



A few hours with us will  
give you the confidence to  
implement a strategy to  
recover from the downturn

Turnarounds

Strategic Choice



## Unprecedented economic challenges caused by Coronavirus raise the following questions for business owners:



- ✓ When and how will my business recover from the downturn?
- ✓ How deep should the cost-cutting initiatives be?
- ✓ What will happen to the industry I am in? What changes may be permanent?
- ✓ Should I sell or close my business now, or should I wait? How can I get financing with all this uncertainty?
- ✓ How should I transform my business to reflect new realities?

### Big Picture Assessment

### In-depth Analysis

#### What can we do to help?

- ✓ Perform a crisis resilience test: what happens if revenues decline by 20%, 50%, 70%, depending on market prospects?
- ✓ Rank key vulnerabilities, threats and strengths
- ✓ Formulate an anti-crisis plan in case of a loss of suppliers, partners, or prohibitive government regulations
- ✓ Define triggers for tough business decisions: layoffs, facility closures; bankruptcy / divestment
- ✓ Suggest cost optimization options and alternative business models, allowing maximizing returns from existing assets
- ✓ Develop market scenarios: growth/decline, duration of turbulence period, market structure changes; post-crisis trajectory (qualitative and quantitative analysis)
- ✓ Apply industry benchmarks for effects of key changes: price/cost reduction, business closures, equipment lease, new products, etc.
- ✓ Detail and validate business model optimization solutions - possible new revenue sources and more effective use of available facilities, staff, etc. resources
- ✓ Build cash flow scenarios for proposed solutions

#### What results should you expect?

- ✓ A set of strategic and financial options allowing to minimize crisis impact on profitability
- ✓ Resiliency toward future downturns, decreases in revenue and margins
- ✓ Visibility of any future liquidity shortfalls
- ✓ A clear script to communicate with your customers, employees, vendors, banks, and other stakeholders
- ✓ A leaner, but healthier business with a sufficient working capital to pay for day-to-day expenses
- ✓ A full restructuring plan with a multi-scenario financial model and strategic options
- ✓ Detailed step plan for selected turnaround solutions
- ✓ Improved chances to receive bank or investor financing



8-16 Hours



3-4 Weeks



## Ilya Gnoensky

- An Independent consultant in the field of crisis management, turnaround and restructuring of distressed companies in areas of finance, sales and customer service with knowledge of four languages and with 13 years of work experience in the United States as a Chief Financial Officer (CFO), Chief Restructuring Officer (CRO), sales strategy consultant, mergers and acquisitions (M&A) advisor, and a financial auditor (CPA). Ilya has given various presentations, workshops, and seminars dedicated to restructuring sales departments, customer service management, and financial health. Ilya has lived and worked in the United States for over 20 years. For more information please visit [www.turn-arounds.com](http://www.turn-arounds.com)
- During his tenure at Silverman Consulting (Chicago, USA), he helped companies identify the causes of their financial and customer service problems, develop and implement operational decisions necessary for long-term financial health. Acted as an interim CFO and CRO of troubled businesses. Worked on multiple M&A projects, such as formulating target markets, developing industry forecasts, Identifying investment targets, assessing overall impact on investment portfolios of clients, performing valuations, structuring deals, closing transactions, performing post-merger integrations, and developing exit strategies. Currently, Ilya is an independent turnaround & restructuring professional working with Russian and European companies.
- Previously, he completed Due Diligence projects, aimed at investigating and structuring financial attractiveness of investment projects in the department of Transaction Services of Crowe Horwath (USA) where his clients included Sun Capital, Cerberus Capital Management and Wind Point Partners. He was a financial auditor of public and private companies at PriceWaterhouseCoopers (USA) where his clients included Disney, Tupperware and CNL. Ilya holds a CPA license and has received his education at the University of South Florida (USA).



## Andrew Afanasiev

- Andrew leads a consulting practice focused on servicing Asia Pacific clients in their business in Russia and other countries. Andrew's team conducts feasibility studies, performance review and efficiency improvement programs for investors, banks and government institutions in various sectors, including oil&gas and chemicals, healthcare, agriculture & food, IT, etc. The projects also cover strategy, business model, and industry benchmarking issues. Altogether, Andrew has over 20 years experience in investment banking and consulting. Andrew was born and raised in the USA, and then received his education at Moscow State University, and National Taiwan Normal University. For more information please visit [www.strategicchoice.org](http://www.strategicchoice.org)
- Previously, Andrew worked as Head of Research, Chief Strategist, and acting Head of Equities of the Russian subsidiary of Nordic European Glitnir Bank. His primary role was post-M&A integration (Glitnir Bank and FIM), including strategy development and efficiency improvement for the Icelandic and Finnish shareholders of Glitnir's Russian office. Andrew helped transform Glitnir into one of the top three investment banks in Russia in 2008 in terms of net profit margin, enabling the bank to break even against the backdrop of a 70% stock market decline.
- In 2001-2008 Andrew worked at US business data & analytics major ISI Emerging Markets, serving as Head of CIS Strategic Analysis (2001-2006), and then Global Head of M&A Research (2006-2008) and Management Board member for EMEA. At ISI Andrew was personally responsible for selection of acquisition targets and subsequent business integration (Russia, China/Hong Kong), and also for development of alternative partnership options, including JVs and outsourcing schemes (Bulgaria, India). In addition, Andrew ran a number of projects on both regional and global levels, involving creation of new lines of business and operational efficiency improvement.