



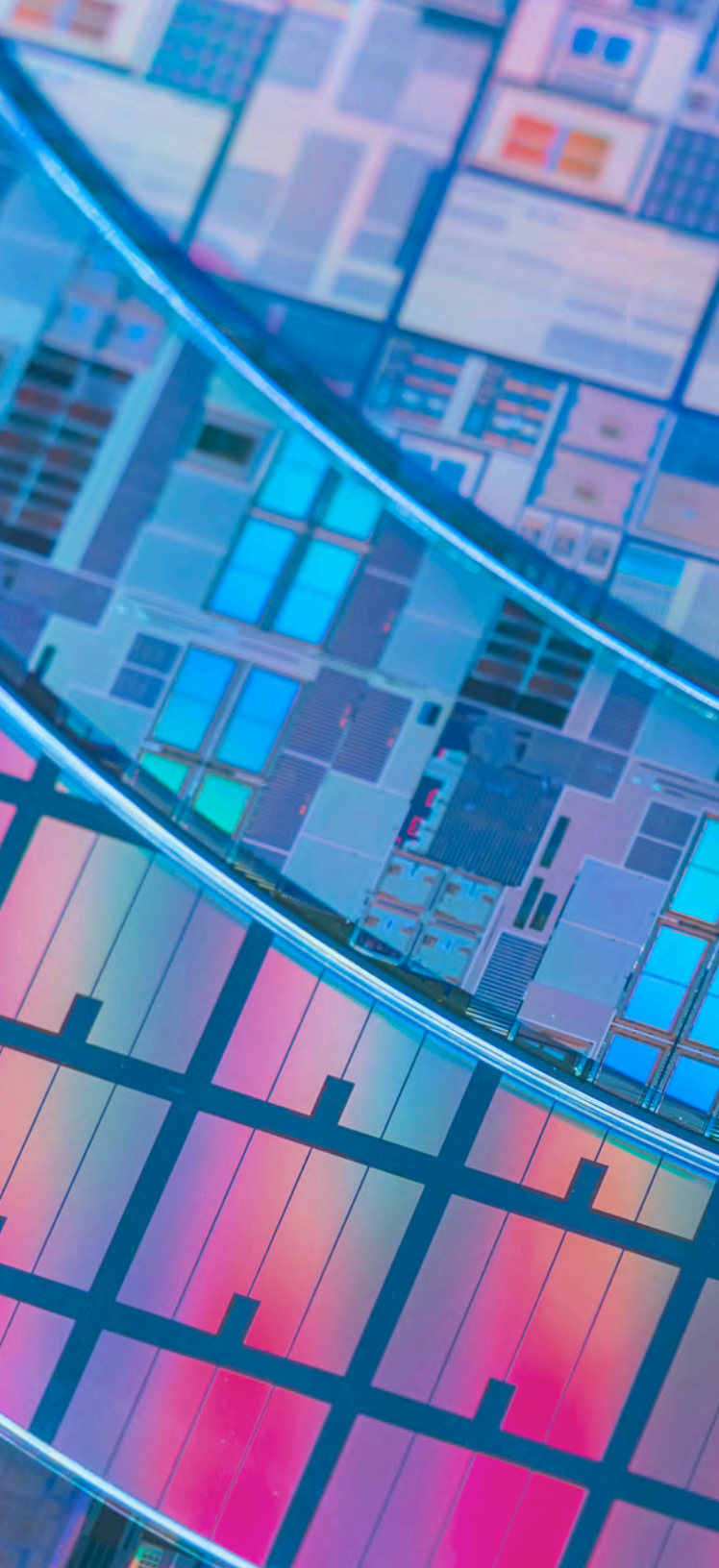
# Accelerator Assist

Quickly assess → Repair and correct → Provide permanent solutions

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FortéOne has been serving the needs of our sponsor and closely held business clients for 23 years.



## Over 90% of our business comes from repeat or referral clients.

Our business comes from trusted advisors and business owners who have seen the incredible impact we can make within middle market businesses.

And they recommend us to their most closely held business relationships.

**Oftentimes, over and over again.**



**Swiftly solve  
critical issues  
without disrupting  
the business.**

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## Bring in FortéOne's expertise to:

### **Quickly Assess:**

We rapidly identify the root causes of the business issue(s)

### **Repair and Correct:**

We create AND implement a prioritized execution strategy

### **Provide Permanent Relief:**

Permanent irreversible solutions mean you can get back to business, without worrying about a relapse



**We're not traditional consultants.**

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**We're operating partners —  
who all come from industry.**



## The Operating Partner Advantage

We have led companies, built middle market businesses, and owned and exited those businesses successfully — many times over.

Organizations tend to embrace our team internally, realizing that our folks have walked in their shoes, faced similar challenges, and solved similar problems.

Our approach is collaborative and non-threatening.

We provide a consistent system to define and track business performance, promoting a balanced approach to recovery and growth.

We're working hand-in-hand — which allows us to deliver greater (and faster) results.

# The FortéOne Difference

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## Deep and Relevant Expertise

Our experts have been in your shoes, and solved for the same types of challenges you're facing now. With over 20 years average c-suite experience – all from industry – we are equipped to quickly get you back on track.

## Expedited Assessment and Prioritized Plan

We hit the ground running with an assessment to pinpoint the root causes of your issue(s), followed up by a prioritized execution strategy. We quickly solve your problem – and make sure it never comes back.

## A Team of Experts by Your Side

We don't leave you with an assessment and list of recommendations. We work with you side-by-side to lead and implement your plan to ensure your success.



# *Why should you choose Accelerator Assist?*

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## **Rapid Results**

We understand how critical time is in these situations. Our expedited assessment and extensive industry experience mean your improvements will be implemented quickly without disrupting your business.

## **Permanent Relief**

We don't put a Band-Aid on your issue. We find the root causes and provide permanent irreversible solutions that mean you won't have to worry about a relapse. Stop the stress and get back to running your business successfully.

## **Guaranteed Results**

Our projections for EBITDA growth are guaranteed. If we don't provide the value that we promise, we'll refund the difference or continue working for free until we do.

# The Accelerator Roadmap

## Move quickly with confidence

The Acceleration Roadmap includes all the essential categories that create sustainable growth.

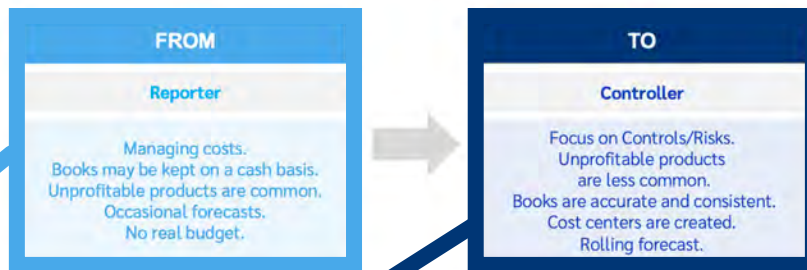
These include Customer Intimacy and Innovation; Strategy and Priorities; Digital Enablement and AI; and Operational Capacity, Service, and Efficiency.

The Roadmap provides an objective appraisal of the current-state challenges and allows us to deliver a permanent solution.

**FortēOne**  
Value Acceleration Roadmap

			FROM	TO
Client, Industry & Category	Customer Intimacy & Innovation	SHORT TERM ADDRESSABLE MARKET	Current Market	Defined Market
		CUSTOMER PROFITABILITY	Current Mix	Identified Opportunity
		GROWTH OPPORTUNITIES / ACQ.	Just Sell	Insight
Strategy & Priorities	Strategy & Priorities	STRATEGY & PRIORITIES	Existence	Survival
		GROWTH	Creativity	Direction
		BUSINESS MODEL	Acquiring First Customers	Adding to Net Revenue
Digital Capability	Technology & Data	INFRASTRUCTURE & SECURITY	Need Something Here	Need Something Here
		DATA & AI	Data-Agnostic	Data-Aware
		APPLICATIONS & PLATFORMS	Disparate	Enablement
		INTEROPERABILITY	Static	Standalone
Capacity, Service & Efficiency	Sales & Marketing	SALES	Initial	Managed
		MARKETING	Initial	Managed
		SALES & OPERATIONS PLANNING	Reacting	Anticipating
	Organizational Design	CULTURE	High Energy	Creating
		ORGANIZATIONAL DEVELOPMENT	Informal	Sourcing Skills
	Financial Management	FINANCIAL MANAGEMENT	Reporter	Controller
	Operations & Quality	SUPPLY CHAIN PLANNING & ANALYTICS	Reactive	Partial Planning
		SUPPLY CHAIN COSTING	Cost Minimization	Lowest Delivered Cost
		DISTRIBUTION & SERVICE	Reacting	Anticipating
		QUALITY	Basic	Stronger

## Financial Management



### Key Findings:

- The execution of day-to-day transactions is the focus currently – errors and delays (many customer-facing) are common
- No interim financial statements have been prepared in 2022 (last at year-end 2021)

## Financial Management

### Recommendations:

- Evaluation of Personnel and Roles
- Determine required training
- Update job Descriptions
- Determine additional needs (people, skills)
- Determine “to be” Organization Design
- Talent evaluation and hiring strategies and processes
- Develop a Cost to Serve analysis with an initial emphasis on “high touch” and smaller customers
- Ultimately gain an understanding of performance by key channels, customers and acquisitions
- Retain an interim CFO, who will address issues and help source a new CFO and redeploy the current CFO if feasible
- Identify critical process improvements
- Establish departmental and cross-functional communication format and cadence
- Monthly Financial analyses of key sales and cost trends
- Develop a process to build a 2023 Budget

*“Right the Ship” organizationally in concert with a rationalization of business complexity*

*Example of the detail in the Assist Report*

# Working with Us

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**Communication with you is critical to the success of our work.**

During the course of the project there will be a weekly meeting to:

- Discuss our findings and preliminary recommendations
- Share next week's coming activities
- Drive action to achieve the project objectives
- Discuss and decide any required actions
- Plan the coming week

**FortéOne will work closely with you to target the issue(s) and implement permanent irreversible solutions.**

We will provide a detailed report supporting our recommendations required to address and solve the issues.

**At the conclusion of the assessment, we will present and discuss our findings with you and deliver our recommendations as well as detail EBITDA improvements.**

In sum, the purpose of this meeting is fourfold:

- To bring all parties current on the status of the business including issues and opportunities.
- To share our recommendations and the rationale behind them – including prioritization of the required changes.
- To share our projections on EBITDA impact of the projected changes.
- To bring relevant stakeholders together to make decisions on how best to execute the path forward.

# Working with Us: Typical Timeline

## WEEKS 1–2

### Data Request, Groundwork, Kick-off & On-site Analysis Work

FortéOne will do the following:

- Request and receive relevant data to address the critical issue(s); begin interviews with company personnel
- Deep dive on all areas required to identify the root cause
- Conduct walk-throughs of all facilities (all shifts) and observe operating processes and personnel appropriate to the critical issues
- Assess critical processes and improvement opportunities, identify (as appropriate) the EBITDA impact of recommended changes
- Quickly identify how the existing management team and each function/department can support/participate in the Accelerator Assist plan – and/or staff changes required

***NOTE: in cases where solutions are required immediately, we may begin implementing changes with the owners' agreement, prior to week 3.***

## WEEKS 3–4

### Recommendation Development, Recommendations & Implementation Plan Presentation

The FortéOne team will:

- Identify immediate changes required; determine the priority and sequencing of changes
- Prepare a detailed Assist plan with implementation timeline and projected financial impact
- Review the Assist Plan with owners/Target executive leadership (and other stakeholders as required), including our estimate of how recommendations will improve EBITDA
- Agree with stakeholders on the go-forward plan and launch the Assist process

**After the assessment,  
the real work begins.**

Implement Permanent Irreversible Solutions:  
*On-Time & On-Budget – Without Disruption*

# Accelerator Implementation

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## Critical Decisions

- Client approves all critical decisions & signs-off on budget and schedule in advance

## Ensure Necessary Skills

- Train (or assist in hiring) critical staff to sustain and continue the progress

## On-Site & Leading the Change

- Operating Partners on-site for duration & in the project management lead

## Appropriate Pace of Change

- Adjusted to a pace that will work for the organization

## Reporting & Progress Updates

- Weekly basis with client sign-off

## Relief

- Making the business enjoyable again

And our projections for  
annualized EBITDA growth?

**Guaranteed.**



## What comes after the assist?

Some clients ask us to remain involved to:

- Provide continued business guidance to drive revenue, margin, and multiple expansion.
- Continue to identify and implement opportunities, which significantly increases enterprise value.
- Leverage our team of operating partners and resources at each step of the business evolution to ensure the business and its leaders are properly supported and have the confidence to drive continued change.

Our resources and strategies evolve as the business evolves – helping you address the challenges that accompany growth.

**And dramatically improving the businesses value.**



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