

EVERY NEW BEGINNING  
COMES  
FROM SOME  
OTHER BEGINNING'S END.

BM&T



CRITICAL **SOLUTION**  
BUSINESS PARTNERS

**RAPID**  
FINANCIAL SERVICES & SOFTWARE



## BM&T's ORIGINS

**BM&T** has a long history which traces back to the founding of the European arm of US turnaround firm Glass & Associates in 1997.

This was successfully run by Alan Tilley from offices in London and Frankfurt with David Bryan becoming involved in 2004.

Glass & Associates was sold to a large consulting firm in 2007 and the European arm was reformed as an independent business in 2008 by Alan and David under the **BM&T** name.

Soon after, an association was set up with **Conway Mackenzie** in the US.

In 2014 **BM&T** became a founding member of **European Restructuring Solutions**, a network of like-minded firms in the five major economies of Europe. In 2015 **BM&T** established a presence in **Romania** and in 2017 formed **BM&T Hellas** to serve the **Greek market**.

Throughout this time, **BM&T** has been an innovative **market leader**:

- Proposing turnarounds when insolvency was the norm.
- Doing cross-border work when competitors were all nationally focused.
- Being at the forefront of our profession with Alan Tilley and David Bryan active as directors of the Turnaround Management Association, frequent speakers and writers and co-authors of the Institute of Chartered Accountants in England and Wales **best practice guideline on turnarounds**.
- Winning awards for its work in 2010, 2011, 2013 and 2015.



## WE DIFFER

As a **debtor advisory boutique**, **BM&T** is different from mainstream accountancy and consultancy firms:

- We generally only work for companies (the debtor) and not lenders.
- All our people are senior professionals with board level experience in industry and commerce.
- We do not use inexperienced staff who one day are doing audit or strategy work and next day appear as turnaround professionals.
- Our teams work closely together for years. They are not formed arbitrarily to serve a specific project.
- Our approach is to use the smallest number of people possible and to harness the resources the client already has. This provides the client with a cost-effective, high-value-added service that is less intrusive than large numbers of junior staff.
- After years of board level experience, we are very comfortable dealing with our clients' senior management.

**BM&T** believes passionately that it should be free of conflicts of interest:

- We are not Insolvency Practitioners and therefore have no interest in our clients entering any formal bankruptcy process. We put all our efforts into avoiding that and have nothing to gain from it.
- Similarly, we have never been on any bank panels so are not beholden to them in any way.
- Neither do we have a myriad of other services to cross sell. We believe in being the best at what we do and nothing more.



Goals/Notes  
Цели / Заметки

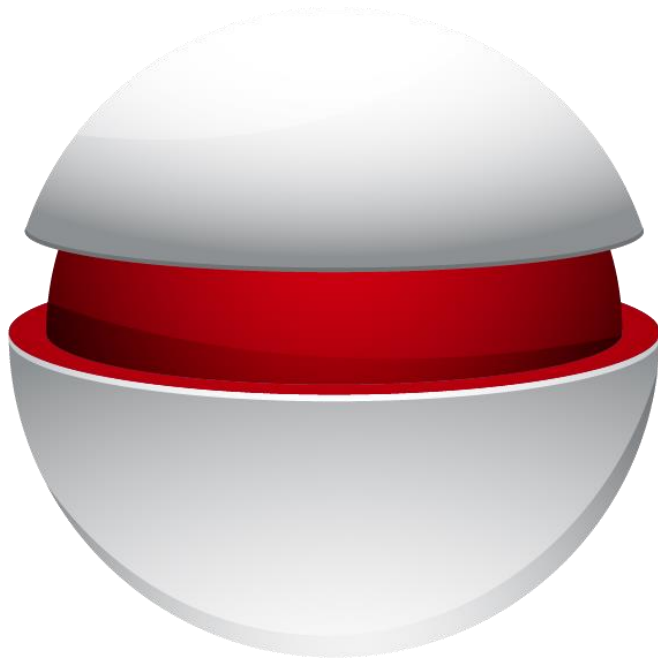
## THE LOCAL PARTNERS

**CRITICAL SOLUTION** is a provider of business consulting services with high commitment to its customers.

- Was established in 2010 and specialises in turnaround and business restructuring projects.
- Provides consulting services to a wide range of both financially sound and distressed business entities.
- Assists clients in every industry to improve their performance , reduce costs, leverage technology, analyse procedures and review complex data, address regulatory changes, etc.
- Accomplishes business and asset evaluations, business plans, viability studies, etc.

**RAPID** is the **one-stop-shop** for financial services and software.

- Was established in 2011 and provides third-party and internally developed **financial software** to business entities of every industry in Greece, Romania, Bulgaria and Cyprus.
- Provides the full range of accountancy and tax consultancy services, such as bookkeeping, payroll, tax optimisation, IFRS adoption, entity setup & transformations, legal documentation, transfer pricing, etc.
- Assists companies to receive funding through EU programmes.



## IOANNIS XIFARAS

Founder and CEO of **CRITICAL SOLUTION**

Results driven professional with strong entrepreneurial spirit, able to share and embrace the vision and strategy of a corporation. Leadership capabilities, commercial insight and international exposure. Expertise in designing, managing and implementing corporate processes to drive profit improvement. Talented in working across functional and geographic boundaries to ensure high-performance.



## NIKOS ZACHARATOS

Founder and BDM of **RAPID**

Serving for more than 10 years at leading Greek and Multinational Corporations from the positions of CFO, CEO and VP, **Nikos Zacharatos** carries a rich experience in all aspects of accounting and financial operations, as well as extensive management skills in highly demanding environments and projects. He is also an experienced software analyst and software developer. He combines the **triple** experience of a **corporate executive** (CFO, CEO, VP, IRO), an **entrepreneur**, being one of the three owners of Greece's leading organic food retailer (VIOLOGIKO HORIO), and a **public officer**, having served as Deputy Mayor of Finance in his hometown.







CRITICAL SOLUTION  
BUSINESS PARTNERS

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FINANCIAL SERVICES & SOFTWARE

BM&T



OUR SERVICES





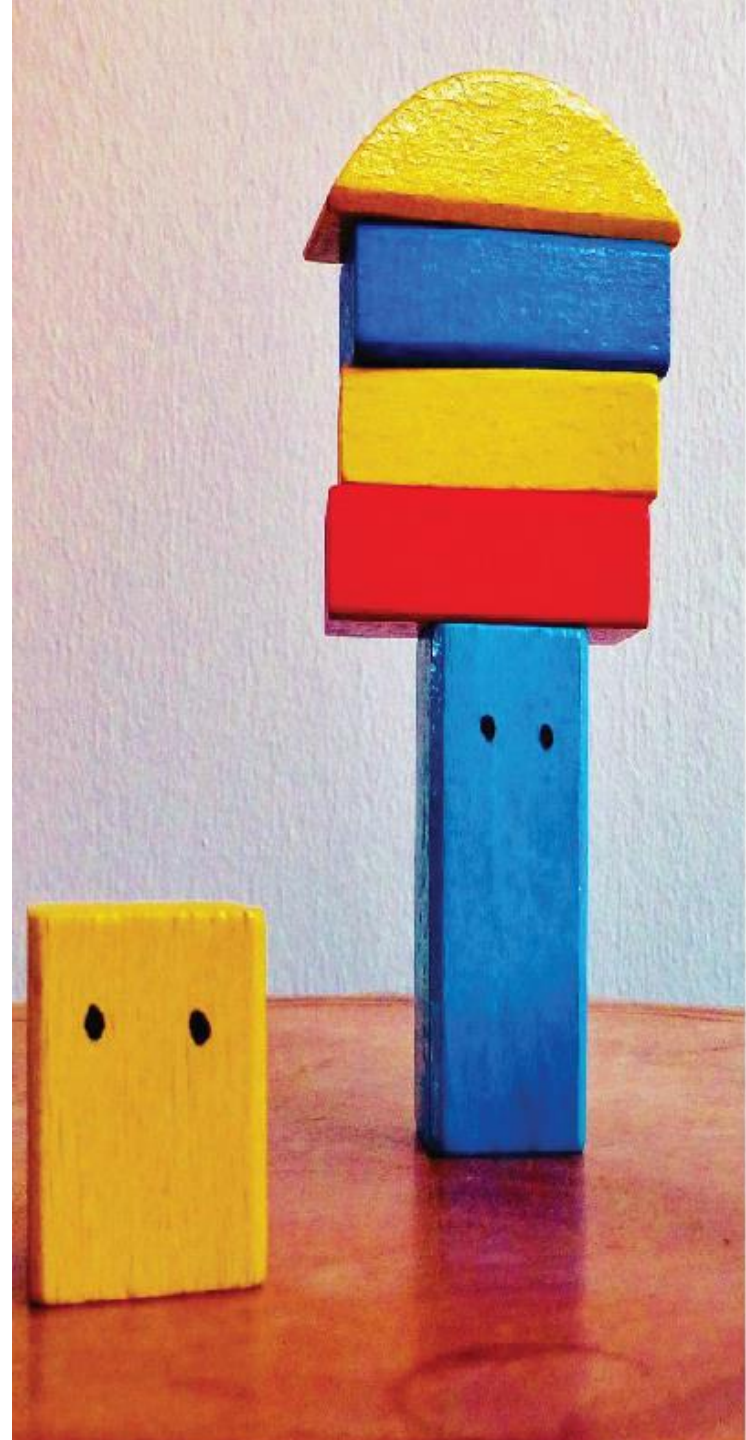
## RESTRUCTURING & TURNAROUND

**We resolve complex business issues and enhance value.**

**We offer a full suite of services in key areas, including transaction advisory, restructuring and turnaround, interim management, capital raising, operational improvement, and valuation.**

**We can quickly analyse a business situation and apply our knowledge to finding a workable solution, driving improvement at middle-market companies and larger businesses.**

**Finally we can apply flexible business models to deliver the best possible outcome for our clients.**



## CAPITAL ADVISORY (FUND RAISING)

**We bring extensive capital advisory expertise to stakeholders in mergers and acquisitions (buy and sell side), debt and equity financings, balance sheet restructurings, and litigation assistance.**

**We have experience across a broad range of industries, with particular emphasis on manufacturing, business services, retail and consumer, healthcare and tourism.**

**We can find the proper way to select capital from the European Investments programs for the subsidy of companies which can renovate their structure and growth practices.**

**We provide essential corporate finance consulting services to the companies wishing to explore opportunities that require additional capital, targeted acquisition or divestiture strategies, smart restructuring or recapitalization solutions.**

**From strategic analysis to debt and equity financing to valuation, we can serve as a 360 source provider for a comprehensive suite of business consulting and transaction advisory services.**







## **DUE DILIGENCE**

**Our professionals and legal associates have the financial and legal skills to explore a business of every aspect and the possible future impacts.**

## **VALUATION**

**We deliver independent valuation and consulting services to assist clients in making informed decisions for transaction, tax or litigation purposes. Our full-service capabilities, including financial, equipment and real estate, provides with comprehensive solutions to meet valuation and consulting needs.**



## OPERATIONAL IMPROVEMENT (RE-ENGINEERING)

**We are prepared to address challenging business problems utilizing an analytical approach to identify the changes necessary to achieve sustainable economic value.**

**We have the expertise to facilitate revenue enhancement, business and organizational alignment, supply chain management, operational improvement, post-merger integration and post-emergence management.**



## **CORPORATE STRATEGY, AND BUSINESS PLANNING**

**We assist organisations to evaluate and develop strategy plans.**




**We perform a diagnostic process, and competitor analysis, and identify potential initiatives to reduce cost, improve effectiveness and efficiency, and create growth.**

**Specific elements of the strategic plan that we focus on include:**  
a company's mission and vision statements,  
its values statement or guiding principles, SWOT analysis,  
competitive advantage, market analysis, strategic goals  
and objectives, strategies, short-term goals, priorities and  
initiatives, action items and plans, risks and other  
considerations, a five years financial planning, corporate  
balance score (building KPI's) and a Z score if necessary.



## INFORMATION TECHNOLOGY AND REPORTING

(using INSIDER, our internally developed BI software)

-  **Production Reporting and structurally formatted information, internal and external, in a consistent and reliable manner.**
-  **Ad Hoc Analytics to collect and analyze data and deliver real time intelligence across the organization for making better-informed decisions within quick turnaround time using all the necessary information.**
-  **Reporting Foundation – leverage data warehousing resources to deliver information in a standardized manner across multiple systems so every individual has the same version of figure results.**





## LEGAL

Covers a wide range as administrative law, aviation, corporate law, contracts, competition law, energy, finance and stock exchange law, government contracts, investment projects, mergers and acquisitions, privatization, restructuring of debts, real estate, taxation, zoning, planning and land use and we can quickly put together a team of lawyers most appropriate to deal with your particular matter.

We take pride in helping our clients to reach commercially workable solutions on a wide range of innovative transactions and ventures which are often at the cutting-edge of industry and legal developments.





## COMMERCIAL STRATEGY

- ✔ **An effective commercial strategy organizes a firm's branding, marketing, selling, and distribution affairs to develop sustainable competitive advantage.**
- ✔ **This holds true for technologies and markets both mature and emerging.**
- ✔ **We can help to characterize the influence and role of each stakeholder as their roles change, develop a tailored commercialization strategy, and assemble the internal competencies and external partnerships to maximize the return from existing product lines.**





## Sales Force Alignment

### Our Commercialization Strategy Services includes:

-  ***Market Analysis***
-  ***Communication and Lobbying***
-  ***Franchise Strategy Development***
-  ***Pre-Launch, and Post-Launch Planning***
-  ***Scenario Planning / Wargaming***
-  ***Customer Segmentation***
-  ***Channel Strategy***
-  ***Brand Planning***
-  ***Positioning and Development***
-  ***Customer service***

**ACCOUNTING SERVICES**  
**TAX CONSULTANCY**  
**TAX OPTIMISATION**

We offer the full range of accounting and tax consultancy services needed by small, medium and large business entities:

- ✓ Tax consultancy
- ✓ Tax optimisation
- ✓ Bookkeeping
  - ✓ Payroll
- ✓ Transfer pricing
- ✓ IFRS adoption
- ✓ New entity setup
- ✓ Entity transformations
- ✓ Legal documentation





## **PROJECT FINANCING**

**Our qualified personnel have more than ten years experience in Project Management and Project Financials.**

**We are experts in organizing and presenting the complete files for financing enterprises through ESPA programmes, and European community programmes.**

**We are so confident for our expertise in this field, that we provide our clients with a money-back guarantee in case they don't qualify for the government grant.**





## IT & SOFTWARE SOLUTIONS

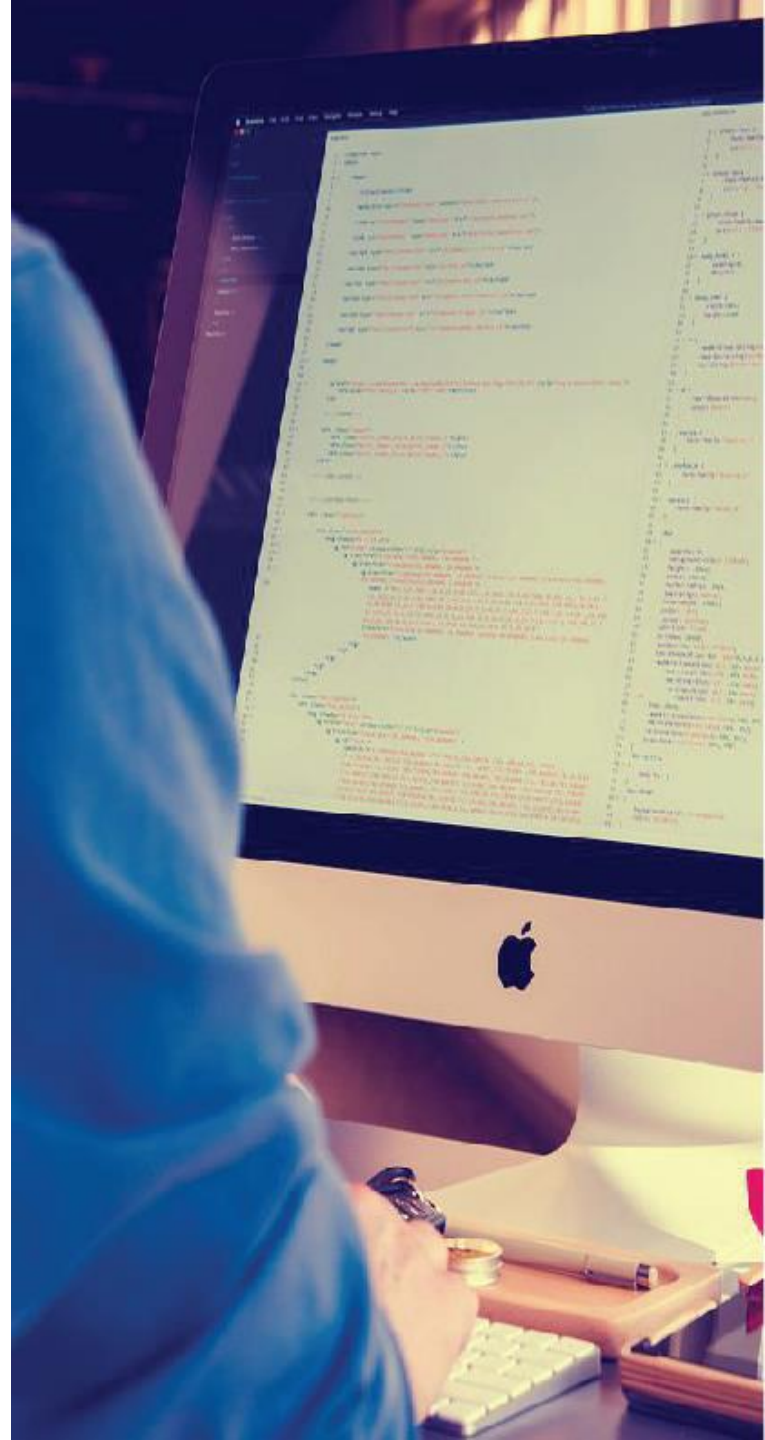
**We are efficient resellers of branded hardware and well-established accounting and financial software (ERPs, CRMs, etc.)**

**We are also developers of financial software, currently supplying and supporting business entities in Greece, Romania, Bulgaria and Cyprus with our INSIDER® and BALANCE® software applications.**

**We provide training, consulting, support, after sales service, and everything else that is needed for the operation of a Company's Information System.**

**We can assist all functions of the enterprise and give exactly the proper solution for the IT restructuring of the company.**

**We may also design (marketing-wise) and implement (technically) your new website.**



CLIENTS PROJECTS



PANSYSTEMS S.A.



— Trikalinos —







## CONTACT DETAILS



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