

## COMMON PHASES WHERE COGENT STRATEGIES ADDS VALUE

---

### *Losing money and short on time*

We have substantial experience helping businesses that have hit a tough patch and need some specialized help getting back on their feet again. The important thing is not waiting too long to ask for help. We can work quite quickly and effectively. Survival, speed, and cash flow are the short term keys to such businesses. We can do some of the heavy lifting.

### *Profitable but stagnant*

There are a number of reasons why businesses find themselves here, but there are a few common reasons.

The company has reached the maximum size the founder(s) can manage by themselves. The business needs to transition from the entrepreneurial to the professionally managed.

The economy, competition, markets, or customer needs have changed, but the company has not fully adjusted. This is very common and the company may be satisfying current customers and finding new ones is hard, or losing customers as fast as new ones can be found.

The core product or service is not as popular as it used to be or has become a commodity with narrower margins. This calls for a business to reinvent itself, revise its product strategy, and find important customer value add.

### *Business is not at Full Potential*

As the key stakeholder, you know the business could be healthier, but you could use help deciding what to change, and even if you do, you are not quite sure how to make the change. We are experts at identifying the issue and facilitating the changes, quickly and effectively

## THE PRINCIPALS OF THE FIRM

---

### **ASA J. BECK, CPA, PMP, PRESIDENT**

Expert in Operations, Accounting, Systems, and Finance. Managed multiple turnarounds. CEO, Board Member, CFO, VP Research Operations, VP Procurement Systems, IT Director, and Division General Manager in private and publicly traded companies. Actively licensed CPA and Certified Project Management Professional. BS in Accounting & MS in Finance.

[ajbeck@cogentstrategies.com](mailto:ajbeck@cogentstrategies.com)

### **MARC S. WALLACE, PRINCIPAL**

Expert in Sales Management, Executive Coaching, Performance Management, and Human Capital. President, Group President, Sales Manager, and Economic Strategist in private and publicly traded companies. Member of Nat'l Association of Corporate Directors. BA in Math & MBA Finance. [mwallace@cogentstrategies.com](mailto:mwallace@cogentstrategies.com)

### **DAVID C. ANDERSON, PRINCIPAL**

Expert in Manufacturing, Operations, Business Development, and Turnarounds. Chairman, CEO, President, COO, General Manager, Controller, and Turnaround Consultant in private and publicly traded companies. Founding Board Member of Coalition for a Prosperous America. AB Economics & MBA Harvard. [danderson@cogentstrategies.com](mailto:danderson@cogentstrategies.com)

### **JAMES D. GRENFELL, CFA, PRINCIPAL**

Expert in Accounting, Finance, Raising Capital, Expert in Finance, Mergers/Acquisitions, Financial Planning & Analysis, Raising Capital and Process Improvement. CFO, Treasurer, and Vice President in publicly traded and private companies. Member of Financial Executives International. BA in Business and MBA in Finance from Virginia Tech University. [jdgrenfell@cogentstrategies.com](mailto:jdgrenfell@cogentstrategies.com)

### **COGENT STRATEGIES, LLC**

5736 S. Kittredge Court  
Centennial, CO 80015-4028  
303-459-4870 Office  
303-459-4815 Fax  
[www.cogentstrategies.com](http://www.cogentstrategies.com)

# COGENT STRATEGIES

## PARTNERS IN PERFORMANCE

---

Cogent has a team of seasoned executives that know how to get things done. We will work right beside you and your team driving improved bottom line results. We do more than discuss better performance. We help you make it happen.

## CATALYSTS FOR CHANGE

---

The goal is to move your business from where it is currently to where you want to go as quickly and efficiently as we practically can. We work with you to lay out a detailed plan and then execute it together.

## HOLISTIC SOLUTIONS

---

Achieving superior results is never just one thing; it is performing well in all the key business areas. We work with you to get the entire business functioning at a high level. We are local executives working with local businesses, making an impact in our community.

## WE WIN TOGETHER

---

Although there are some fixed cost components, the bulk of our compensation comes as a percentage of the improvement in your bottom line. We succeed together with goals aligned on your bottom line performance.

## EXPERIENCE THAT MAKES A DIFFERENCE

---

Each principal of the firm has significant experience as a C level executive, usually in multiple companies and industries. Within the team, “we have seen it all...” and that helps us maintain perspective and resolve, our nerve and yours, with a touch of timely humor.

Our industry experience runs the gamut from start-up and growth, refinancing, M&A, recapitalizations, bankruptcy management and sale as well as re-starts, in:

- Financial Services
- Technology Implementation and Integration
- Software Development
- Telecommunications
- Manufacturing
- Electronic Security
- Wholesale Distribution
- Cosmetics
- Consumer Electronics
- Construction
- Professional Services
- Higher Education
- Publishing
- Healthcare
- Government
- Auto Dealerships
- Food Manufacturing and Distribution

## ASSISTANCE WE CAN PROVIDE

---

We work conscientiously with our clients-it's your business-to achieve results that you envision.

- Improve operating cash flows
- Reduce cost infrastructure
- Create cash flow projections
- Identify providers of debt financing
- Evaluate human capital resources
- Help secure new equity participation
- Enhance banking relationships
- Improve operational performance
- Develop an empowered employee culture
- Establish key performance indicators
- Optimize purchasing performance
- Enhance leadership effectiveness
- Lay out a tactical improvement plan
- Improve customer satisfaction
- Develop a strategic business plan
- Improve company profitability
- Management Coaching

## HOW WE ENGAGE

---

### *Business Snapshot—Plan Outlines*

We boil these things down with you into a structured document that describes steps from Point A to Point B, with common understandings about opportunities to explore. We look at financial trends, basic processes, Key Performance Indicators, sales pipeline, client relationships, cash position, and business plan. We will then draft a business snapshot that will cover the following areas:

View of the Future  
Market Overview  
Competitive Advantage  
Organizational Goals  
Action Items

Fee for this service is fixed. It allows us to collaborate on a common understanding of where you are now and what opportunities exist.

## CREATING AN ACTION PLAN

---

This phase takes a much more detailed look at the current state of the business, key pain points, opportunities, the optimum future state, and lays out a detailed plan for getting there. To be effective, all key stakeholders - owners, managers, staff, customers, suppliers and lender - must be invested in and committed to a change process and project plan. Plan details are built on documented understandings about the current state of the business, problems and opportunities, and steps forward from the here and now.

Like all good project plans, the document will be subject to revision. Content will reflect commitment to perform and change will only be with stakeholder agreement. Done right, this creature is the key to your success, as 80% of achievement is in planning for change.

## GETTING THE JOB DONE

---

We put real rubber on the road and work right beside you. We believe that our team has a unique set of interpersonal and technical skills to work within your organization to transform the business. Working with people is what we find most satisfying, setting your team up to succeed.

Our fees for plan delivery are related to improvement in your bottom line. We measure results, month-by-month, compensated as a percentage of improvement.

We bring, “been there, done that”, experience to work for you. We come with rolled up sleeves and together we get it done. So get us a desk and get ready to do great things.

