

Operations & Supply Chain

The difficulties

The international industrial sector, and Italy in particular, have been severely affected by the forced closure of the majority of activities and the breakdown of supply chains.

There are no certain timeline for the restart, nor have the clear steps been defined. Businesses, and especially entrepreneurs, cannot be left alone to face and overcome these unprecedented difficulties.

Solutions

It is essential to be proactive to solve the problems arising from a new work organization, the stringent safety standards, and the need to rebuild the supply chain. It is also essential to seize the opportunities that the new scenario offers, such as the conversion of production and resource optimization.

Companies will have to manage many critical areas and the contribution of experienced experts in Operations and Crisis Management can help to implement solutions such as :

- Safe Factory Project, to ensure openings in derogation and the restart
- Safety of the Supply Chain and restoration of the supply chain
- Reconversion production review
- Review of lay-out
- Production efficiency and resource optimization



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Financial restructuring

The difficulties

The current situation has severely compromised the ability of companies to regularly meet their obligations. This period has caused the temporary closure of many activities, not least a “short circuit” in the relationship between companies, the hit on corporate finance has been a severe imbalance between working capital and the treasury. The relationship with lending institutions has also become more complex and requires qualified assistance to access the financial opportunities provided by recent legislation.

Solutions

STM's Financial Restructuring service is aimed at assisting companies in a state of financial crisis and/or pre-insolvency. We support companies in debt restructuring processes with suppliers, banks, and tax authorities, offering financial advice and/or support services in the development of industrial plans, which allow us to stabilize the business and sustainably introduce change. We help companies improve the efficiency and effectiveness of cash and working capital management processes. Also, our credibility in the banking system allows us to be incisive when interacting with lenders and also seize the opportunities arising from recent legislative decrees (moratoriums and/or new finances).



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Business finance and Facilitation

The difficulties

The restrictive measures imposed by governments to contain the COVID-19 pandemic have put a strain on many companies' finances. The economic and financial balances of companies have suffered a dramatic setback which, while preventing them from regularly coping with their bonds in the short term, on the other hand heavily affects their investment capacity, due to the sudden fall in revenues and margins and the consequent erosion of assets. In a dramatic and unpredictable situation such as the present, the use of traditional credit can prove difficult and sometimes insufficient.

Solutions

The STM's facilitated finance division assists companies in accessing the many taxes and financial incentives available at European, National, and local level, supporting them in the following activities:

- Facilitation monitoring and scouting
- Free preliminary feasibility analysis
- Instruction, preparation, and presentation of the project proposal
- Technical and administrative management and reporting



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M&A and Financial Operations

The difficulties

The crisis that has hit Italian companies with the blockade of many activities to counter the spread of the Corona Virus. The impact has been a significant decline in turnover accompanied by a relative decrease in margins, the company's assets, and financial resources. The financial resources have been hit for unresolved payments, from the customer, along the supply chain products and from the network of company partnerships.

Solutions

In addition to the traditional solutions given by financial restructuring and/or industrial restructuring, there is a whole range of solutions that are characterized by the search for industrial and financial partners. These partners can provide venture capital, provide opportunities for business co-operations that can take various technical forms. The crisis, in this case, becomes an opportunity to follow paths that at other times would not even have been considered. STM can assist the company in these paths to by presenting other parties who are willing to put their resources into play to support and develop the company's business.



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Family Successions

The difficulties

A crisis can highlight problems in company governance, helping to destabilize management and making it more difficult to take correct and urgent decisions. Family business owners may be considering to plan a family succession, or better organize a succession in progress, or prepare the next generation of management or rectify human relationships and conflicts.

These situations are challenging for the entrepreneur, who must make the best decisions for the future of the company and the family and is often too influenced by the role of parent.

Solutions

- Evaluation of the human and professional competence of the siblings
- Evaluation of the future of the company and the key roles essential and their coverage with the resources available, managers and family managers.
- Business plans, to guide the company and evaluate the work of the next generation.
- Analysis of alternatives, when the next family generation does not have the required competence.
- Management support for the time necessary.



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Check up

The difficulties

Any crises can hit a company hard if it is unprepared. If the company carries unresolved stakeholder problems or the finance has been poorly managed then the current crisis can “bite” deeper and threaten its’ survival. The current crisis can be a source of stimulus for an independent Check-up which can measure the robustness of a company without being influenced by past events or emotional bias.

Solutions

The Check-up takes a 360-degree snapshot of the company from a neutral standpoint, it has contained costs and is discounted if it is followed by a team mission. The Check-up highlights the critical points, risks, or inefficiencies on which to intervene. The Check-up at the customer is performed by 5/6 managers of STM and lasts 5/6 operating days in the company and within a 1 month, the final presentation is given.

These are the areas of intervention:

- Finance, banks, administration
- Operations & Supply chain
- Commercial & Marketing
- Benchmark on competitors, last 10 years
- IT systems & management control
- Corporate climate & human heritage
- Facilitated finance



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