

Monitoring SMEs:

Objectives and Requirements

Monitoring of enterprise performance
Requirements for monitoring
Relevant elements of a monitoring system

Parameters and Information Requirements for Monitoring

Parameters to be monitored
Sources of information
Key indicators for monitoring SMEs

Analysis and Interpretation of Monitoring Data

Comparison of actual and planned data
Variance analysis
Comparison of monitoring data and thresholds and trend analysis

Turn-around Management for SMEs: Concept and Procedures

Strengths and weaknesses of current procedures
Turn-around management as a structured procedure

Assessment of Rehabilitation Potential and Needs

Pre-selection of rehabilitation projects
Ranking of rehabilitation projects
Assessment of rehabilitation potential and needs
First contact with the management of a struggling enterprise

Problem Identification and Analysis

SME problem areas
Causes of insolvency
Structuring of problems
Portfolio analysis

Elaboration of Strategies

Development of objectives for rehabilitation
Transformation of problems into objectives and results
Elaboration of rehabilitation strategies
Golden rules of action planning

Cost Benefit Analysis

Cost benefit analysis – method
Valuation of actions/strategies
Incremental rate of return

Implementation of Strategies

Implementation planning
Project evaluation review technique/critical path method
Implementation budgeting
Monitoring and adaptation of implementation

Field Work

Enterprise visits
Data collection
Compiling of information
Development of rehabilitation strategies
Elaboration of rehabilitation report
Presentation of rehabilitation report



C³ TRAINER

TRAINING AND MODERATION TECHNIQUES



C³ START

BUSINESS START-UP & PLANNING



C³ GROWTH

CONSULTANCY FOR SUSTAINABLE ENTERPRISE GROWTH



C³ CREDIT

CREDIT APPRAISAL & MONITORING



C³ CRISIS

TURN-AROUND MANAGEMENT OF ENTERPRISES IN CRISIS



C³ COMPLIANCE

MANAGING SOCIAL AND ENVIRONMENTAL STANDARDS



C³ ASSOCIATE

STRATEGIC AND FINANCIAL PLANNING FOR ASSOCIATIONS



C³ LOCAL

MULTI STAKEHOLDER PROCESSES FOR LOCAL ECONOMIC DEVELOPMENT



GFA Consulting Group GmbH

Eulenkugstr. 82
22359 Hamburg
Germany

Phone: +49 (40) 603 06 440

Fax: +49 (40) 603 06 199

c3-training@gfa-group.de

www.c3-training.de

C³ CRISIS

Turn-around Management
for Enterprises in Crisis

Why C³ CRISIS?

It is a common phenomenon all over the world that many small and medium scale enterprises fail. The causes of this can vary greatly: lack of entrepreneurial competencies, limited technical experience, strong competition, unfriendly business environments, etc. As a result, a high number of clients in SME loan portfolios face problems meeting their obligations and will often have to abandon their business operation. In cases such as these, the stakeholders involved need to implement an unscrupulous assessment in order to decide whether these enterprises have a chance of being rehabilitated and refinanced. Further investigation then clarifies which measures need to be adopted by the supporting institution and by the entrepreneur to turn the project around into a successfully operating one. Once the potentials and options have been confirmed in collaboration with the entrepreneur, a rehabilitation strategy can be developed, and an implementation plan elaborated.

CRISIS is ...

... our approach to practical training of business service providers (consultants and bankers) in the field of SME rehabilitation or restructuring.

... technical knowledge transmittance combined with practical skills development which enables participants to make firm judgements and to act efficiently, even in risky and complex situations.

Target groups

The approach promotes the joint learning of bankers and SME consultants with regard to monitoring of company development, the analysis of enterprises in crisis and the development of rehabilitation strategies.

The seminar

The seminar design is based on the assumption that the basic techniques of enterprise analysis and consulting are already familiar to participants from previous professional experience with small and medium scale enterprises. The course covers the whole process of monitoring and assessment of enterprise performance, to the evaluation and discussion of options, culminating in the elaboration of rehabilitation strategies. Half the training time consists of field work, during which participants work on real company cases to be rehabilitated, prepare reports and present them to the company.

Using a modular structure for the course material enables training measures to be tailor made to meet the customers' needs.

Training through action learning

CRISIS is a highly participatory and efficient training approach consisting of action-oriented workshops with

- simulation exercises,
- group work, case studies and
- field work within existing enterprises

The trainers act as facilitators. Modern adult training methods safeguard sustainable learning progress. The manual also offers comprehensive instructions for facilitators should training of future trainers be required.



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Elke Wentker