

Technology Software and Services Business

Situation	Results	Actions taken to achieve results
<ul style="list-style-type: none">▪ A wholly-owned subsidiary of a public company founded in 1996 to develop custom software and provide services▪ Primary focus of the company was in the software development area despite early signs of the potential of its service offering▪ Market potential of the company's service offerings were not recognized by management team▪ Company accumulated \$6.5 million in losses versus profit projections in the first three years▪ Parent company engaged BMP Principal as CEO to turn subsidiary around and divest the operation	<ul style="list-style-type: none">▪ In the first 3 months of being engaged, a new business model was adopted to better leverage the company's core capabilities and resources▪ Cash flows immediately stabilized upon implementation of new strategy▪ Company reported its first profit the following year▪ The improved operating performance allowed for the successful divestiture of the business six months after being engaged▪ Operating profits continued to improve post sale, enabling new owners to retire all outstanding debt and issue dividends providing payback of entire investment▪ Annual revenues grew by 600% in 4 years and Company was named to the Inc. 500 list of the fastest growing private companies in the U.S.	<ul style="list-style-type: none">▪ Streamlined product offering by eliminating software development operation and certain aspects of the company's service offerings▪ Leveraged key relationships with leading software vendors to develop and market more targeted service offerings▪ Dramatically reduced the company's overhead costs to better reflect the management requirements of the newly implemented business model▪ Improved delivery capabilities by aggressively expanding the company's network of qualified consultants▪ Diversified the service offering to more fully penetrate the sales opportunities within existing accounts