



turnaround | transform | grow
YOUR BUSINESS

company ■ profile

A boutique corporate advisory and management consultancy firm, YTF Consultants offers hands-on practical advice and real-world solutions for sustained growth and profitability.

From business revitalization to company turnaround, YTF Consultants has utilized and shared expertise gained from both entrepreneurial and corporate experiences with numerous clients around the globe.

Our consultants take a hands-on approach to every assignment that passes through the door. We roll up our sleeves and get involved. We ask pertinent questions even when the topic is delicate so as to correctly assess the situation on hand. We work side-by-side with clients—business owners, CEOs, senior managers, stakeholders—to solve problems and add value to their organizations.

Over the years, we have

- turned around businesses that were on the verge of collapse
- initiated financial restructuring to raise bottom lines and profitability
- transformed family-owned firms into professionally managed entities
- streamlined and simplified business processes for greater performance and profitability
- advised on market exit strategies or business/asset divestment
- assisted in developing joint venture, M&A and MBO strategies
- prepared fast-growing companies for public listing and/or recapitalization
- developed regional and global expansion strategies
- explored out-of-the-box solutions to enhance profitability and productivity
- implemented regulatory compliance and operational transparency programs



YTF Consultants goes where other advisory firm would not dare: putting the house in order. Instead of merely offering opinions and doing paperwork, we execute the changes that we propose.

As an independent party with fresh outside perspectives, we have stepped in to provide interim leadership to companies in crisis and offer counsel to senior management. We have been involved in painful management restructuring and delicate succession planning—in fact, whatever it takes to prevent corporate failure. We believe in providing frank and honest advice rather than what we think our clients want to hear.

YTF Consultants' action-oriented and practical solutions will help you to focus—and refocus—on what needs to be done to meet your unique challenges and how to accomplish these changes and lay the groundwork for long-term success.

Let our expertise and business acumen work for you both in good times and, more importantly, in challenging times.

services ■ strategies

The first thing—and the most crucial—that our consultants do is listen. We listen in order to truly understand the issues and the context before we can apply (or tweak) our knowledge and experience to find the right solutions.

Our rich client-side experience enables us to quickly grasp the key issues challenging your business.

We then set out to take appropriate steps that may include

- identifying and eliminating inefficiencies
- reducing work duplication and operating costs
- significantly increasing productivity
- initiating crisis management strategies
- introducing key productivity measures
- ensuring business sustainability and continuous improvement
- simplifying business processes
- implementing relevant technology tools and processes
- opening dialogues with personnel of all levels
- building a cohesive team to drive innovation and long-term strategy building
- restructuring and negotiating company debts and loans with bankers and creditors to allow time for business transformation
- transforming a stagnant business facing clear and present danger

We take ownership of your unique business challenges, and we take pride in helping you achieve your goals. The best interests of your business drive us. This we call operational empathy.



We offer independent and non-conflicted advice, insightful analyses and specific solutions to fit your needs. These are delivered in utmost discretion.

At YTF Consultants, strict measures are taken to protect your privacy. At the same time, we promote complete transparency in all our activities related to our clients, partners, communities and governments.

turnaround ■ consulting

Turning around a distressed business is a difficult and delicate task. It requires urgent and decisive action. It also requires vital turnaround experience in order to ensure the company's recovery and survival.

YTF Consultants has a long track record of success in this particular area. We have acted as chief restructuring officer to troubled companies, served as adviser to senior management or stakeholders, and got involved in day-to-day operations.

Our consultants leverage their extensive operations experience and financial expertise to

- assess the operational and financial situations of a client's company
- stabilize operations
- communicate with stakeholders to build consensus
- reassure employees and raise morale
- develop turnaround strategies
- implement recovery plans
- embark on business renewal processes

Remedial measures usually involve

- reorganizing management and operational structures
- reducing operating costs through realistic cost cutting
- rightsizing the workforce without crippling the operation
- refocusing on core and viable businesses or product segments
- implementing measures to increase sales and profitability
- rethinking about organizational competencies and the corporate culture
- divesting underperforming or non-core businesses or assets
- acquiring new businesses or assets
- restructuring debts and loans
- negotiating company debts and loans with bankers and creditors to allow time for business transformation



Often the failure to keep pace with changes in the marketplace, lack of financial controls, overexpansion and excessive leverage would land a company in trouble. For SMEs and entrepreneurial firms, the marketplace is set to worsen with the current global economic and financial market turmoil. It is no longer just about survival but also how to compete effectively and profitably.

For YTF Consultants, a successful turnaround effort is not only concerned with reversing your company's downward spiral. It is also about making sure the nuts and bolts are in place for it to grow and prosper in the much longer term.

clients ■ projects

YTF Consultants has undertaken projects at various locations around the world.





Below is a sample of our recent work:

- Preparing an \$86 million electronics company for public listing
A multi-pronged strategic plan that included a stringent financial control system was crafted to help shape its growing business and drive future performance.
- Restructuring a \$12 million manufacturing company
The workout included reinstating corporate transparency, raising efficiencies and restructuring business processes.
- Transforming a \$400 million third-generation manufacturing business
The task covered preparing the company for public listing, organizational restructuring, succession planning and installing a comprehensive management information system.
- Putting a \$10 million F&B export business back on track
This assignment included negotiating debt restructuring and loan repayment with its stakeholders, and maintaining calm during the crisis.

Details on the above projects as well as new assignments are available on

www.ytfconsultants.com.sg

company ■ founder

‘ *I’m most challenged by assignments that call for restructuring, transformation and/or debt restructuring. These require an all-round understanding of how a sustainable and profitable business should be run and where it should go in the longer term. They call for financial skills, people management, leadership qualities and ownership experience— exactly the hands-on experience that I have as an entrepreneur and senior corporate executive, and which I’m most eager to share with clients.* ’



Colin Yow
Founder & Managing Consultant

Colin brings to YTF Consultants a wealth of client-side experience, personal entrepreneurial successes and considerable firsthand knowledge of surviving financial crises (and coming out a winner).

In the past 26 years, he has cumulated an extensive senior executive portfolio across diverse industries, including information technology, telecommunications, transportation, printing, jewelry, automotive, food, manufacturing, electronics and retail.

Prior to founding YTF Consultants in 2006, Colin was recruited as CEO to restructure and turn around a second-generation manufacturing company saddled with non-performing and bad debts exceeding \$15 million as well as more than \$5 million of non-releasable assets. By the time he left, the non-performing debt was reduced by 59%, operating costs by 62% and overall headcount by 27%. The company directors were also discharged from their personal guarantees totaling more than \$9 million.

Colin’s professional career started with some of Australia’s top 50 public-listed companies: Adelaide Steamship, Mayne Nicholas and TNT Transport.



Between 1983 and 2001, he honed his entrepreneurial skills by establishing two highly successful IT and infocomm companies with group sales in excess of \$40 million. One of the companies was ranked Australia's second fastest growing private company in 1990 by *Business Review Weekly* and PriceWaterhouse.

A year later, Colin was named Businessperson of the Year by the National Australia Bank Ethnic Business Awards. He went on to win Achiever of the Year in 1992 from WAITTA (Western Australia Information Technology and Telecommunications Award), the premier IT&T award in Australia.

Colin's expertise and experience saw him elected chairman of the Electronics Industry Association and the Software Industry Association in Western Australia and appointed adviser to the Government of Western Australia on information technology and small business/entrepreneurship. He also sat on the board of Western Australian Museum, Perth.

Colin is a Fellow of the Australian Institute of Management (FAIM), a Fellow of the Australian Marketing Institute (FAMI) and a Certified Practising Marketer (CPM). He holds a Bachelor of Business from Curtin University of Technology, majoring in Finance and Marketing.

For a confidential, no-obligation consultation, please contact us:

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