



Find Opportunities, Create Change, Manage Growth, Increase Company Value.

Start-up, emerging, and established companies need access to capital and strategic leadership to operate in an economic recession with the distinct possibility of high follow-on inflation.

Reynard, LLC makes this possible.

Our customer value approach reveals new perspectives on your company's business model and charts your company's course through multiple stages to deliver maximum returns on investment over the long term.

We have over 20 years strategic leadership experience with US and international companies.

Find Opportunities, Create Change, Manage Growth, Increase Company Value.

Client Case Studies

- **Management Consulting**
- **Internet Solutions Company**
- **Management Buy Out**
- **Private Debt Conversion**
- **Partner Succession Planning**
- **Real Estate Asset Management**
- **Mitigation Banking**
- **Start Up Seed Capital**
- **Hedge Fund Start Up**
- **Argentina Telephone Company**
- **Product Development White Paper**

Find Opportunities, Create Change, Manage Growth, Increase Company Value.

Management Consulting

- **Provide strategic growth consulting to three technology infrastructure and service companies whose business focus is capital markets trading applications.**
- **UK based firm acquires small US based software firm to add product line capability.**
 - Conduct Due Diligence – acquisition terms and conditions, outstanding liabilities, intellectual property, customer warranties, financial accounts, and projections.
 - Implement Acquisition – financial closing, personnel review, liabilities resolution.
 - Integrate Companies – engineering and product development, resolve marketing and pricing issues, transfer proprietary assets from the US to the UK, integrate support systems.
- **US firm with dominant market presence seeks additional growth opportunities.**
 - New products and new markets
 - Merger and acquisition
 - Adjacent markets
 - Broad client synergies
 - Leverage staff and access to capital
 - Focus on execution
- **Consulting and integration division seeks go-to-market and business growth initiatives.**
 - Competitive and brand assessment
 - Customer and sales perspectives
 - Assessment of existing and proposed partners
 - Define and quantify opportunities
 - Seven major recommendations

Find Opportunities, Create Change, Manage Growth, Increase Company Value.

Internet Solutions Company

- Investment opportunity presented by expensive server-based productivity applications not affordable by small and medium sized businesses that need high quality application and engineering support.
- Investors engage Reynard, LLC to guide the start-up and participate in the senior management of an internet based solutions company to host and sell Microsoft productivity applications.
- Determine scope of investment capital available and estimated market dynamics.
- Document preliminary go-to-market strategies, business plan and potential cash flow scenarios.
- File registrations, develop documents and establish necessary business relationships required to begin company operations.
 - Operating agreement and investor documents
 - State and Federal registrations
 - Legal counsel and accounting firm
 - Agreements for outside contractors
 - Banking relationships for checking, credit card, and merchant card processing
 - Business relationships required to host and sell Microsoft products
- Agree and continuously refine product delivery and pricing strategies for Microsoft based productivity applications; SharePoint, Business Intelligence, Exchange, Lync, and CRM.
- Continuously develop an e-commerce web site optimized for search engine optimization (SEO) with integral billing and engineering support applications to serve as the primary marketing vehicle.
- Hire and train a 24/7/365 engineering support staff knowledgeable of Microsoft applications and responsive to customer needs.
- Launch company in February 2011, first customer in March 2011, and achieve positive operating cash flow in February 2013. Provide ongoing financial and business development executive management.

Find Opportunities, Create Change, Manage Growth, Increase Company Value.

Management Buy Out

- **Management team acquiring certain assets of the US Poultry and Beef Export Division of a global trading company based in Europe needs start-up funding.**
 - Consolidate prior three years' financial accounts and operating metrics.
 - Normalize accounts and metrics to reflect a projected stand alone company.
 - Develop five-year operating and financial projections based on past performance, management input, key grain price futures, and USDA Foreign Agricultural Service historical and projected country level import and export data.
 - Quantify a monthly five-year operating model driven by operating metrics and detailing revenues, operating costs, cash flows, monthly cash requirements, projected credit requirements, and proforma Return on Investment (ROI).
 - Document the operating model with a five year business plan and associated presentation.
 - Present the business plan to prospective investors.
 - Negotiate \$7.2 million in privately funded notes, with an initial investor/management equity split, and a favorable equity buy-back provision for management based on achieving annual ROI hurdle rates.

Find Opportunities, Create Change, Manage Growth, Increase Company Value.

Private Debt Conversion

- **US based global exporter of meat and poultry products desires to convert a portion of private debt to at least \$2.0 million in institutional debt.**
 - Consolidate prior six years' monthly financial accounts and operating metrics.
 - Refine forecast and projection models based on past performance, management input, key grain price futures, and USDA Foreign Agricultural Service historical and projected country level import and export data.
 - Document a loan package as follows.
 - History
 - Ownership Structure
 - Current Debt Structure
 - Loan Objectives
 - New Capital Qualifications
 - Management Team Biographies
 - Prior Six Years' Financial Results w/ Annual Management Discussion
 - Quarterly Projections over Three Years
 - Aged Receivables and Payables
 - Risk Management Association, Key Credit Scores
 - Buyers Terms and Conditions
 - State Certificates of Good Standing
 - Develop proforma lending terms and conditions based on EXIM Bank requirements.
 - Discuss plan and metrics with University of GA Small Business Development Consultant.
 - Negotiate a commercial loan agreement based on EXIM Bank guarantees.

Find Opportunities, Create Change, Manage Growth, Increase Company Value.

Partner Succession Planning

- **Revise the LLC Operating Agreement of an emerging firm to reflect its need to take on new Members (and their capital), and allow existing Members to retire without depleting the firm's capital.**
 - Agree to a firm valuation model.
 - Establish a capital distribution and dividend policy tied to a compensation plan that recognizes Founder Members and New Members.
 - New Member election policies that replace retiring Members' capital.
 - Existing Member retirement policies that promote capital retention by the firm.
 - Restrictions on the sale of Member units.
 - Negotiate terms and conditions with Members, and coordinate implementation with legal and tax professionals to maximize capital availability.
 - Miscellaneous
 - Rights, obligations and other matters requiring a super-majority vote.
 - Authority and responsibility of Managers.
 - Member arbitration.
 - Non-solicitation and non-compete provisions.

Find Opportunities, Create Change, Manage Growth, Increase Company Value.

Real Estate Asset Management

- **Two trusts with low cash and considerable non-income producing farm land must adopt income producing strategies to maintain and increase income distribution requirements.**
 - Evaluate local real estate market to determine highest and best use of land assets.
 - Determine associated values of short and long term land combinations.
 - Coordinate legal action in imminent domain cases to optimize cash from land taking.
 - Continually assess risk profile, tax consequences, debt requirements, and ROI objectives associated with various pre and post-tax investment alternatives.

Pre-Tax Property Exchanges

- Multi-tenant commercial.
- Multi-tenant residential.
- Single tenant commercial.
- Co-tenant in a real estate fund.

Post-Tax Traditional Investments

- Equity portfolio (aggressive growth, mid-caps, and high caps).
- Fixed income portfolio (money market, government, corporate, high yield and emerging markets).

- Maintain trustees' agreement for mix of investment strategies, ongoing.
- Establish an office to acquire and manage single tenant commercial and multi-tenant residential real estate properties.
- Oversee a portfolio of equity and fixed income securities for liquidity purposes.

Find Opportunities, Create Change, Manage Growth, Increase Company Value.

Mitigation Banking

- **Establish a US Army Corps of Engineers (USACE) and Environmental Protection Agency (EPA) permitted stream mitigation bank to derive long term cash flow from sub-optimal farm land. Time line to cash flow positive – one year and nine months.**
 - Engage ecological consultant to develop a 40 acre stream mitigation bank prospectus for the USACE, and guide initial business plan and operating model development.
 - Gain trustee commitment for \$75,000 seed budget based on business plan objectives of pre-tax cash flows of \$3.0 million over nine years that yields a 91% ROI.
 - Present prospectus to USACE, EPA and GA Environmental Protection Division to gain concurrence for a site visit and approval to proceed forward.
 - Develop a comprehensive stream mitigation banking instrument based on USACE Savannah District - Standard Operating Plan that yields 57,430 credits for sale.
 - Introduction
 - Land Use
 - Base Line Conditions
 - Stream Functions and Values
 - Proposed Activities and Time Lines
 - Success Criteria & Monitoring
 - Perpetual Protection and Preservation
 - Bank Credits
 - Team Roles and Responsibilities
 - Exhibits and Figures
 - Establish a team of lawyers, ecologists, civil engineers, surveyors, and a grading contractor to implement the terms and conditions of the banking instrument.
 - Sell mitigation credits for project finance and long term investor cash flows.

Find Opportunities, Create Change, Manage Growth, Increase Company Value.

Start-Up Seed Capital

- **Start-up athletic ability testing company needs seed capital to launch operations.**
 - Meet with founder and board to assess company history and initial challenges, and establish nine month time scale to acquire seed capital.
 - Transition business plan and corporate documents from previous management team.
 - Engage senior level corporate attorney for stock compensation and success fee.
 - Revise business plan and assumptions, and develop quantitative operating model to determine realistic seed capital requirements and time scale, and ROI objectives.
 - Complete product development to meet revised business plan objectives: testing equipment, data base, and web site specifications; manufacturing, engineering, hosting and quality assurance requirements.
 - Negotiate strategic relationships with key market place participants: National Interscholastic Athletic Administrators Association, Educational Testing Service, Connect EDU, RI Slater Center, MF Athletic.
 - Develop and deliver investor materials: presentation, due diligence documents, term sheet, share holder agreement, and subscription agreement.
 - Negotiate \$4.0 million in seed capital with another \$4.0 million reserve commitment.

Find Opportunities, Create Change, Manage Growth, Increase Company Value.

Hedge Fund Start-Up

- **Successful team of Convertible Bond Arbitrage (CBA) traders needs a point person to set up CBA hedge fund while the team awaits bonus payouts from its current firm.**
 - Meet and understand proposed management team's point of view as well as historical and projected perspective of CBA market.
 - Develop preliminary documents – quantitative fund and management company model, business and operational start-up plan, and investor presentation materials.
 - Meet with prospective partners and service providers – legal, accounting/audit, prime brokers, fund administration, trading systems, bank/custodian, research, market data, risk management.
 - Write and quantify a detailed management company implementation plan.
 - Value Proposition
 - Marketing Strategy
 - Technology Infrastructure Support
 - Projected Roll Out Plan
 - Proforma Management Co. and Fund Accounts
 - Decision Making Requirements
 - Fund Performance Stress Test
 - Detailed Cost Models
 - Track Record with Metrics
 - Finalize marketing materials – due diligence questionnaire, terms and conditions, and presentation with investment objectives, manager points of view, historical returns with metrics, competitive advantages, company & fund structure, biographies, CBA market summary, and trading methodologies, opportunities and historical trade examples.
 - Meet with prospective investors – funds of funds, high net worth individuals, and institutions.

Find Opportunities, Create Change, Manage Growth, Increase Company Value.

Argentina Telephone Company

- **Inexpensive telecommunications licenses offered by Argentina to promote competition, present an investment opportunity for a US based investor group to start up a telephone company.**

The investor group suffered a number of false starts in launching its telephone company and needs new management, an operations plan and associated business model to successfully launch the company and justify additional capital infusions.

- Transition the old management team, and meet with local management and engineers to develop a three phase IP based network operations plan to immediately generate revenue flow.
- Repurpose existing network assets to meet a phase one Voice over IP based network operations plan – build support staff consistent with revenues and customer acquisition.
- Quantify the network operations plan in a business model to project revenues, costs, and associated cash flows or cash requirements throughout each network build phase.
- As phase one was deemed a success, implement phase two by building out network connectivity and associated support structures to 6,000 customers in 12 secondary cities.
- Resolve numerous legal and financial issues associated with a US holding company owning a telephone company in Argentina.
- Continue to grow company to a critical mass that will support a phase three build out of internet data capability.
- Note that all original license purchasers but one have withdrawn from market.

Find Opportunities, Create Change, Manage Growth, Increase Company Value.

Product Development White Paper

- ***Successful Delivery of Product Innovations, July 2008*** – a White Paper and Presentation
 - Always listen to the customer!
 - Hear the voices of innovation. React to the information you hear. Have a clear understanding of its strengths, weaknesses, opportunities and threats.
 - Find innovations that have the best chance to succeed by developing go-to-market strategies that mitigate the impact of competitors to new product innovations.
 - Support product innovations with comprehensive market requirements that provide a road map for market delivery and insures success within the company and with customers.
 - Develop business models that document the projected financial impact and ROI of new product innovations. Senior executives make no lasting decisions that are not financially supported.
 - Deliver product action plans that executives can monitor and support throughout the product life cycle.
 - Maintain a Culture of Innovation - skip the “Big Company Program” concept and focus on leadership role-modeling as well as formal organizational mechanisms.
 - Order is the enemy of invention, so free **Innovation** from the rigors of process. Institute a rigorous **Process** of product requirements, risk analysis, resource allocation, and financial analysis to satisfy stakeholder expectations. Insure the voice of the **Customer** is always heard.
 - Innovation is a big idea with big potential. However, approach it in small steps.

Find Opportunities, Create Change, Manage Growth, Increase Company Value.

Curriculum Vitae

For over 30 years, John Wayt has focused on developing business opportunities that deliver consistent returns on investment, and has closed significant business transactions in over 35 countries.

- May 2001 to present, Reynard, LLC. Senior manager or an advisor to senior management in the start up and funding of six companies: an internet solutions company based in Rhode Island; a wholesale exporter of meat products in Atlanta, GA; a voice over IP competitive local exchange telephone company located in Argentina; an athletic ability testing company in Rhode Island; a small hedge fund in Greenwich, CT; and a family office invested in commercial real estate assets and a high credit volume stream mitigation bank in Cumming, GA.
 - Served as a management consultant to three technology infrastructure and service companies whose business focus is capital markets trading applications.
 - Recently advised a number of hedge fund analysts on the operational aspects of distressed debt held by technology infrastructure companies.
- April 1988 to May 2001, IPC Information Systems. Senior product and business development executive. Key contributor in transforming this global leader in capital markets trading solutions from a breakeven, \$15 million acquisition in 1991 into a \$340 million revenue producer leading to a high multiple exit sale to Global Crossing Ltd. in 2000. Developed IPC's overseas business in Europe, Latin America, Asia Pacific, and Africa. Oversaw the complete product development process. Upon its sale IPC had achieved a 70% global market share. A detailed white paper documents Mr. Wayt's extensive Product Development expertise.
- June 1979 to March 1988, American Telephone & Telegraph Company. District Manager.
- Graduated Hampden Sydney College in Virginia with a Bachelor of Arts degree in Economics, and concentrations in computer science and statistics.

REYNARD, LLC

Find Opportunities, Create Change, Manage Growth, Increase Company Value.

Contact

Reynard, LLC
PO Box 149
Jamestown, RI 02835
USA



John Wayt, III
+1-401-529-4742
jwayt@reynardllc.com



ATLANTA · GREENWICH · PROVIDENCE