



CLEVELAND & ASSOCIATES

*Empowering Businesses*

## Strategic Opportunity Identification & Advisory Services

### Emerging Domestic Market & International Market Opportunities

To ensure future growth opportunities, on a global scale, requires an understanding of similarities and differences in markets and their preferences across all cultures so that similar niche markets can be uncovered in both developed and industrialized economies and in emerging domestic and international markets. This offers companies the highest growth potential.

Our engagement recognizes current marketing niches and strategies, and identifies other potential markets around the globe. We encourage adaptations to communication technologies, media, product design, and service requirements that will enhance current market positions, anticipate changes, and respond in ways that align with corporate values and goals.

### Strategic Diversity Management

Diversity is a universal phenomenon, and its management is a cognitive skill that anyone can learn to use. We apply diversity management techniques to any strategic mixture, which is always characterized by its critical attributes containing differences, similarities, and the tensions and complexities they create. Strategic mixtures include markets, workforce, stakeholders, corporate competencies, work mixtures, products, enabling systems, facilities, and all other assets that must be managed. Our strategic diversity management approach enhances the way leaders and managers make quality decisions in situations where managing critical differences, similarities, and the associated complexities and tensions are essential for success.

### Valuation

#### Operational & Asset Valuation Considerations

Buyers often wait to consider post-transaction cash and accounting requirements, and fail to consider and accurately project future cash-related expenditures necessary to adequately maintain or rehabilitate tangible assets, charges related to amortization of intangible assets, and other unpleasant surprises.

We educate clients about potential pitfalls that result from failing to consider all impacts in the early stages of an acquisition. Our engagement provides insights regarding the amount of time necessary for pre-acquisition valuation, financing, and planning for the integration of a company, to safeguard against negative financial impact, and to ensure a successful union.

## Mergers & Acquisitions

Because they are complex events for any organization, few mergers or acquisitions deliver the full potential value envisioned by the leaders who complete these transactions.

Areas of highest similarities create the highest risk for failure, as combining similar production and marketing operations elicit the highest cultural resistance. However, integrating areas of differences that include complementary competencies significantly increases the probability of realizing market synergies, offering a higher rate of success.

### Due Diligence

Our team identifies similarities and differences on both sides of a transaction, evaluates which areas of integration and combination of complementary strategies will yield the highest market value, and develops management strategies for successful execution.

## Corporate Asset Development

Developing corporate assets (plant, property, and equipment) that will be the backbone of production and delivery can be the most complex of any set of activities in the firm's existence. The integration of business and commercial development, project management, engineering, regulatory permitting, environmental management, stakeholder management, accounting and controls, and all other aspects of the endeavor requires skill, experience, and agility.

- **Asset Purchase Due Diligence**

When assets are being purchased, to assure a holistic and disciplined approach, a due diligence process is warranted. This process should include documentation of the strategic objectives of the purchase and the associated risks. These objectives and risks should be clearly established and then transmitted to the project execution and/or transition team. Also, all key documents should be identified and key agreements for the assets, operations, and production should be cataloged. Our engagement assures such discipline and mitigates the many risks associated with asset purchase.

- **Industrial Process Scoping, Engineering, Design & Construction**

The value creation phase in developing any corporate asset lies in the initial design and scoping. It is at this phase when the highest flexibility of decisions exists, requiring diligence in examining options and alternatives, and understanding which options and alternatives to preserve and the importance of implementing the preferred alternative. Our engagement process assures key stakeholders have given careful consideration to this, the most creative stage of any initiated project.

- **Cost Engineering & Project Management**

The most critical steps in the development of any project involves formulating an accurate cost estimate and managing cost against completion targets. Our engagement disciplines for cost engineering and management are tried and true methodologies and standards which are essential to project success.

- **Operations Commissioning**

The highest risk for the development of any corporate asset is the transition to operations. All quality issues for the project become highly visible during this transition. Therefore, disciplined techniques for the management of operations commissioning are essential to project success, and minimize the risk of catastrophic failures that can derail a project for months.



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