

BUDGETING & STRATEGIC PLANNING



Private
Equity
Advisory

Our team specializes in optimizing planning efforts at middle-market companies. We emphasize both the immediate planning needs as well as building the ongoing capabilities for finance teams to manage performance against plan to execute on future planning cycles.

Whether you're in the beginning, middle, or final stages, CBIZ Private Equity Advisory's team partners with you to ensure a successful planning cycle. Our team provides the right level of involvement to assist (or completely own) planning efforts at portfolio companies.

Process Design & Model Development:

- Perform a rapid assessment of the business to make educated recommendations on the appropriate level of detail, approach, and planning method that will be most impactful.
- Design and document the end-to-end process workflow.
- Develop cross-functional, driver-based planning models to efficiently facilitate soliciting inputs, aggregating, and analyzing results.

Example Engagements:

- *Design planning cycle and create governance artifacts*
- *Create assumption-driven models and data capture templates*

Execution Partner through the Planning Cycle:

- Partner with finance and operational stakeholders to carry out a full budgeting process.
- Iterate budget results and provide support achieving alignments with management, board, and lenders.

Example Engagements:

- *End-to-end execution partner for any top-down, bottom-up, or hybrid budget process*
- *Targeted support to aggregate, analyze and/or validate planning results*

Strategic Planning & Scenario Modeling:

- Work with management and sponsor to identify and assess the long-term impact of potential strategic business decisions.
- Enable data-driven-decision-making by creating sophisticated forecasting models with the ability to analyze various scenarios and measure the impact on overall profitability or return on investment.

Example Engagements:

- *Holistic multi-year strategic planning exercise*
- *Targeted what-if scenario planning and modeling*

A RIGOROUS PROCESS

Delivering Value & Certainty

- Eliminate elongated and painful annual planning cycles.
- Support annual plans with sufficient detail and clear assumption drivers.
- Establish financial accountability and ownership across business units / functions.
- Connect planning processes with systematic data flow, analysis, and participation across functions.
- Enable meaningful explanations for variances to plan.
- Back strategic business decisions with meticulously calculated long-term financial impacts.

CBIZ Private Equity Advisory tailors solutions to fit your needs.

Budgeting & Strategic Planning *By The Numbers*

Our team has experience executing Budgeting and Strategic Planning engagements for middle-market businesses spanning from \$25mm to \$500mm in annual revenues.



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EXPERTISE IN ACTION

Budgeting & Strategic Planning

Sample Budgeting & Strategic Planning Clients



HEALTHCARE

Private Equity Fund:
Waud Capital



MANUFACTURING

Private Equity Fund:
Prudential Capital



BUSINESS SERVICES

Private Equity Fund:
CI Capital



FOOD MANUFACTURING

Private Equity Fund:
Arlon Group



DISTRIBUTION

Private Equity Fund:
Wynnchurch Capital



MATERIALS & RESOURCES

Private Equity Fund:
Wind Point Partners

CASE STUDY

Positioned For Success

Industry: Food Manufacturing

Service: Scenario modeling and long-term strategic planning partner

Revenue: ~\$400M

Issue: Food manufacturing business with multiple plants across North America was experiencing a great deal of hardship through the COVID-19 pandemic. Sales disappeared overnight, government-mandated plant shutdowns went into effect, and staffing became near impossible when in operation.

The company was highly leveraged and bleeding cash through this period. The board and lenders gave the management team a hard deadline to produce a realistic solution to return to profitability and long-term sustainability.

Solution: CBIZ Private Equity Advisory partnered with Company management to craft potential solutions and modeled the outcome of each scenario with clearly defined and traceable assumptions.

- Designed a flexible, assumption-driven long-term planning model with clear traceability to underlying plant & customer level metrics.
- The collective team leveraged this model to plan five different scenarios and their long-term implications on earnings and cash flow.
- Example scenarios included shutting down or combining plants, dropping existing customers, issuing price increases, and headcount & SG&A reductions.

Outcome: Leveraging the results of the long-term scenario planning, the team was able to identify the best combination of the five strategic business decisions. This plan was packaged and presented to both the board and lenders, who ultimately approved the plan and provided an additional tranch of financing to continue operations.

The internal management team continues to leverage the CBIZ Private Equity Advisory model for frequent re-forecasting and long-term planning.