



René Goetz

Partner and chairman of the Board of Directors

Bachelor's degree in business administration
Post-graduate diploma in business administration

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The focus of his activities is on business development, corporate restructuring and refinancing. Managing and controlling challenging reorganisation processes in industrial, service and commercial enterprises and public administration units is also one of René Goetz's core competencies. Thanks to his extensive experience in assisting with restructuring as well as purchase and sale transactions, René Goetz has in-depth knowledge of corporate finance, making him an expert contact for assessing projects from the perspective of investors. René Goetz performs various Board mandates, including some as a result of investment holdings in companies.

Reference projects

Expansion Cases

Electrical planning and installation (60 EMPL)	<p>Background: good construction activity, steep growth</p> <ul style="list-style-type: none"> Assistance with company acquisitions (screening, transaction structuring, financing) Integration of acquisitions Establishing of new, higher-margin divisions Establishing and developing of management and organisation (structures, processes, controlling)
Scaffolding (500 EMPL)	<p>good construction activity, steep growth</p> <ul style="list-style-type: none"> Strategy revisions Optimisation of the organisational structure Conducting a location analysis and optimisation (17 locations) Assistance in acquisitions (market screening at domestic and international level)
Power Transmission and Fluid Technology (60 EMPL)	<p>Steep company growth (three companies acquired)</p> <ul style="list-style-type: none"> Market screening / support for purchase transactions Operational process optimisation Continuous optimisation of the management and sales organisation Merger of two operating facilities
Civil engineering (planner) (250 EMPL)	<p>Stable and long-term increasing market demand (public clients in the civil engineering sector)</p> <ul style="list-style-type: none"> Design and implementation of a new corporate structure involving independent operating companies and a participation model for partners
Civil engineering (planner) (170 EMPL)	<p>Stable and long-term increasing market demand (public clients in the civil engineering sector)</p> <ul style="list-style-type: none"> Company growth requires the establishment of a profit centre organisation (incl. regulation of responsibilities, competences, tasks, financial flows, staffing)
IT System Integrator (40 EMPL)	<ul style="list-style-type: none"> Business development and establishment of a divisional organisation Sale to listed German group (market screening)

Restructuring Projects

Metal construction, Yacht and Cargo Construction (100 EMPL)	<p>Project business (volatile, risky), finance and budgeting disastrous</p> <ul style="list-style-type: none"> • <i>Investment auditing on behalf of the investor</i> • <i>Developing and implementing a restructuring and refinancing concept, incl. bank resolution</i> • <i>Investment monitoring</i>
Wholesale (floor coverings) (90 EMPL)	<p>Parallel imports, excessive storage costs, too wide range of products and weak process quality → Mismanagement</p> <ul style="list-style-type: none"> • <i>Developing and implementing a reorganisation and restructuring concept (personnel, processes, structures, finance, sales organisation)</i> • <i>Bridging loans banks / Moratorium agreements</i> • <i>Refinancing concept (sale & lease-back of property)</i>
Car Industry (20 EMPL)	<ul style="list-style-type: none"> • <i>Assessment of restructuring options</i> • <i>Accompanying the succession proceedings</i>
System Gastronomy (50 EMPL)	<p>Company with 3 branches has profit and liquidity problems</p> <ul style="list-style-type: none"> • <i>Sale of the best location to secure the other two</i> • <i>Supporting our clients in the recovery talks with the lending bank</i> • <i>Operational restructuring (incl. financial advice and CEO sparring)</i>
Furniture Retail (50 EMPL)	<p>Location near the border → Unfavourable currency development (price level)</p> <ul style="list-style-type: none"> • <i>Developing a reorganisation concept and supporting its implementation</i> • <i>Repositioning of the retail business (differentiation from large foreign retail companies)</i> • <i>Developing and implementing a concept for succession planning</i>
Furniture Manufacturing (150 EMPL)	<p>Structural changes in the sales market (competition from the east), mismanagement</p> <ul style="list-style-type: none"> • <i>Development and implementation of a restructuring concept and support (streamlining of the product range, redimensioning of the company)</i>
Electronic Industry (printed circuit boards) (70 EMPL)	<p>Technology shift, movement to Asian competitors, mismanagement and quality problems, financial burdens from the past → Danger of bankruptcy</p> <ul style="list-style-type: none"> • <i>Development and implementation of a reorganisation and restructuring concept (personnel, processes, structures, finance, sales organisation)</i> • <i>Development and implementation of a refinancing concept, incl. bank relief</i> • <i>Creditor negotiations with debt waivers</i> • <i>Finding and negotiating with investor groups</i> • <i>Formation of a rescue company, gradual lumping of the balance sheet</i> • <i>Support in the liquidation / sale of machines via auction procedure</i>
Machine Tool Industry (300 EMPL)	<ul style="list-style-type: none"> • <i>Restructuring of the Austrian Group subsidiary</i> • <i>Strategy review on behalf of the banks (focus on products, country markets, sales organisation)</i> • <i>Investment evaluation for equipment procurement</i>
Forging / Machining Technology (50 EMPL)	<ul style="list-style-type: none"> • <i>Establishing market and financial cooperation with main customer (railway technology)</i> • <i>Strategic diversification to reduce dependence on the forging sector</i>
Surface Coating (40 EMPL)	<ul style="list-style-type: none"> • <i>Developing a customer acquisition strategy</i> • <i>Structure of the calculation bases and Contribution Margin Calculation</i> • <i>Evaluation of new powder coating systems</i>
International Manufacturer of Radio Systems (225 EMPL)	<ul style="list-style-type: none"> • <i>Divestment of a division and focus on core business (sale of a division to secure liquidity)</i> • <i>In a second step: sale of the whole group</i>
International Manufacturer of Lasers for the Medical Sector (ophthalmology) (50 EMPL)	<p>Operating in an R&D-intensive industry, characterised by regulations. Unprofitable for a long time</p> <ul style="list-style-type: none"> • <i>Assessing the restructuring options</i> • <i>Developing a restructuring concept and supporting its implementation</i>

Peder Plaz

Partner



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Master in Public Administration (Harvard Kennedy School, Cambridge/USA)
 Bachelor in Business Administration (University of Applied Sciences,
 Chur/Switzerland)

He supports in particular entrepreneurs and managers in analysis and financing of organizational, investment and innovation projects as well as in reorganization and restructuring situations. Plaz is also particularly concerned with the challenges facing tourism and mountain regions in Switzerland.

As a second focus, Plaz conducts research and advises associations and the public sector on issues of public policy and economic development. In the context of economic development, he generally supports the public sector in the formulation of strategies and in the implementation of corresponding projects.

Peder Plaz is also the managing director of the Graubünden Economic Forum; an economic policy-oriented think tank in the canton of Graubünden.

Before joining Hanser Consulting AG, he worked in various functions at Graubündner Kantonalbank, mainly in the areas of commercial lending and credit risk and product management. He acquired his theoretical foundation in Business Administration at the University of Applied Sciences in Chur/Switzerland and earned a Master's degree in Public Administration at the Harvard Kennedy School in Cambridge/USA.

Peder Plaz serves as member of the Board of Directors of Hanser Consulting AG, Hanser Consulting (Thun) AG and the health insurance company ÖKK in Landquart. He is also involved in the board of the largest nature park in Switzerland, Parc Ela.

Reference projects

Hotels

5* Hotel in leading destination in VS (2020 - 2022)	<p>Background: The owner of the hotel would like to convert the hotel into a new tourist concept. However, this requires an expert opinion in accordance with the Secondary Residence Act Art. 8.4</p> <ul style="list-style-type: none"> • <i>Preparation of the expert opinion and consultation of the owner and the municipality in this context</i>
5*sup Hotel in leading destination in GR (2015 – 2019) St. Moritz	<p>The company had to renovate the existing staff house. The idea arose to replace the staff house on the hotel grounds with guest residences and to have these financed by third-party investors.</p> <ul style="list-style-type: none"> • <i>Developing the business plan in cooperation with the management and the board of directors</i> • <i>Support in the search for investors</i> • <i>An investor has been found and the project (around CHF 60 million) is being realised.</i>
3* Hotel Ucliva (2018 – 2019) Waltensburg	<p>The hotel was heavily in debt and the income was no longer sufficient for amortisation. At the same time, new investments in the heating system were urgently needed.</p> <ul style="list-style-type: none"> • <i>Advising the owners on how to implement a renovation and find a financing solution</i> • <i>Accompaniment during financing discussions</i> • <i>The redevelopment succeeded along the proposals of Hanser Consulting AG. Today, the hotel is managed without bank financing.</i>
4* Hotel Post (2015 - 2017) Sils i.E. (GR)	<p>The hotel struggled with declining revenues due to the appreciation of the CHF against the EUR and at the same time the succession planning was on the agenda.</p> <ul style="list-style-type: none"> • <i>Support of the owner in the analysis of the options for action and in the path of the hotel sale taken thereupon</i> • <i>The hotel could be sold.</i>

3*/4*/5* Hotel 7132 (2012 – 2015) Vals	<p>The municipality of Vals wanted to sell the thermal baths and the associated hotel so that a third party investor could develop the resort further, which would not have been possible on the municipality's own.</p> <ul style="list-style-type: none"> • <i>Support on the buyer side for the development of business plans and in negotiations with the municipality</i> • <i>The investor bought the hotel and expanded it into a 5* resort with investments in the size of CHF 50 million.</i>
4* Swiss Holiday Park (2006 – 2009) Morschach	<p>Insufficient yields for profitable operation.</p> <ul style="list-style-type: none"> • <i>Supporting the management with fundamentals for strategic decisions and restructuring procedures</i> • <i>The company was restructured by building an additional holiday village and promoting the family business.</i> • <i>As a result, the hotel was subsequently acquired by a real estate fund and is now operated by REKA.</i>

Cable cars

Bergbahn Tschierschen (2019 – heute)	<p>The cable cars in Tschierschen need a new business model to eliminate the structural deficits.</p> <ul style="list-style-type: none"> • <i>The options for action were analysed together with the cable cars and the municipality and a concept was developed. Among other things, a radical idea was developed to simultaneously solve the problem of cable cars and to create new development perspectives for the destination.</i> • <i>The municipality has agreed to the proposals for a short-term restructuring. Individual measures with a medium-term effect were implemented with the help of Hanser Consulting (e.g. restructuring of the tourism organisation).</i>
Bergbahn Brigels (2015)	<p>The Brigels cable cars were heavily in debt and had to be financially restructured. At the same time, they needed new equity capital.</p> <ul style="list-style-type: none"> • <i>Developing the business plan that served as the basis for the financial recovery and recapitalisation</i> • <i>The restructuring was completed and the capital subscribed. At the same time, a resort project (Pradas Resort) was realised, which supports the cable cars.</i>
Sportbahnen Vals (2017 – 2019)	<p>The Sportbahnen Vals were de facto bankrupt and had to be maintained annually with contributions from the municipality.</p> <ul style="list-style-type: none"> • <i>Together with the municipality, we have developed a new business model that brings more stability to the income and at the same time allows a low-price strategy.</i> • <i>The concept was successfully implemented together with the municipality, the residents and the second-home owners.</i>

Rainer Grundler

Project Leader



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KMU-Diplom HSG (DAS in KMU Management), University of St. Gallen
 Diplom Swiss Banking School (DAS in Banking), Swiss Finance Institute

Rainer Grundler has been a project manager at Hanser Consulting AG since 2002. The focus of his consulting work is on the management of restructuring, financing and M&A projects for medium-sized companies in the industrial and construction sectors. In addition, he holds board and coaching mandates in various companies.

Before joining Hanser Consulting, Rainer Grundler was a member of the management board of CREDIT SUISSE's SME and industry unit. Prior to that, he held various management positions at the Swiss Association of Master Plumbers and Fitters (SSIV) as Head of the Training Centre and Head of Business Consulting.

Reference projects

Intralogistics (100 EMPL)	<p>Background: At a general contractor for intralogistics and automation with 100 employees, the integration of two externally financed acquisitions does not go as intended. High losses lead to illiquidity and surplus debt.</p> <ul style="list-style-type: none"> • <i>Developing and implementing a refinancing concept with mezzanine loans</i> • <i>Seeking and negotiating with capital providers. VR coaching on behalf of the lenders</i> • <i>Development and implementation of a recovery solution after the outbreak of the Corona crisis</i>
Metal construction (25 EMPL)	<p>Measures to make a metal construction company with a turnover of CHF 5 million profitable are to be identified in the course of an internal family succession plan.</p> <ul style="list-style-type: none"> • <i>Developing a restructuring concept and supporting its implementation</i> • <i>Developing and implementing a concept for succession planning</i> • <i>Taking over a mandate on the Board of Directors</i>
Industries sawmill (110 EMPL)	<p>For an export-oriented large sawmill, the economic conditions are changing: Plummeting sales prices, rising procurement costs, unfavourable currency developments and insufficient availability of roundwood in Switzerland.</p> <ul style="list-style-type: none"> • <i>Development of a restructuring concept on behalf of the Canton and the creditor bank</i>
Furniture Manufacturer (100 EMPL)	<p>For a furniture manufacturer with direct sales and its own branches, structural changes in the sales market shortly after major expansion investments were made lead to a marked decline in sales (previously CHF 20 million).</p> <ul style="list-style-type: none"> • <i>Assessing the restructuring options</i> • <i>Developing a liquidation concept, as restructuring turns out to be impossible</i> • <i>Interim management (CEO; CFO) during liquidation</i>
Leisure Facility (5 EMPL)	<p>The operating company of a leisure facility is facing bankruptcy after the first year of operation because the number of visitors is far below the forecasts. The investment costs were financed by sponsoring from large companies and contributions from the public sector.</p> <ul style="list-style-type: none"> • <i>Assessing restructuring capacity</i> • <i>Developing a restructuring concept for the tourism project as a decision basis for the federal government and the cantons as the main investors</i>
Construction Company (40 EMPL)	<p>A construction company with a gravel and concrete plant having a turnover of CHF 8 million falls into economic turbulence after the sudden death of the owner.</p> <ul style="list-style-type: none"> • <i>Developing a restructuring and divestment concept with the aim of focusing on the profitable parts of the business (incl. support in implementation)</i>
Galvanic Company (90 EMPL)	<p>In a heavily leveraged MBO of an electroplating company with 90 employees, the free cash flows for renewal investments are lacking. As a result of quality problems and an economic downturn, the company is struggling with earnings and liquidity problems.</p>

	<ul style="list-style-type: none"> • <i>Conception of cost reduction programme and support in implementation</i> • <i>Negotiations with the creditor bank to bridge the liquidity gap</i> • <i>Seeking new investors</i>
Sheet Metal Processing Company (60 MA)	<p>A family-run, established sheet metal processing company with around 60 employees loses its four main customers and more than half of its turnover within two years due to various reasons (relocation of production, bankruptcy, insourcing).</p> <ul style="list-style-type: none"> • <i>Assessing the restructuring capacity</i> • <i>Developing a restructuring concept</i> • <i>Support in negotiating with creditors and finding a buyer</i>
Housing Cooperative (CHF 150 million Balance sheet total)	<p>A housing cooperative with total assets of CHF 150 million needs a restructuring concept. The creditor banks involved cannot agree on the restructuring contributions.</p> <ul style="list-style-type: none"> • <i>Developing the restructuring concept</i>
Forwarding and Transport Company (80 EMPL)	<p>A specialised forwarding and transport company with 80 employees runs into losses and liquidity problems after a bad investment and a slump in turnover.</p> <ul style="list-style-type: none"> • <i>Creating a restructuring concept including liquidity bridging</i> • <i>Supporting the owner during implementation and bank negotiations</i>
Pharmaceutical Wholesale (50 EMPL)	<p>A pharmaceutical wholesale group with a turnover of around CHF 50 million runs into liquidity problems and becomes heavily indebted after an unsuccessful diversification attempt that was cross-financed within the group.</p> <ul style="list-style-type: none"> • <i>Analysis of the financial interrelationships in the Group</i> • <i>Preparing a concept for financial disentanglement and balance sheet restructuring</i> • <i>Negotiations with the house bank and the main supplier to ensure liquidity</i>
Recycling (10 EMPL)	<p>At a young pioneer company in the recycling sector, the start of production is repeatedly delayed due to technical problems. The owners are no longer able to ensure liquidity.</p> <ul style="list-style-type: none"> • <i>Analysis of the capital requirements for upgrading the plant and analysis of the various management options on behalf of the creditor bank</i>
Building Services Engineering (50 MA)	<p>A long-established plumbing, sanitary and heating installation company with around 50 employees is making a substantial loss for unclear reasons. The company is heavily indebted and its solvency is in jeopardy.</p> <ul style="list-style-type: none"> • <i>Analysing cost and organisational structures and developing an action plan for the turnaround</i> • <i>Accompanying the two owners in the implementation at the request of the creditor bank</i>
Construction Company (100 EMPL)	<p>At a construction company with around 100 employees, the managing director clashes with the owners. The creditor banks fear a negative spiral and demand action.</p> <ul style="list-style-type: none"> • <i>Analysis of the management situation, market positioning and financial situation</i> • <i>Developing a set of recommendations for action</i>
Circuit Board Manufacturer (200 EMPL)	<p>After years of rapid expansion, the turnover of a printed circuit board manufacturer collapsed by 50 per cent within one year from the previous CHF 100 million due to a market slump and increased competition from the Far East in the highly specialised niche markets.</p> <ul style="list-style-type: none"> • <i>Developing a restructuring concept</i> • <i>Support in negotiations with creditor banks for refinancing</i>
Civil Engineering Company (200 MA)	<p>In order to prevent the bankruptcy of a special civil engineering company with a turnover of CHF 50 million, the management of the subsidiary of an ailing construction group disputes in court the claimed state of excessive indebtedness of the owner. After the purchase, the owner deposited the balance sheets of all group companies.</p> <ul style="list-style-type: none"> • <i>Supporting management in negotiations with banks and the court</i> • <i>Seeking a new investor in order to continue the company</i>