



Do you believe you have room to create more value in your portfolio?

You know this- **there is a lot going on inside of your investments**, and there *all sorts of winds- not just head or tail- but worse: swirling are buffeting your portfolio each and every day*. As a sailor, pilot and long-time business leader-I have learned to respect and read the winds- and do my best to assess and act to deal with them to get where I want to go.

Most of our work over the past 40+ years has been involved with transactions of some sort- buying or selling- or fixing in between. Our experience as business and strategy consultants, business leaders, M&A transaction supporters and Board members has not only shaped and enhanced our perspectives, but have contributed to our experiences to help our clients to move forward fast and with confidence.

Based on all of this, we believe that for a company to create and sustain value they have to

## KNOW MORE NOW

And they have to have that knowledge and insight across the whole value chain of their business- and **integrate the Executive team's thinking to make comprehensive decisions that count in the realm of creating and sustaining value.**

***And...Great financial Management Capabilities can really help you accomplish this.***

Why does finance count?

- Finance holds the role of being broad based and work with and reflect the company as a whole. Finance can call balls and strikes, while playing well in the sandbox.
- **Most important data in the company flows through finance. Combining financial, operating and strategic data, coupled with strong financial planning and control capability is a core ingredient.**

- Financial management processes can be used both develop financial literacy across the organization and incorporate them into accountability and rewards practices and processes

We believe that Financial Management in and of itself does not create and sustain value- but we do believe:

- **It is tough to create and sustain value without it?**
- No matter what we want to believe- **many firms- particularly mid-market firms don't have the requisite capacity, capabilities, and experiences to lead and significantly contribute to the effort.** We all like to believe that we have better than a normal distribution of capacity, capability and experience- but that is statistically improbable.
- No matter where you find yourself today, there are ways to significantly “up the game” and start the process of improving the capabilities.
- **It is not really a good idea to wait any longer to ensure that you have the capabilities you need in your portfolio so you can get your job done.**

The business press and conventional wisdom is still focused on the need for finance to be become more strategic.

Regrettably, that has been a mantra for more than 25 years, despite a lot money being spent and technologies being deployed in that timeframe. No matter how long it has been around, though, the “list” of what companies need to be really good at (based on a recent ChatGPT research effort) is getting longer and more expert based:

A recent Chat GPT search indicates these are the core capabilities for “Great/Strategic” Finance

M&A Preparedness:	Risk Management Infrastructure	Capital Management and Allocation
Technology Integration and Deployment	Financial Analysis and Decision Support Employing Advanced Data Analytics	Innovation Funding and Cost Optimization
Talent Management	Treasury and Working Capital Management	Compliance and Governance

**BUT**

The research seems to leave out:

- Controls and Control Environment
- Effective and Efficient Transaction Processing
- Data Models that are responsive to what you want/need to know
- A weighting of what is most critical and foundational to you now
- Systemic interdependencies

**SO**

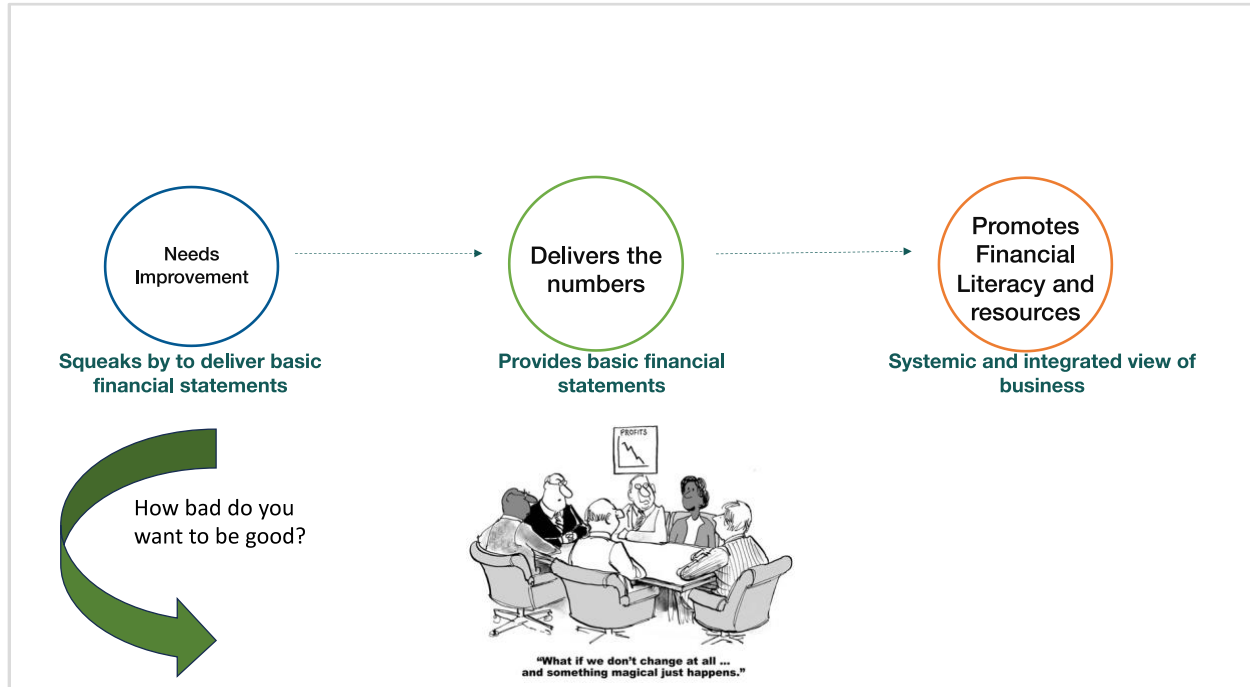
- No wonder organizations are having a hard time charting a plan and moving together expeditiously

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This is certainly not a comprehensive list, and as noted above, **it leaves out some of the important, foundational, and enabling capabilities that are required to do the rest.** And,

most situations are unique, so it is not necessary to be great at all of these things- **it is for you to judge just how good you need to be.**

As you think about your portfolio, using these dimensions, how would you grade individual company capabilities, capacity, and experiences. Keep it simple- How do you grade them? Across your portfolio, you will likely find an array as depicted below:



Based on our work, here are some of the hurdles that others experience that get in the way of action:

1. Much of the insight presented in the press and by product and service companies is that the **“one product” is all it takes to “fix” the challenge.** This promotes discrete thinking vs systemic thinking- and **it takes systemic thinking to succeed.**
2. Every company is starting in a different place and has to master different things to succeed. **Companies need a framework to approach the issue(s) and “hang on their facts and assumptions”**, to enable their assessment and to make enough sense of it to chart a path forward.
3. **The “cool new things”- AI, Business intelligence, Data visualization etc. often eclipse the fact that core processes need to be considered and addressed in this process.**
4. We frequently find that the **data model (AKA the existing core books of records and ERP systems) don’t capture enough of the right data, nor operational or strategic matters**, to shed light on business opportunities or challenges that need to be addressed but go beyond the preparation of basic financial statements.
5. This is a **different way of thinking, and it makes some traditional finance people uncomfortable**
  - a. Skill gaps

- b. FOBO
  - c. Can't upset the processes and controls that produce "clean audit opinions" and traditional financial statements.
6. And despite the hurdles- for success **companies need integrated business practices and processes**, that are derived from an integrated and logical plan to manage and achieve the transformation.



**We believe it is best to work with and deeply involve existing finance and business leaders throughout the process** – and only bring in expert expertise when the company can't learn or provide it fast enough. We can tailor a process that works for your organization – now:



## We'll custom-tailor a solution for your situation

Few situations are exactly alike, but many of our engagements follow a similar pattern. Below are some examples of how we structure services.

Service Type	Focus	Structure
General finance support	<ul style="list-style-type: none"><li>Talent and skill development</li><li>Lead off/head off opportunities and challenges</li><li>Focus on continuous improvement</li></ul>	<ul style="list-style-type: none"><li>Weekly meetings to discuss:<ul style="list-style-type: none"><li>New happenings</li><li>Financial package review</li><li>Status of developmental activities</li><li>Emerging problems and opportunities</li></ul></li></ul>
Initiative management	<ul style="list-style-type: none"><li>Leverage prior knowledge and experience</li><li>Support day-to-day operations and business performance</li></ul>	<ul style="list-style-type: none"><li>Project- and knowledge-manage initiatives ranging from new opportunities to major challenges</li><li>Free up financial leaders to continue essential day-to-day work</li></ul>
Combination of above	<ul style="list-style-type: none"><li>Company-wide support, vs finance only</li><li>Enable normal developmental and operational activities to continue</li><li>Help mitigate and manage risk</li></ul>	<ul style="list-style-type: none"><li>Operate as a resource across the company</li><li>Scale intensity of efforts to situational needs</li></ul>

So, to go back to the opening question- YES, and based on our experience we believe we can help and would really like to have a conversation with you about your aspirations and challenges.

If any of this matters for you, we are happy to talk. Here is contact info:  
[pjm@pmccventures.com](mailto:pjm@pmccventures.com)

Or- [Set up a meeting](#)