

# Management Advisory Services



thinking strategically to your best advantage



**Babush, Neiman, Kornman & Johnson, LLP**  
Certified Public Accountants & Consultants

**Business growth does not always equal success. Success comes with planning. Planning that develops goals, links those with financial and organizational structures, drives decisions and provides for systems to monitor results. BNKJ's management advisory services help you do that.**

Businesses preparing for the future will face critical crossroads. At those times, and in between, where can you turn for practical, innovative and cost effective consulting services that will enable you to overcome obstacles, seize opportunities and achieve greater success? As you review your options, you'll notice that few are geared toward the challenges of privately-held, small and middle market companies. It is exactly this market segment that is BNKJ's specialty. That's why **in addition to helping clients tackle day to day tax and accounting concerns, we also offer consulting solutions that includes our unique understanding of your market.**

**BNKJ is your ally, advocate, coach, friend and confidant in meeting today's ongoing business challenges.**



**Bringing in experienced professionals to consult on decisions affecting your business provides additional expertise and bandwidth, allowing you to better plan and implement programs that increase your organization's competitiveness.** It can also take burdens off of your own personnel who may be time constrained or lack specific knowledge or specialized skills. **As CPA's, we have ongoing contact with clients so we stay involved, year after year.** We bring valuable past history and specific capabilities to advisory services. And, we will be there in the future to monitor future outcomes.

**We assist all types of companies - newly formed, growing, well established, recently merged, stagnant and troubled** - in many types of industries deal with countless situations. Advisory services cover a broad scope, but at BNKJ we view them as three separate categories.

- Strategic planning.
- Organizational structure and systems.
- Transactional or event related services.

**Strategic planning charts the course for your business. Having a well thought out plan of where you want to go helps you get there.**

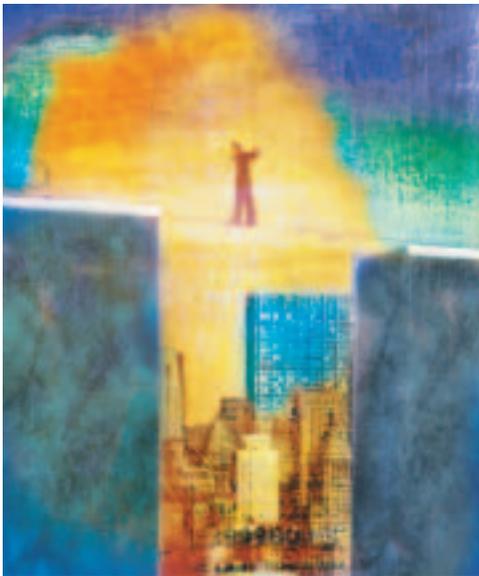


Few businesses can be successful through mere luck or chance. Strategic planning is the key to **improving the probability of success** or even survival. The elements of strategic planning are the reference point for determining how you react and make specific decisions in the future, no matter if the future is as you expected or, more likely, if conditions change.

**Strategic planning starts with developing and documenting the goals and objectives for the business, its owners and key management.** From those high level directions, mid and long range plans are developed for operations, capital expenditures and the capital structure to support the organization. **Strategic planning also goes beyond mere numbers and encompasses the people aspects of the business** - management incentive plans, succession planning and establishing a board of directors or advisory board. BNKJ assists with all aspects of strategic planning.

- Business plan development.
- Executive compensation.
- Benefit plan and retirement plan consulting.
- Management succession planning.
- Buy-sell agreements.
- Exit strategies.
- Profit enhancement strategies.

**BNKJ moves beyond the traditional accountant's services to focus on helping you plan, move and stay in front.**



Entrepreneurs build companies without blueprints, and it shows. Beyond the creation and periodic updating of strategic plans, the day-to-day aspects of business requires further planning involving your organizational structure and operational efficiency with your systems.

**As CPA's, we are in a position look beyond the numbers and raise issues, identify resources and monitor progress.** Business leaders can draw on BNKJ's experience and objectivity to organize companywide performance benchmarks. We take a business advisory approach in all our organizational structure and system advisory services.

- Choice of entity decisions.
- Organizational structures within a single entity business.
- Ownership structures across multiple entity businesses.
- Developing budgeting, forecasting and financial modeling tools.
- Designing accounting processes and the flow within information systems.
- Assisting management in establishing internal control structures and informational reporting.
- Determining and monitoring key business indicators, statistics and flash reports.
- Cash and cash flow management.

**Participating in and impacting the decision making process is one of the most gratifying aspects of serving our clients.**



There are unique events or transactions that can impact a business. This is where CPAs bring technical support, experience and impartiality. **BNKJ operates as a key player who has been there before in any type of transactional case, such as with mergers, acquisitions and strategic alliances.**

- Identification of potential buyers or sellers.
- Due diligence reviews.
- Business valuations.
- Determine taxation issues and planning opportunities.
- Assist in negotiating and structuring transactions.
- Identifying related business issues and solutions.

In capital formation, **we understand how to take advantage of multiple capital sources for an optimum capital structure.** We recognize the information that providers of debt, mezzanine, or equity capital will be interested in and how best to present that information. **BNKJ can provide contact to lenders and investors of various types and sizes for transactions to finance operating businesses to real estate investments.** We get involved in negotiating and advising on such transactions.

**We believe innovative planning is the key to helping our clients succeed in a changing environment.**



**BNKJ monitors and interprets many vital economic and regulatory matters.** The days when company owners could thrive by providing products or services to a stable customer base while remaining insulated from external pressures are gone. Many keys to the future are unfamiliar to clients. **CPAs, who typically stay abreast of technology and business trends in connection with their own professional activities, can point them out.**

- Management, accounting and finance recruiting and screening.
- Insurance protection assessments.



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