

CONTENTS OF PRESS KIT

Fact Sheet

Company Objective

Overview

History

Services

Biographical Information

Brad Martyn, Founder and Managing Director

Contact Information

Fact Sheet

Company Overview

- Focus Business Solutions provides chief financial officer (CFO) level services for small and medium-size companies, offering experienced financial management on affordable terms.
- Focus Business Solutions was launched in September 2001. Founder Brad Martyn began with a vision of improving the success rate of small and medium-size businesses by offering a “big company” level of financial management support on flexible and affordable terms.
- Most small business owners have expertise in many aspects of their core business, but not in all areas of running the business. Internal finance and administration can consume a large percentage of the owner’s time. This diverts the owner’s valuable attention from more vital efforts, such as developing new customers or products for the business.
- Business owners may become overwhelmed by the administrative details of running a company. They can easily expend up to 10 to 20 hours a week on tasks that could be delegated. As a result, they neglect more important facets of managing the company.
- The experienced CFOs at Focus Business Solutions provide business owners with solutions that will give them:
 - Information to make well-grounded decisions and to run the business efficiently
 - Time to focus on critical aspects of running the core business
 - Ongoing internal management support in internal and finance and administration.
- CFOs focus their efforts in a wide variety for areas. These include:
 - Cash flow – understanding needs and making improvements
 - Finance and administration – all budgeting, forecasting, management reporting, processes, procedures, and administrative functions within the company.
 - Operations – providing information and tools to assist in the day to day running of the business

- CFOs are not accountants. Accounting is a subset of the broader finance and administrative areas. CFOs are well versed in accounting, but their role is much broader.
- Focus Business Solutions is not a Certified Public Accounting (CPA) firm and does not provide CPA services, such as tax preparation and auditing services. Focus CFOs take an internal, daily approach to supporting businesses, which includes:
 - Forecasting profitability and cash flow and indentifying opportunities for growth
 - Developing business metrics and performance indicators to provide management with insight into key areas of the business
 - Developing budgets and operating forecasts that are used to help manage day to day initiatives and strategies
 - Examining the current operating procedures to help company owners streamline daily operations
 - Working inside the company to find cost savings and operational efficiencies
- The company's professional CFOs work on a flexible, part-time schedule at each client's place of business.
- The CFO can become a business owner's strategic partner, analyzing information and offering guidance on the best practices for running the business. They can then ensure the accuracy and integrity of financial reports and maintain business control systems.
- Focus Business Solutions works with companies on a long-term basis. CFO's assume responsibility for regular activities and become a part of the management team.
- In addition to its part-time, long-term financial management, Focus Business Solutions consults on a wide range of business initiatives. Each CFO has specialized experience in one or more industries, including manufacturing, retail, construction, home building, nonprofits, telecommunications, distribution and a variety of service industries. The company's CFOs have expertise and advanced education in a broad range of financial, operational and business management disciplines. Most have a decade or more of experience as controllers or CFOs with larger companies and many hold MBAs.
- Focus CFOs have hands-on experience in improving company bottom lines, including:

- Improving cash flow
 - Developing financial plans and models
 - Designing key management reports
 - Instituting policies and procedures
 - Working with banks and lenders
 - Implementing cost containment strategies
- Although Focus Business Solutions does not perform these services, they can connect clients to a network of support services, including:
 - Banking
 - Business coaching
 - Business insurance
 - Computer systems
 - Employee benefits
 - Human resources
 - Legal support
 - Marketing
 - Payroll services
 - Personal, financial and estate planning
 - Tax compliance and planning
- Focus Business Solutions typically works with companies with sales up to \$20 million. Many client companies average between \$2 million and \$10 million in sales.
 - Focus CFOs average six to 10 hours per week at each client's office, delivering experienced financial management support for less than the cost of hiring a full-time bookkeeper.
 - Many of Focus Business Solutions' clients recoup part or all of the cost via increased revenue, reduced expenses, operational efficiencies and increased ability of the business owner to focus on key management issues instead of administrative work.

Company History

- Focus Business Solutions was launched in September 2001. Founder and Managing Director Brad Martyn began with a vision of improving the success rate of small and medium-size businesses by offering a “big company” level of financial management support on flexible and affordable terms.
- For the first three months, Martyn studied the local market. He discovered that many of the more than 20,000 central Ohio businesses needed in-house financial and administrative support. He met with business owners to find where they most needed help and refined his business model.
- In January 2002, Focus Business Solutions signed its first client.
- In November 2003, the company passed the \$1 million milestone of client billings.
- Today Focus works with numerous small and medium size businesses, primarily in central Ohio. The company is a leading provider of CFO services in central Ohio and is widely recognized as Focus Business Solutions—The CFO Company™.

Company Services

Focus Business Solutions develops custom financial management plans for small-to-mid size businesses, based on the existing level of support and current business needs. The company's services help companies to control costs, manage cash flow, increase profits, and operate more efficiently.

Focus Business Solutions general scope of services includes:

- Detailed cash flow analysis and forecasting of cash or borrowing needs
- Regular internal management reporting and key financial information
- Financial analysis of crucial business areas such as pricing, overhead, margins, and capital expenditures
- Development and analysis of performance indicators, benchmarking and ratio analysis
- Detailed budgeting of sales and operating costs, including trend analysis and pro forma (or "what if") scenarios
- Overhead analysis and cost control initiatives
- Support in areas such as mergers, acquisitions, and reorganizations

Focus Business Solutions offers additional support and oversight of traditional "back office" administrative functions, including:

- Customer billing and accounts receivable
- Accounts payable
- Bank reconciliations
- Administration of employee benefits
- Internal office and administrative functions
- Payroll support
- Business oversight

Strategic Planning

During a client's initial 60 to 120 days, a Focus CFO examines a client's financial and administrative structure and recommends needed changes.

Through out the initial planning phase, a CFO will:

- Identify cash flow opportunities
- Establish internal management reporting
- Reconcile the company's financial accounts
- Review current cost accounting, overhead rates and pricing

- Begin development of a two-year budget/forecast and cash flow projection
- Identify key performance indicators and management reporting
- Calculate breakeven point and begin overhead cost analysis
- Review administrative efficiency and identify savings opportunities
- Review day-to-day systems and reporting

Once management controls and systems are functioning well, the engagement will typically move into a maintenance phase, which includes:

- Daily finance and administrative services
- Enhancing management reporting
- Finalizing and refining operating budgets
- Overseeing internal systems
- Outlining plans for bank debt borrowing or repayment
- Identifying cost savings opportunities
- Providing tax savings strategies to outside CPA
- Overseeing administrative tasks as needed

CFOs have the experience and skills to:

- Lead strategic planning initiatives
- Establish management controls
- Assist with mergers and acquisitions
- Move companies through periods of peak workflow

CFOs have experience consulting on such issues as:

- Strategic and financial planning
- Capital acquisition
- Buy-sell decisions
- Management information
- Consolidations
- Business reorganization

Biographical Information

Brad A. Martyn

Founder Brad Martyn started Focus Business Solutions in 2001. He offers clients more than 20 years of diverse business, finance, and managerial experience with high growth, acquisition-oriented public and private companies, start-ups and small businesses.

Martyn has extensive experience working with entrepreneurs and small businesses. He combines a strong finance background with wide-ranging business and operations experience.

Martyn specializes in the construction and service industries. His extensive experience ranges from day-to-day operating decisions and business development to strategic planning, acquisitions and business financing.

Before founding Focus Business Solutions, Martyn served as chief financial officer for the J.E. Grote Company in Columbus, Ohio. He had previously served as chief financial officer for Pentagon Technologies Group based in Fremont, California.

He also has served as vice president of business operations and corporate controller for MPW Industrial Services Group in Hebron, Ohio, and as director of finance, operations controller and corporate tax director for OHM Corporation of Findlay, Ohio and Norcross, Georgia.

Martyn earned a Bachelor of Science degree in accounting from American University and an Executive MBA from Georgia State University.

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