



David BRAULT,
Founder of Objective CASH

Working side by side

“Action and Cash!”

“During the last 6 years, I have led nearly 250 missions, with a team of 60 managers. Together we have carried out these assignments in more than 25 countries. I interview one or two candidates for our team almost every day. That makes nearly 2,000 interviews in 6 years. How does one reduce 2,000 candidates to a select team of 60 Objective CASH managers? One in thirty! Selection criteria are extremely strict. Of course there are the skills, the experience of transitional situations, the compatibility between the manager's profile and the client's needs at a given time, but above all, there is the desire. Nothing replaces desire. The desire to take action as a team!”

AN EXPERIENCED TEAM

- 60 Operational Finance Directors and Transition Managers: all highly-experienced professionals (more than 15 to 20 years experience). All team members have signed the Objective CASH Quality Charter,
- 100 to 120 Operational Finance Directors: all highly-experienced professionals (more than 10 to 15 years experience) who are members of the Objective CASH network and have all signed the Objective CASH Quality Charter.

EXAMPLES OF COMPLEX OR EXCEPTIONAL SITUATIONS IN THE LIFE OF CLIENT COMPANIES:

- Change of shareholders or change of management,
- Change of information systems,
- Preparation for the acquisition or disposal of a division or subsidiary,
- Integration of an acquisition,
- Takeover and consolidation of a subsidiary in France or abroad,
- Spin offs,
- Managing and financing strong growth,
- Projects to organize or reorganize the Finance Department (with assessment and optimization of productivity and performance),
- Compliance with applicable laws and regulations,
- Cash flow crisis management.

OUR OPERATING METHODS

- Understanding your business in detail and understanding risky situations
- Independent audits
- Building detailed 1-month, 3-month and 6-month action plans
- Implementing action plans according to a fully-operational process, with carefully selected management teams that are closely monitored in the field
- One or more people on site for 2 to 20 weeks
- A permanent dialogue and interactive working methods (as CFO/CEO, Finance and Administration Director, or in project mode) with the client's Board of Directors and Operational Management teams (Purchasing, Sales, Quality, Production, Sales Administration, Litigation, HR, IT, Logistics, etc.)
- Respecting deadlines
- Objective and independent reporting for shareholders and management
- Strengthening the role played by Finance within the organization
- Training in the field: coaching for people taking on new positions, training permanent teams, recruitment support for permanent teams

THE OBJECTIVE CASH QUALITY CHARTER

Our Quality Charter addresses the standards and demands of our corporate clients. All our Operational Finance Directors and Transition Managers have signed the Objective CASH Quality Charter. In doing so, they undertake to respect our standards:

- Strict rules with regard to discretion and confidentiality,
- Ethics, independence and the prevention of conflicts of interest,
- Professional conduct during on-site missions (respect for colleagues, 100% availability and dedication to accomplish their mission),
- Pair working (monitoring and supervising assignments within the framework of a standardized process, contact with internal partners every 48 hours at least),
- Application of Objective CASH internal procedures. These procedures have been developed based on experience in the field: operational audits to be carried out by two Experienced Finance Directors and Transition Managers, technical control and quality control carried out in the field, formal meetings with client management teams at least once a month,
- Team members take part in integration seminars and professional training programs developed by Objective CASH.

Our clients

INVESTMENT FUNDS



CEO 4 LBO

- Assistance to Financial or General Management teams
- Managing complex or exceptional corporate situations

MAJOR INTERNATIONAL GROUPS



100% CEO

- Assistance to Financial or General Management teams
- Managing complex or exceptional corporate situations

COUNTRIES IN WHICH CLIENTS HAVE REQUESTED OUR INTERVENTION



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Shareholders, do you want more cash?



Working with shareholders
to make your investments
more profitable



Shareholders, do you want more cash?

You have invested in a company and you're asking yourself 4 essential questions :

1 Can the company reimburse its debt?
Will we have to invest more money?
If so, why, how much and when?

2 Do we have a clear vision of the company's performance?
Is the information we're given reliable?
Should we review the Business Plan?

3 If there are discrepancies in the reporting provided by the company, is there sufficient internal control?
Are governance policies and group procedures being applied?
Is there a risk that more serious problems may be hidden or not anticipated?

4 Can we optimize the profitability of our investments and accelerate our ROI?
Which management actions should take priority?

Working with shareholders to make your investments more profitable .

QUESTION

EXAMPLES OF SERVICES PROVIDED

THE SPECIALIZED SKILLS THAT OBJECTIVE CASH BRINGS TO THE MISSION

BENEFIT FOR THE CLIENT

QUESTION 1 :
Cash flow crisis management
Risk of bankruptcy

- Calculation and real-time updating of cash flow forecasting
- Identifying the steps that need to be taken to optimize cash flow in the short term
- Focused attention and in-depth action on inventory and accounts receivable - set up & manage detailed «hands-on» action plans
- Improved financing procedures (Increasing the capital, Daily Law, Factoring, etc.)

- The ability to qualify, challenge and document hypotheses which form the basis for operating and cash flow forecasts
- Reactivity/Pro-activity/Flexibility: the capacity to envision several different scenarios
- The capacity to discuss situations with operational staff, to warn them of danger and to negotiate steps to be taken
- The ability to identify key issues

- Bring cash flow under control
- Minimize working capital requirements and maximize cash
- Avoid or delay dilution
- Ensure a seamless continuity of operations

QUESTION 2 :
The danger in not having a clear picture of profit margins

- Audits of the Finance Department (key players and their teams, accounting, control, cash flow, internal control, information systems, etc.) and relations between the Financial Department and operational teams, banks, ...
- Reconciliation between physical and financial indicators and an in-depth analysis of margins by product, client, distribution network, geographical area, sales team, etc.
- Implementation of a Chart of Accounts, budgets, forecasts, reworking of the Business Plan, etc.
- Identification of both the areas of loss and those of potential opportunities
- Review of fixed costs and implement appropriate cuts

- A perfect command of general accounting and cost accounting
- An eye for detail and the capacity to discuss situations with operational staff
- A working knowledge of information systems (ERP, decision-support computing, etc.)

- Stronger and more reliable operational and financial reporting
- Confidence in the fact that the figures presented are correct
- Improved company performance
- Improved productivity in the Finance Department as well as faster reporting

QUESTION 3 :
A lack of monthly reporting, incomplete monthly reporting, suspected inaccurate or fraudulent reporting, etc.

- Audits of the Finance Department and internal control systems (assessment of key players, teams in charge of making sure that internal control systems are respected within the Finance Department and Operational Management teams, assessment of procedures, information systems, management standards, etc.)
- Implementation of corporate governance or adaptation of group procedures to the size, situation or context of the company
- Support during the transition period and training for permanent teams in group procedures

- The ability to talk to and reassure operational teams
- Excellent writing skills and practical experience with SOX
- The ability to quickly identify key issues
- Working knowledge of information systems (ERP, decision-support computing, etc.)
- The capacity to implement projects involving interdepartmental teams or multicultural teams

- Identification and estimation of cost exposure of risks
- Stronger internal control
- Compliance with company standards
- Strengthening Finance functions within the organization

QUESTION 4 :
Under-performance and the need to accelerate the implementation of constructive changes in the field

- Audits of the Finance Department, internal control systems and ongoing projects
- Operational support for the implementation of action plans, particularly by taking control of the Finance and Administration department, the company, the cash flow or information systems, the rationalization or simplification of processes, cost-reduction plans, preparation for the outsourcing of processes or activities, the setting up of shared service centers, etc.

- Operational experience in the management of a Finance Department or a department that interacts with the Financial Department (Sales Administration, Credit Management, IT, HR, Logistics, etc.)
- The ability to talk to and reassure operational teams
- The ability to adapt to and integrate the company
- The ability to work as a team with the Management in situ
- The ability to take control rapidly and manage a team
- The ability to quickly identify key issues and implement change with the least disruption
- Working knowledge of information systems (ERP, decision-support computing, etc.)

- Confidence in the fact that the figures presented are correct
- Simplification, rationalization, standardization, increased productivity
- Time saving/ improved production deadlines
- Increased performance
- Financial gains