

Quarterly Newsletter - December 2018

DEAL UPDATES



Acted as assignee and sale advisor on sale of the company assets via an assignment for the benefit of creditors process.

For more information regarding this transaction please contact Jim Gansman at jgansman@commendacapital.com or Tom Minick at tminick@commendacapital.com

COMMENDA INSIGHTS

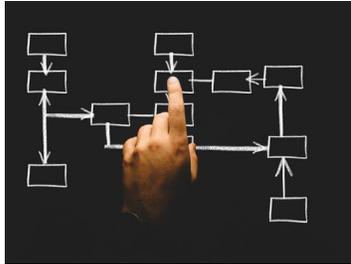
[Technology: It's Everywhere](#)

By Paul Harrison

In business, technology is ubiquitous. Information technology (IT) is everywhere because it has the ability to leverage capital – both human and financial, to cultivate intellectual property, and enhance enterprise value. But understanding how to use IT most



effectively has been an elusive objective for the leadership of most growing organizations. If the capabilities of new and different forms of technology are understood and properly applied, companies can realize substantial operating improvements that will be reflected in the value of their companies.



[Do You Know Where You Want To Be?](#)

By Larry Bolterstein

The answer is of course varied, but there are similarities in the response for large business CEOs and senior executives vs. small business owners and entrepreneurs.

In large businesses, the answer is generally some ethereal verbiage that sounds great, expressing corporate growth targets, commitments to employees, social responsibility, etc. However, those responses don't really answer the question.

[How Well Are You Planning For Success?](#)

By Cindy Barber

We all want our companies to be successful but are we prioritizing a "Success Plan"? It hit me the other day as I was working on a piece of a succession plan for a client that right there, in that word, was the word success. That was particularly interesting to me because, more and more, at The Dash Group, we have shifted talking about succession planning to succession/expansion planning.



[13 Week Cash Flow Forecast](#)

By Jeff Granger



After completing hundreds maybe even a thousand or more 13 week and more cash flow forecasts for clients over the past 30 years, I have a strong opinion on the utility of this exercise. Detailed cash-flow forecasts are the best tool in the proverbial bag of business tools needed to run a successful business. Some professionals say there's no need for a cash flow forecast for a business that has plenty of cash or capital available. Well I say that's bad advice! Here are a few thoughts as to why.

NEW FACES AT COMMENDA



Meet Mark Dow

Mark Dow has over 27 years of Accounting, Finance and Operations experience in privately held and PE backed middle market companies involved in e-commerce, direct marketing, distribution and retail. His prior experiences included M&A transactions and extensive work in obtaining senior and subordinated debt financing. His operating experience includes responsibility for Distribution Centers, Human Resources, Inventory Management, Supply Chain and IT functions. Most recently Mark was involved in restructuring a national multi-channel pet supply company which involved focused management of Working Capital and cash flows. He holds bachelor's degrees in Accounting and Management from New England College and Northern Vermont University respectively.

Capital alone is never enough

Creating sustainable, transformative value through the provision of tailored organizational, strategic and capital solutions.

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