

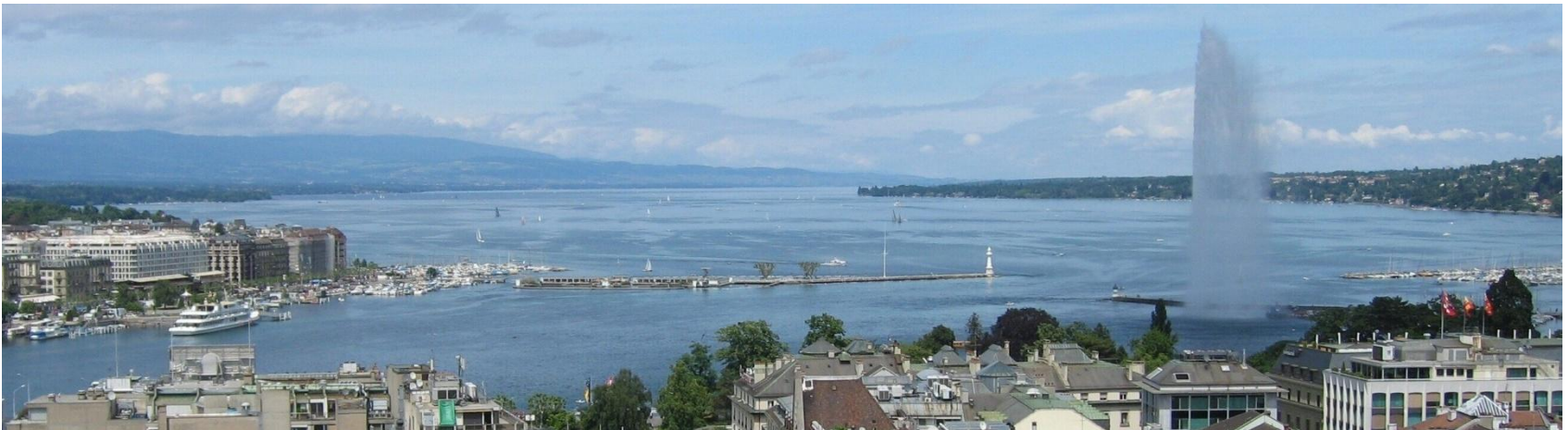


Integrated Business Services

Business Management

March 2011

« *Together Building the Future* »



Introduction

The primary objectives of Business Management are:

- to understand and manage a business more effectively
- to recognize deficiencies and shortcomings
- to capture the non-financial dimensions of the business
- to initiate planning activities for each department
- to develop objectives and establish priorities for each business unit
- to monitor the performance of the company
- to improve customer satisfaction and corporate success

Due Diligence

Collect and review the corporate data of the organization, for example:

| DEPARTMENT | DOCUMENTATION |
|---------------------|---|
| Finance | Financial Statements, Audit Reports, Budgets, Financial Projections |
| Management | Organizational Chart, Personnel Records, Employment Manual |
| Market | Customer Analyses, Industry Statistics, Marketing Plans |
| Products / Services | Specifications, Pricing Policies, Distribution and Sales Agreements |
| Information Systems | IS Strategy, IS Projects, IS Budget, Licence Agreements |
| Legal | Corporate Documents, Board Resolutions, Legal Documents |

Business Strategy

Analyse the corporate data and develop a business strategy:

| SWOT ANALYSES | QUESTIONS |
|----------------------|---|
| Strengths | What are the company's strengths compared to its competitors? |
| Weaknesses | What are the company's weaknesses compared to its competitors? |
| Opportunities | What are the main opportunities for the company and the industry? |
| Threats | What are the main threats to the company and the industry? |

Business Plan

Define precise, realistic and measurable corporate targets, for example:

| TARGETS | YEAR 1 | YEAR 2 | YEAR 3 |
|------------------------------------|-------------------|---------------------|---------------|
| New Markets | Regional Area | Country A | Country B |
| New Products | Product A | Product B | Product C & D |
| Expand Distribution Network | Appoint Agent | Appoint Distributor | |
| New Sales Offices | | | Location |
| Major Projects | Factory Expansion | IT System | Acquisition |
| Recruitment | R&D Mgr | CTO | Sales Mgr |
| Revenue Target | + 8% | + 20% | + 20% |
| Net Profit Target | 6% | 8% | 10% |

Organizational Design

Build a dynamic and flexible organization able to manage change, for example:

| | |
|-------------------|--|
| Structure | limited management layers with open communication |
| Delegation | delegate responsibility in a cooperative environment |
| Focus | communicate clearly defined business objectives |
| Innovation | allocate resources to research and development projects |
| Governance | demand quality and accountability for all activities and processes |
| Knowledge | keep management and staff abreast of new technologies and skills |
| Control | monitor results, reconcile conflicts and expedite progress |

Personnel Analysis

Meet with all key managers to discuss corporate and personnel issues and objectives:

| | |
|---------------------|---|
| Board | details of experience and expertise |
| Managers | resumes, details of functions and responsibilities |
| Staff | summary of staff members, qualifications, employee satisfaction |
| Remuneration | list of salaries, bonuses, commissions and incentives |
| Organization | organizational chart with functions, plans for promotions |
| Recruitment | recruitment schedules, recruitment policies |
| Strategies | build a dedicated, decisive and disciplined corporate team |

Market Analysis

Develop strategies about the market place, the customers and the competition:

| | |
|--------------------|--|
| Industry | trends and outlook over next five years, industry statistics |
| Market | geographical markets, market segments targeted, success factors |
| Customers | list of customers and prospects, summary of customers' feedback |
| Competition | appraisal of current and future competitors |
| Marketing | geographical areas, pricing, promotions, advertisements, support |
| Sales | direct sales force and/or agents and/or franchises |
| Strategies | create value for customers and continuously innovate new offerings |

Information Systems

Maintain a state-of-the-art information and communication system:

| | |
|--------------------|--|
| Efficiency | optimize, standardize and streamline systems, services and information |
| E-business | promote digital connections to customers, suppliers and partners |
| Website | maintain an up-to-date and innovative corporate website |
| Security | protect and secure the information environment of the business |
| Backup | maintain secure and offsite backup systems |
| Replacement | introduce replacement procedures to maintain a modern system |
| Strategies | increase corporate productivity and create new sources of revenues |

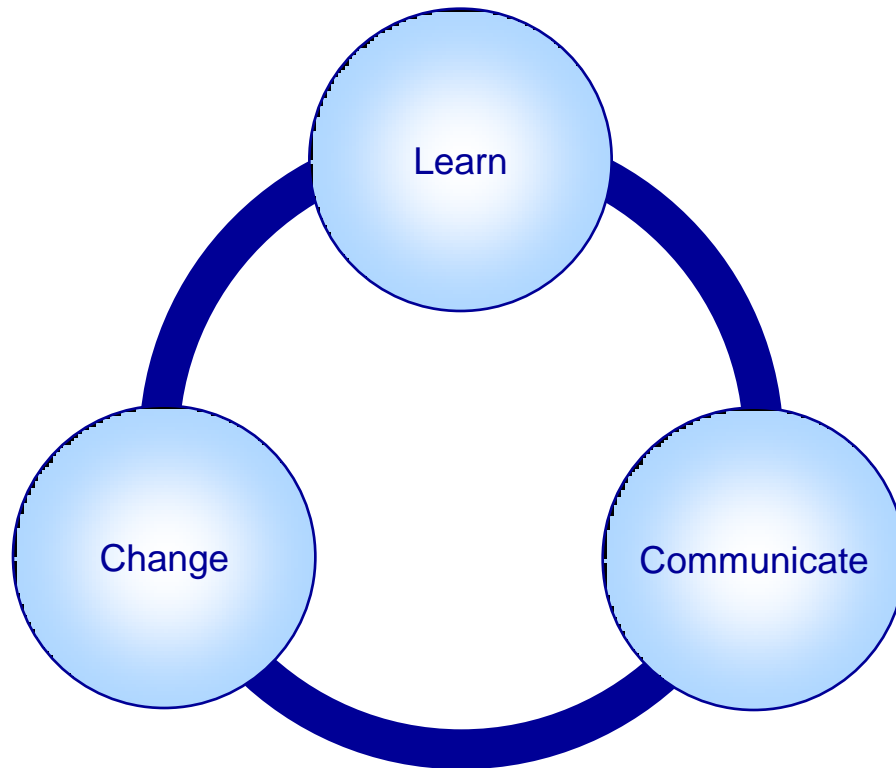
Corporate Restructuring

Early and decisive interventions are necessary when performance begins to deteriorate:

| | |
|-----------------------|--|
| Management | demand responsiveness, reorganize functions, change management |
| Cost Structure | increase efficiency, reduce overhead, sell underutilized assets |
| Intelligence | examine facts, relationships, finances, operations and management |
| Operation | optimize processes, outsource activities, move to lower cost locations |
| Market | organize PR campaigns to reposition the company, enter new markets |
| Finance | refinance corporate debt, improve financial performance (A/R, A/P, cash) |
| Strategy | act quickly, focus on clients, develop and communicate know-how |

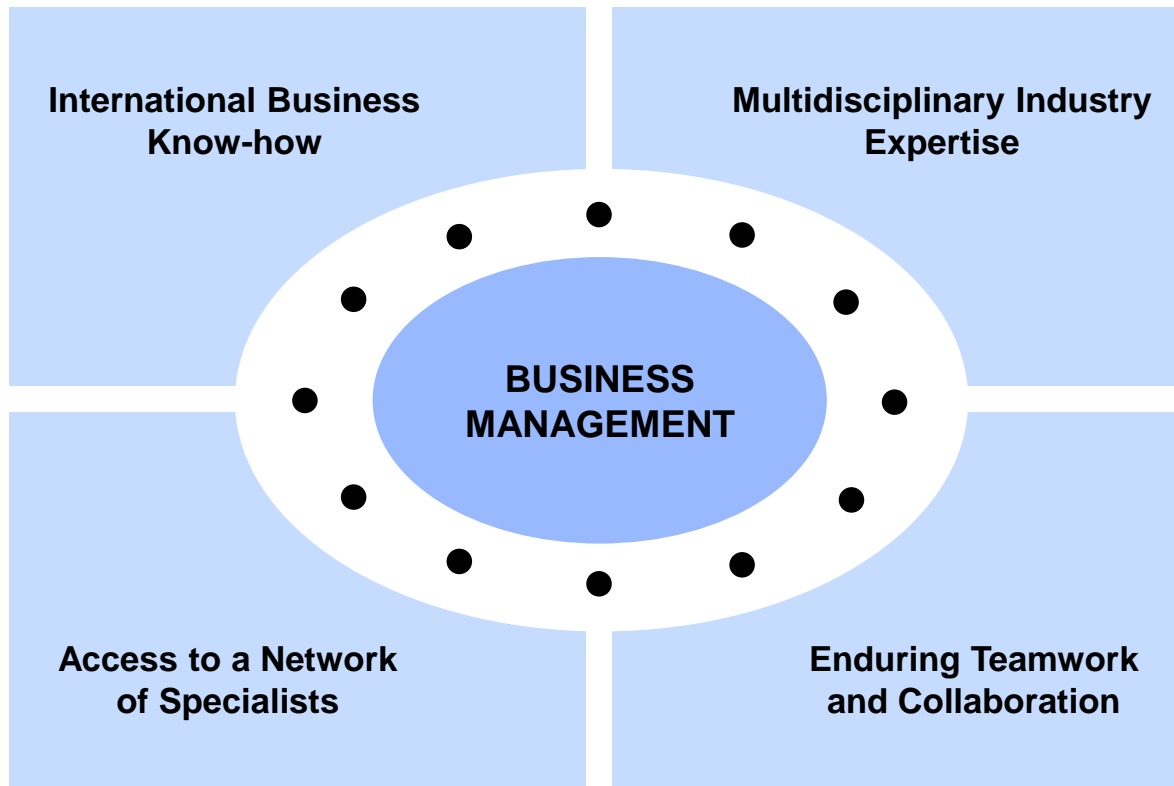
Learning Organization

Business Management is a continuous process that focuses on improving customer satisfaction, corporate values and business results with the ultimate goal of outranking the competition.



Arlan Services

Arlan offers general Business Management services to assist organizations in the monitoring and in the improvement of their corporate results.



About Arlan

- Arlan is a privately held independent business and financial service company
- Arlan has 28 years of international business experience in various industries
- Arlan provides corporate advisory and professional support services
- Arlan operates from Geneva, Switzerland, a safe and attractive business environment with world renowned financial and service industries
- Arlan is a regulated Swiss financial intermediary
- Arlan is a member of the Swiss Association of Independent Financial Advisors
- Arlan is a member of OAR-G and complies with AML requirements

Additional information is available on www.arlan.com



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