

Rapid Business Assessment & Roadmap (RBAR)

CONTACT INFORMATION



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WHY RETAILERS / CONSUMER PRODUCTS COMPANIES NEED THIS NOW!

- COVID-19 has created a rapidly changing business landscape that has proven at best, extremely challenging, and at worst, devastating for many retailers and branded consumer product companies
- While some companies have rapidly pivoted to meet new challenges, many are struggling to stabilize their business. As the crisis abates, we believe **developing and executing a roadmap**, informed by sound analysis and experience, will be crucial for all companies' near-term viability and long-term success
- RBAR is an intense ~8-week approach to provide you with **such roadmap**
- The framework is designed to quickly define (in ~3 weeks) **tailored hypotheses** that are then translated into opportunities and organized under an integrated roadmap
- RBAR is equally effective whether your business is in a **Stabilization, Optimization** or **Growth** stage, and most valuable for businesses with revenue of \$25 mm and above

PHASES OF THE RAPID BUSINESS ASSESSMENT AND ROADMAP

	1	2	3	
	Phase I: Assessment	Phase II: Opportunity Identification & Development		Phase III: Integrated Roadmap
TASKS	<ul style="list-style-type: none"> • Conduct interviews • Gather financial/operational data • Perform initial review / analyses 	<ul style="list-style-type: none"> • Informed by the outcome of Phase I: <ul style="list-style-type: none"> - Translate hypotheses into opportunities through additional analysis and workstreams tailored to the business situation - Create dollar range estimates for each opportunity 		<ul style="list-style-type: none"> • Prioritize opportunities • Develop integrated roadmap • Update pro formas
ANALYTICS & WORKSTREAMS	<ul style="list-style-type: none"> • ROIC and Revenue Trees • Baseline expense • Competency gaps • Rolling 13-WCFF • Initial hypotheses 	STABILIZE <i>Get to near cashflow breakeven or better</i>	OPTIMIZE <i>Strengthen the core business</i>	GROW <i>Increase revenue and expand the business</i>
		ILLUSTRATIVE ANALYSIS & WORKSTREAMS		
	<ul style="list-style-type: none"> • Rapid expense reduction • Revenue quick hits • Working capital actions • Other cash conservation actions 	<ul style="list-style-type: none"> • Merchandise mix • Indirect spend • E-commerce and store operations • Org. structure • Processes and IT • Sourcing and logistics 	<ul style="list-style-type: none"> • Core and new sources of revenue • Strategic planning • Digital marketing and social media • Pricing & promotions • M&A strategy 	
TIME	~ 3 weeks	~ 3 weeks		~ 2 weeks

- **Phase I – ASSESSMENT (~ 3 weeks)**
 - Analyze ROIC & Revenue Trees
 - Establish Baseline Expense
 - Identify Competency Gaps and Define Hypotheses
- **Phase II – OPPORTUNITY IDENTIFICATION & DEVELOPMENT (~ 3 Weeks)**
 - Perform Additional Analysis
 - Translate Hypotheses into Specific Opportunities
 - Quantify Opportunities
- **Phase III – INTEGRATED ROADMAP (~2 Weeks)**
 - Prioritize Opportunities
 - Develop Integrated Roadmap
 - Update Pro Forma Financials

Consumer Growth Partners – BMas & Partners Team



Richard Baum – Consumer Growth Partners

Richard is the Managing Partner of Consumer Growth Partners (CGP), a private equity investment and advisory firm with an exclusive focus on middle-market specialty retail and non-perishable branded consumer products companies.

Prior to co-founding CGP in 2005, Mr. Baum spent more than 15 years as a leading sell-side equity research analyst at Sanford Bernstein, Goldman Sachs and Credit Suisse. He covered over 40 companies and was involved in numerous IPO's including Gymboree, Talbots, Intimate Brands, Abercrombie & Fitch, Lifetime Fitness, Build-A-Bear Workshop and Cabela's. Previously, he led secondary offerings for Urban Outfitters, Fila, Zale's, and Finlay Enterprises. Mr. Baum spent six years in the merchandising organization at Bloomingdale's. He began his career as a strategy consultant with The Boston Consulting Group.

Mr. Baum currently serves as Chairman of the Board of Harris Originals, Inc. and as a Board Director for Factory Connection, Inc. He recently stepped down as a board director of Vera Bradley, Inc. (NASDAQ: VRA) after nine years. He is also President of the Retail Marketing Society, a not-for-profit organization that focuses on leading edge topics of interest to the broad retail community.

Mr. Baum earned a BA degree in Economics from the University of Michigan where he graduated magna cum laude with Phi Beta Kappa honors and a JD degree from Harvard Law School.



Bernardo Mas – Bmas & Partners

Bernardo is the founder of strategy and turnaround consultancy BMas & Partners. He is a seasoned executive with 20 years of experience in retail, consumer goods and the cannabis industry, with a proven record of helping companies grow their top and bottom lines. He brings deep expertise in business and growth strategy, turnaround execution and operations improvement.

Prior to founding BMas & Partners, Bernardo was a Senior Director at consultancy AlixPartners where he advised retailers and private equity clients on improvement, turnaround and transformation programs. Prior to AlixPartners, Bernardo was VP of Corporate Strategy & International for Ann Taylor where he led the brand's international operations and was responsible for identification and execution of growth initiatives. He also spent several years working in the Strategy & Corporate Development team of Saks Fifth Avenue.

As a consultant with Deloitte Consulting and Arthur D. Little, he advised clients in the consumer goods and industrial space on issues of business strategy, helping to identify over \$300MM of incremental growth.

Bernardo holds a bachelor degree in Economics from Universidad Católica Andres Bello in Caracas, and an MBA from Emory University with concentration in Finance. He is bilingual English-Spanish and conversational in Italian.