	606.002	788.620	796.527	624.887	518.059	619.265	689.555	694.278	541.539	5.878.731
Delta with Actuals	43.463	88.010	129.327	0	0	0	0	0	0	0	0	0	260.801
Re-allocation	0	0	0	(26.884)	(34.986)	(35.337)	(27.722)	(22.983)	(27.473)	(30.591)	(30.801)	(24.025)	(260.801)
FORECAST MENSILE	513.463	748.624	799.894	579.117	753.634	761.190	597.165	495.076	591.793	658.964	663.477	517.514	7.679.911
ORDINI APERTI	0	0	0	678.200	851.900	849.650	701.500	306.056	101.550	67.850	57.500	67.800	3.682.006
Delta with Forecast	0	0	0	99.083	98.266	88.460	104.335	(189.020)	(490.243)	(591.114)	(605.977)	(449.714)	(1.935.924)
Break Even Mensile	501.835	594.498	614.700	527.705	596.472	599.449	534.817	494.589	532.700	559.168	560.946	503.431	6.620.309
Costi variabili	202.325	294.988	315.191	228.196	296.962	299.940	235.307	195.080	233.190	259.659	261.437	203.922	3.026.197
Costi fissi	299.509	299.509	299.509	299.509	299.509	299.509	299.509	299.509	299.509	299.509	299.509	299.509	3.594.112
Forecast Proiettivo	513.463	1.262.087	2.061.981	2.641.098	3.394.732	4.155.922	4.753.087	5.248.163	5.839.956	6.498.920	7.162.397	7.679.911	

SIMULATOR 4.0







An experienced CFO for the big leap

A company growing fast and in a disorderly way: behind positive figures there were no tools to plan, measure and govern.

Business: Design and delivery of loyalty promotional campaigns for retail and pharmaceuticals · **Turnover:** about €100 million · **Duration:** 24 months

The problem

There was no structured process of strategic and operational planning and controlling. Margins were measured only in aggregate and not by job, so they were no use for deciding anything. Logistics, outsourced, was expensive and gave little visibility over storage, deliveries and returns. In short, turnover was growing but the compass was missing.

The intervention

Twenty-four months at the head of administration, finance and control, to give the company the tools it lacked to plan, measure and decide on the figures. The work was carried out in four phases.

1. Vision, mission and indicators

Where the business wants to go and why it exists, translated into measurable indicators shared between owners and management. The internal language moved from hunches and emergencies to decisions based on data and objectives.

2. Strategic analysis

Strengths and weaknesses, Porter's five forces (barriers to entry, the power of customers and suppliers, substitute products, competition) and an operational SWOT from which the competitive levers of the plan emerged. For the first time owners and management were looking at the same data on the market and the competitors.

3. From strategy to action

A plan on two levels. The first is continuous improvement with the OKR method: a few clear, measurable objectives, achievable without new investment. The second is medium-term strategic initiatives, built on four levers:

- **growth**: new customers, products, channels and markets;
- **efficiency**: fewer activities that create no value, targeted outsourcing, rationalised costs;
- **organisation**: roles, procedures and responsibilities reviewed;
- **people**: more involvement, more training and accountability for results.



An experienced CFO for the big leap (continued)

4. Advanced controlling

We introduced management accounting, with the move from Zucchetti to SAP Business One, to read profitability by customer, brand, key account and individual campaign. We wrote the five-year industrial plan and put the annual budget, monthly reporting and the rolling forecast into operation, to analyse variances and correct course. The supply chain was revised, with rotating inventories, digital information flows and lower logistics rates, and the analysis of treasury and operating cash flow kept growth and financial sustainability together.

The result

After 24 months the company had changed the way it worked:

- vision and mission shared and applied in everyday work;
- integrated strategic planning and controlling;
- margins read by customer, product and project;
- an optimised, digitalised supply chain;
- a stronger, more transparent financial structure.

And afterwards

Here too the twenty-four months are over, the relationship is not. We stayed on as fractional managers, leading controlling across all the group's companies. On this basis the company signed a basket bond with Banca Intesa, a structured finance instrument supporting the industrial plan, and started the listing process on Borsa Italiana's AIM segment (now Euronext Growth Milan). Turnover, meanwhile, has grown from €40 million to over €100 million, and the group has expanded abroad, in both EMEA and APAC.



A quotation is not just sent: it is sold

A company that works to order, with loyal customers and a sound technical reputation, and a sales effort that stopped at answering requests.

Business: Stainless steel processing to order · **Turnover:** about 40 million euros · **Formula:** Fractional management

The problem

Selling was passive: requests were answered, the quotation was sent and the file was closed. Nobody measured how many offers became orders or why the others were lost.

Customers were visited only when an offer was under way, and the multi-firm agents were a sales channel and nothing more.

Numbers first

- **Industrial analysis of the profit and loss account:** costs by cost centre and by processing stage, to know what each operation earns.
- **Quotation model:** built on real costs and in use today. It is the one described on the Quotations page.
- **Control with the Simulator:** every month the Rolling Forecast shows in advance where profit and cash flows are heading.

The sales method

The sales method rests on those numbers, led under fractional management, with clear rules:

- every request is recorded in the management system and linked to the order, so you know how many offers succeed;
- the quotation is presented and discussed, not just sent;
- the status of every negotiation is always up to date, with the reasons for lost offers;
- customers are visited to a plan, band by band;
- the agent network is coordinated with regular meetings and targets by area.

The result

The offer closing rate has gone from 30 to about 40%, and with the visit plan dozens of customers who had moved away are ordering again. Thanks to a precise knowledge of the costs that make up the selling price, negotiations with customers are conducted with full awareness: the contribution margin has in fact risen by three percentage points, with 1.2 million euros more profit. A fractional management engagement costs a small fraction of that sum.