

# Services

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Gentlemen:

██████████  
GRAPHICS, ██████████

My name is ██████████ and I am the president of ██████████. For nearly five years I have been struggling to make this company profitable. We tried trimming payroll, reorganizing and restructuring departments, replacing personnel, investing in new technology, and acquiring a business to enhance our product and service offering. We hired industry specific consultants on two different occasions. Until this past February, none of our attempts have been successful, despite the best efforts of my staff and our board of directors.

As the losses mounted, our bank lost faith and our majority shareholders lost faith. I did not. I felt certain last summer that if we could refinance our debt and then focus our energies on increasing sales volume, we could grow out of the problem. In July of 2001, we secured commitment on a SBA guaranteed loan through an asset based work-out lender. Then 9/11 happened, and our sales volume deteriorated. We closed our loan in December 2001, and my wife and I personally guaranteed \$2 Million of debt. The majority owners, my in-laws, forgave debt and sold their stock for nearly nothing to avoid having to make personal guarantees. While the recession of 2001 was hurting us, all indications were that the busy would quickly recover in early 2002. Then in January, we suffered the unexpected loss of a major account to a competitor and things appeared to go from bad to worse.

A sales representative from George S. May (GSM) appeared at my office on Monday, February 11<sup>th</sup>. I was out of ideas and looking desperately for help, so I was more than curious to hear what he had to say. After hearing their presentation, I truly felt that George S. May was the help I had been asking God to send. I agreed to a survey that was completed on the 14<sup>th</sup>, and that same day I accepted the May Company's project proposal. They called it Sales Planning and Control with MSP. I called it Save My Company.

Before GSM's staff began their work, we thought our problem was not enough sales volume. They helped us see that our problems boiled down to the following: a lack of good financial reports that lacked functional controls, a pricing model that was useless and made it impossible for the company to ever generate a profit, an ineffective organizational structure with no clear job definitions or performance standards, and a president (me) who had lost his confidence and the confidence of those that worked for him.

The staff consultants helped us implement the project and they have indoctrinated the staff in its use. Just as importantly, they have helped me regain my confidence in my ability to run this business, making it possible for me to provide the leadership the company needs to work out of its financial hole.

There are not words to describe the debt that I owe to ██████████. After the first three days, I began to refer to them as my angels. ██████████ left the project early to make it more affordable to our company. She was instrumental in the sales management module. However, ██████████ has been spectacular in her role on this project. I will forever be in her debt. If there is a consultant's award at George S. May for commitment to the success of a project, for bedside manner, for skills as a financial consultant, for ability to implement change in a change resistant environment, for creating structure where there is chaos. Heck, for all the things that go into what she does – she should receive it tomorrow.

I am very pleased with the work performed by your staff and I look forward to their quarterly visits. I would never refer you to a competitor, because I would never want you to help a competitor like you have us. However, I can think of no better investment than the money and time I invested in George S. May.

Best Regards,

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President  
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