



KehoeGuido

About Us

The Mission

KG was established in 1993 with a simple mission: provide business professionals with the insights and skills to increase performance and profits.

What We Do

Today's competitive marketplace demands companies enhance employee performance, improve operational efficiencies and integrate new technologies to increase profits and establish a competitive edge. KG's research-driven, customized, proprietary performance technologies and proven solutions provide executives, middle managers, supervisors and front-line employees with the critical skills and support tools to resolve immediate business issues and realize long-term growth.

How We Add Value

KG guides and facilitates your organization whether you are introducing new technology, reorganizing businesses and staffing, launching new products, responding to significant competitor exit or entrance, reacting to product failures, adjusting to new regulation, leveraging breakthrough innovations, integrating acquisitions or mergers, or implementing a major cultural business practice change.

Who We Are

Our consulting team has more than 175 years of combined work experience in the sales, manufacturing, engineering, distribution, human resources and customer service functions of Building & Construction, Landscape Contracting & Manufacture, High Tech Equipment, Health Care, Biotechnology, Telecommunications, Financial Services, and Entertainment companies. Our clients range in size from \$10 million to \$10 billion in annual revenues.



Biography

Kevin Kehoe

Kevin Kehoe is the owner-manager of KehoeGuido, an international business profitability and performance management consulting firm. He is an experienced and inspiring speaker, consultant and business educator who brings 25 years of "real world" business management experience to your conference setting, meeting, or training program.



In addition to seventeen years of consulting experience, Kevin has nine years of general management experience, managing divisions with more than 100 employees. His past life corporate work include Vice President and Manager positions, Richard Chang Associates, Coopers & Lybrand, Sheraton Hotels, and S&A Restaurant Corp.

He has consulted for Fortune 500 companies like McDonnell Douglas, Clorox, Nissan, Scientific Atlanta, Puritan Bennett, Armor All Corp., Textron, Sun Microsystems, Crystal Technology, Rain Bird, Ariens, Horizon, John Deere, Celestica, Unilever, and Con Agra. He is widely known in the Green Industry for his work in profit improvement, management training, and market research. His Green Industry clients include manufacturing, distribution, irrigation, design build, construction, and maintenance service contracts.

He is a published author and a regular contributor to industry trade publications. Kevin has been lucky enough to work in some pretty cool places around the world - including Australia, Malaysia, Hong Kong, Singapore, Japan, Venezuela, Mexico, and Canada.

His education includes a B.A. in Economics from the State University of New York at Stony Brook, an M.B.A. in Finance from Southern Methodist University, and a Masters in International Management from the American Graduate School in Phoenix AZ. He has been trying to complete his Ph.D. at the University of San Diego for as long as he can remember now.

Kevin is a single father raising his eleven-year old daughter. He likes to golf and ski and is very average at both.



KehoeGuido



Biography

Judy Guido

Prior to becoming partners with Kevin Kehoe in KehoeGuido, Judy Guido was the Chief Marketing Officer and Vice President of Environmental Industries, the nations largest privately held landscape management and development company, whose brands include Environmental Care Inc, Valley Crest Land Development, Environmental Golf, and Valley Crest Tree and Nursery. Guido was chief marketing officer and senior vice president, business development for Cirqit, a New Jersey-based e-commerce technology and consulting company. She also served as a marketing and sales executive with ServiceMaster, some of whose brands

include TruGreen-Landcare, TruGreen-Chemlawn and Terminix. She was the national director of sales and marketing at LandCare USA, the national commercial landscape services company purchased by ServiceMaster in 1998 and subsequently integrated into their TruGreen LandCare landscape group.

A former consulting professional, specializing in service industries including the Green Industry, Real Estate as well as Fortune 500, Guido also has extensive experience in investor relations, and merger and acquisition strategy having integrated over 65 companies in the last four years. She is a nationally recognized public speaker, award-winning copywriter and has been as a contributing editor and author to business journals and publications throughout her career. She is also a former television producer and director for business cable programming.

Guido received a Masters Degree in Business from the University of Connecticut, a Series Six securities license, an advanced Business Communications Certification from Fairfield University and holds a Television Director & Producer credential.



Press Release

KEHOE & COMPANY, JUDITH GUIDO JOIN FORCES IN MANAGEMENT SERVICES

Kehoe & Co. to become KehoeGuido

LAGUNA NIGUEL, Calif., (July 9, 2002) – Two leading names in strategic planning, business development, finance and marketing strategy – Kevin Kehoe and Judith M. Guido – today announced a newly formed partnership, KehoeGuido, a consulting management firm with an enhanced ability to deliver multi-disciplinary business services to tackle critical, complex management issues such as operational efficiencies, profitability and growth strategies.

“Combining our abilities will enable us to help our clients achieve their profit and exit goals much more rapidly and effectively,” said Kevin Kehoe. “By coordinating Kehoe & Co.’s recognized excellence in business strategy, finance and management that has helped clients increase profits with the intellectual resources, experience and strength of Judy’s deep knowledge of operational and organizational efficiencies, sales and marketing strategy, brand development and M & A processes, we will be better able to serve our clients across the spectrum of specialized services in strategic planning, sales, marketing, branding, development and training, business valuation, M&A as well as exit and succession strategies.

“Helping clients grow strategically and profitably while measuring performance results requires a unique blend of resources,” added Guido, former chief marketing officer and vice president of Environmental Industries, Inc., the nation’s largest environmental and development organization “By joining our talents and energies, we will offer our clients an even stronger combination of knowledge and expertise in the realm of business management services. “Clients who seek to grow profitably and reach key stakeholders will now have a ‘one-stop-shop’ approach for all their needs,” she added.

Kehoe, founder and president of Kehoe & Co., has been a management and training consultant for more than 23 years. Prior to establishing Kehoe & Co. in 1993, Kehoe was vice president of Richard Chang and Associates, and project manager for Coopers & Lybrand. He is also an established author and lecturer specializing in business economics and efficiency programs.

In addition to her KehoeGuido consulting practice, Guido is also working with Andreas Development, of Minneapolis, on projects including an national rollout of an organic lawncare franchise, as well as commercial and residential real estate ventures. Prior to Environmental Industries, Guido was chief marketing officer and senior vice president, business development for Cirqit, a New Jersey-based e-commerce technology and consulting company. She also served as a marketing and sales executive with ServiceMaster, and was national director of sales and marketing at LandCare USA, the national commercial landscape services company purchased by ServiceMaster in 1998 and subsequently integrated into their TruGreen LandCare landscape group. A former consulting professional, Guido also has extensive experience in investor relations, and merger and acquisition strategy having integrated over 65 companies in the last five years. She is a nationally recognized public speaker, award-winning copywriter and has been as a contributing editor and author to business journals and publications throughout her career. She is also a former television producer and director for business cable programming.

An economist with a degree from State University of New York, Kehoe received an M.B.A. from Southern Methodist University, and a Masters degree in International Management from the American Graduate School. Guido received a Masters Degree in Business from the University of Connecticut, a Series Six securities license, an advanced Business Communications Certification from Fairfield University and holds a Television Director & Producer credential.



Growing Smarter™

In any industry, like the Green industry, which has undergone significant change due to consolidation, you as a business owner must be planning strategically for the future of your company.

As you are well aware, many if not most of the “consolidators” are either gone completely or have suffered from the inability to integrate and profitably operate the companies they bought. This has most likely created opportunities for you in the short term as they have stumbled. This does not mean an end to consolidation or the opportunities it presents.

While the pace of deals has slowed to a drip from the height of activity two years ago, there are still a few groups looking to expand through acquisition. We know who they are, what they are looking for (in terms of size, profitability, mix of services ,etc.) and how to maximize value in dealing with them.

While prior to the events that began in 1998 and culminated in 2000, there was no real liquid market for a commercial landscape contracting company like yours, there is still one now for the right company. So, whether you sat on the sidelines or went down the road with some folks but stopped short of selling, there is current activity and we are confident that this will continue in the future.

We believe that there is a huge opportunity for well positioned and well run independent companies who can take advantage of market niches, available technology, and advances in financial and operational systems to position themselves for both near term profit increases and a longer term potential sale for maximum value. The questions mid- sized market independent owners should be asking themselves now are:

- What opportunities will be available when I am ready to get some or all of my chips off the table?
- What should I be doing now to ensure that my company is OR WILL BE attractive to a buyer?
- What do I need to change or improve so that I receive the maximum value for my business?

How the Program Works

The program is simple. Since the value of your business is based on a host of criteria, some of which are objective like size and diversity of your revenue base, minimum gross and net profit margins, size and growth potential of your geographic market, and the mix of services, and other criteria that are more subjective like reputation, the quality of your systems, your willingness to stay on after closing, and the quality of your management team. We know what the factors are and how to help you improve the profitable growth of your company in the critical areas.

We start working with you by reviewing your current wealth and determining your retirement goals to establish the necessary dollars that must be provided by your business. Then we establish a current value for your business based the same factors the buyers will use. This is our starting point for business and operational strategy and planning. We next conduct a diagnostic assessment of every key aspect of your company, the result of which produce a three-year working plan with tasks, timelines and metrics clearly outlined. We follow it up annually with a one-year planning workshop for your key personnel. We work with you on average 10 days per year to implement and monitor the

plan and when it is time, we begin to execute the exit strategy plan. Once per year we will bring the other members of the group together for a two-day intensive learning conference to set goals, review performance, and share best practices.

When, based upon reaching pre-determined metrics, the time is right to implement the sales process, we will be in place, with all the information prepared to lead you through the entire process of helping you divest your interest in your company. The following is an outline of the program.

Business Valuation and Planning

Assessment of:

- Current business value, and identification of the factors that positively / negatively affect your valuation
- Market condition and identification of threats and opportunities to determine proper niche and market potential
- Financial condition and identification of cost, profit, and ratio benchmarks to determine improvement opportunities
- Operating business systems and identification of workflow and information system problems that affect profits

Implementation and delivery of:

- Financial Business Valuation (Primary)
- Internal Audit Results (Primary)
- Business Plan (Primary)

Marketing Planning and Sales Systems

Assessment of:

- Current market potential and assessment market size and potential
- Current competition identification and assessment of strengths and weaknesses
- Product / service line viability and profitability, and analysis of leverage areas
- Sales staff and selling procedures and systems to identify "go to market" capability

Implementation and delivery of:

- Written vision statement (Primary)
- Written marketing plan, calendars and budget (Primary)
- Customer profile (Primary)
- Strategic alliance analysis (Primary)
- Basic Sales Training (Primary)
- Customer and Quality Surveys (Primary)
- Sales lead and pipeline tracking software (Optional)
- Marketing materials, sales literature & web site design (Optional)
- Advanced Sales Training and Individual Coaching (Optional)

Operations Planning and Production Systems

Assessment of: (All primary)

- Organization chart and business structure assessment and redefinition
- Job descriptions and accountabilities design and reporting
- Crew sizing and deployment analysis to determine optimum field force
- Scheduling and routing procedure assessment to identify profit opportunities
- Materials procurement procedures analysis to develop job management and cost systems
- Equipment and shop management procedures to develop capital expenditure plan
- Contract administration procedures to establish a franchise process for managing paper flow
- Project management procedures to establish methods for field supervision

Operations Planning and Production Systems (Continued)

Implementation and delivery of:

- Organization charts and job descriptions (Primary)
- Contract Administration Systems (Primary)
- Production Systems (Primary)
- Software (Optional)
- Procedures Manuals (Primary)

Financial Management and Monitoring Systems

Assessment of: (All primary)

- Chart of Accounts and accounting procedures audit to establish revenue and expense booking methods
- Job cost systems and procedure review to simplify and accelerate reporting
- Crew daily reporting systems and procedure analysis to create field accountability and motivation
- Balance sheet capitalization and turnover rate – to establish required debt / equity plan to maximize your cash out

Implementation and delivery of:

- Budgets and flash reports (Primary)
- Capital expenditure budget and procedure (Primary)
- Job cost systems (Primary)
- Job cost Software (Optional)
- Field Scorecard systems (Primary)

Talent Planning and Development Systems

Assessment of: (All primary)

- Training programs and manual assessment to develop certification system and requirements
- Compensation rates / programs to establish controls on wages and salaries
- Personnel procedures in recruiting, orienting, coaching and evaluation to establish the personnel franchise for obtaining rapid productivity
- Bonus programs assessment to design and install compensation systems that reward effort and results
- Key management talent analysis to determine capabilities of key people who might hinder or accelerate growth and profits

Program Benefits

KehoeGuido, a leader in the Green Industry, has teamed up with CCG Advisors Inc., a leader in Green Industry growth and exit strategy planning and implementation to provide you with a value maximization program. Even if you are not ready to sell now, the program will help you establish a track record of maximized profits that can ensure that you are creating the most value in your business.

An investment in our Growing Smarter™ program is like hiring a management team that includes marketing, organization, human resources and financial expertise. Our goal is to maximize the enterprise value of your company within a relatively short time frame of three years. If you choose to sell at the end of that time, then we will lead you through that process and assist you in the consummation of the best deal for you. If you decide that you are having so much fun banking the higher profits that you decide not to sell, then we will assist you in planning for the eventual transition of the business to family, management or employees. There are other alternatives for liquidity and business succession than a third party sale.

One of the MAIN benefits of the program is that you get this expertise, guidance and leadership – for far less than you would pay to hire the same management talent in the market. Our program also eliminates the need and the extra cost and confusion that result from having multiple advisors for financial planning, investment banking and consulting in several areas of finance and operations. You get all this expertise in one place.

Another benefit is risk sharing. We assume the risk of success with you. While we do require an annual consulting fee, the vast majority of our fee is only earned and paid when you either complete the sale of the business, or if you decide not to sell, based on the an assessment of the increased value of your business at the end of the program. The program is not for everyone of course. It is for a select group of mid-market companies that we believe meet the criteria of winners, and are contemplating a sale or some transition of their business within the next 3 to 10 years.

Since every business is different, the fee structure may vary slightly, but will be in the range of \$25,00 - \$40,000 per year for the annual consulting services fee. When the deal is consummated our success fee of 6% is earned and paid. if you decide not sell, then we will agree to an updated valuation reflecting the growth in value and receive the same percentage as an earn-out fee based on the increased valuation of your company. This earn-out will be paid out in quarterly installments over 3 years. In the event of a sale of the business during the installment period, we will credit back any payments to the standard selling percentage fee when the deal is completed. Go to example of the fees arrangement provided for you.

What's the bottom line?

This program can help you not only increase your chance of getting a deal accomplished but can easily add more than a million dollars in cash in your pocket for a \$5 million company.

Primary services (these are part of the fee and the earn-out program)

- Business Valuation and Audit Program
- Marketing and Sales Systems
- Operations and Production Systems
- Financial Management Systems
- Human Resource Development Systems
- Implementation of the Exit Strategy Process
- Individual Owner Financial Planning Services

Optional services (these are contracted for separately based on individual need)

- Due Diligence Acquisition Valuation Services
- Acquisition and Integration Services



Profit Improvement System

System Objective: Increase contractor profitability

The system is designed to increase a landscape contractor's profits within a twelve month operating cycle. The systematic approach focuses on:

- Establishing the right goals based on comparing current contractor performance vis-à-vis industry benchmarks.
 - Review key financial, sales, and production ratios
 - Assess business structure, staffing and systems
- Determining high-leverage actions based on identifying the few key business practices and systems that are draining profits.
 - Determine minimum profit and return on asset requirements
 - Complete two-year business plan for sales, production and administration\
- Executing "real time" changes in businesses practices and systems based on installing systems developed for high profit businesses.
 - Refine pricing and realization system
 - Install sales pipeline management system
 - Determine high profit customer / service sales mix matrix
 - Define organization structure and performance system
 - Install paper flow and measurement systems
 - Design pay for performance system



Sales & Marketing

Any company needs marketing to understand and meet client needs. That means delivering the products and services they want, at the price they want, and when they want it.

To help you determine your marketing needs, take the following test. If you can't answer every questions easily and clearly, read on about our services for landscape contractors interested in growing revenues and profits.

- Do you have statistical data on our market, like competitive volume and profitability on key products/services?
- Have you identified specific problems related to the quality of our services, the price of our services, the range of services, and our sales methods?
- Do you provide unique services or have competencies, which separate us from others?
- Are there services you do not presently provide that could be provided to our current customers?
- Do you have supplier relationships that provide opportunities for current or new services?
- Does your marketing plan contain a detailed schedule/budget of all marketing/sales activities like advertising, public relations, client shows and merchandising?
- Does everyone in your company, and all of your clients know all the services you sell?
- Do you have a sales force that is qualified and positioned to sell more?
- Do you have a sales forecast for all significant services and sales staff?
- Is the sales force provided with complete, effective sales tools?
- Do you have a complete, professional public relations and communications program?

What Can We Do For You?

1. Identify customers, key needs & develop a cohesive customer profile.
2. Write a marketing plan (or get help if you need it).
3. Perform an environmental analysis.
4. Conduct research - satisfaction surveys and demographic/psychographic studies.
5. Analyze industry trends.
6. Perform a competitive analysis.
7. Create TARGETED marketing materials.
8. Deliver effective public relations.
9. Do you have a sales forecast for all significant services and sales staff?
10. Produce sales force selling tools.
11. Set goals, incentives and deliver training for the sales force.



KehoeGuido



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