

BlueStar
ADVICE

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Blue Star Advice Srl
is a consulting firm
specializing in planning
and control.

Our team works alongside
businesses with the goal
of equipping them with
advanced decision-making
tools.

About us



What we do

We help businesses
unlock their full
potentials

We believe that advanced planning and control systems are essential to enable business development and accelerate growth. This is why we dedicate our expertise to our clients, offering effective and tailored solutions for each of them. Our team of CFOs and Senior Controllers supports companies through five main areas of activity.

Strategic Planning

The strategic planning service supports companies in defining multi-year objectives and strategic actions set by the management team or the entrepreneur. It enables the evaluation of key areas of profitability and critical issues, as well as opportunities for improvement and investment, while allowing for optimal planning of financing sources.

Controlling

Controlled management involves the implementation or improvement of management control systems to enable informed decision-making for companies. Controlling activities include various key tools, such as cost accounting, costing, operational reporting, financial reporting, the budgeting and forecasting processes, and variance analysis.

Temporary Management (CFO)

Temporary management provides a company with a CFO within its organizational structure for a specific number of days or a set period of time. This includes coordinating the internal accounting department, managing relationships with financial institutions for efficient cash flow management, and implementing advanced management control systems.

System Integration

This service enables the company to ensure the implementation of new management and/or business intelligence software. We act as a bridge between the software installers and the administration, finance, and control department, integrating the new software with the company's specific processes according to the principles of controlled management.

Cash Management

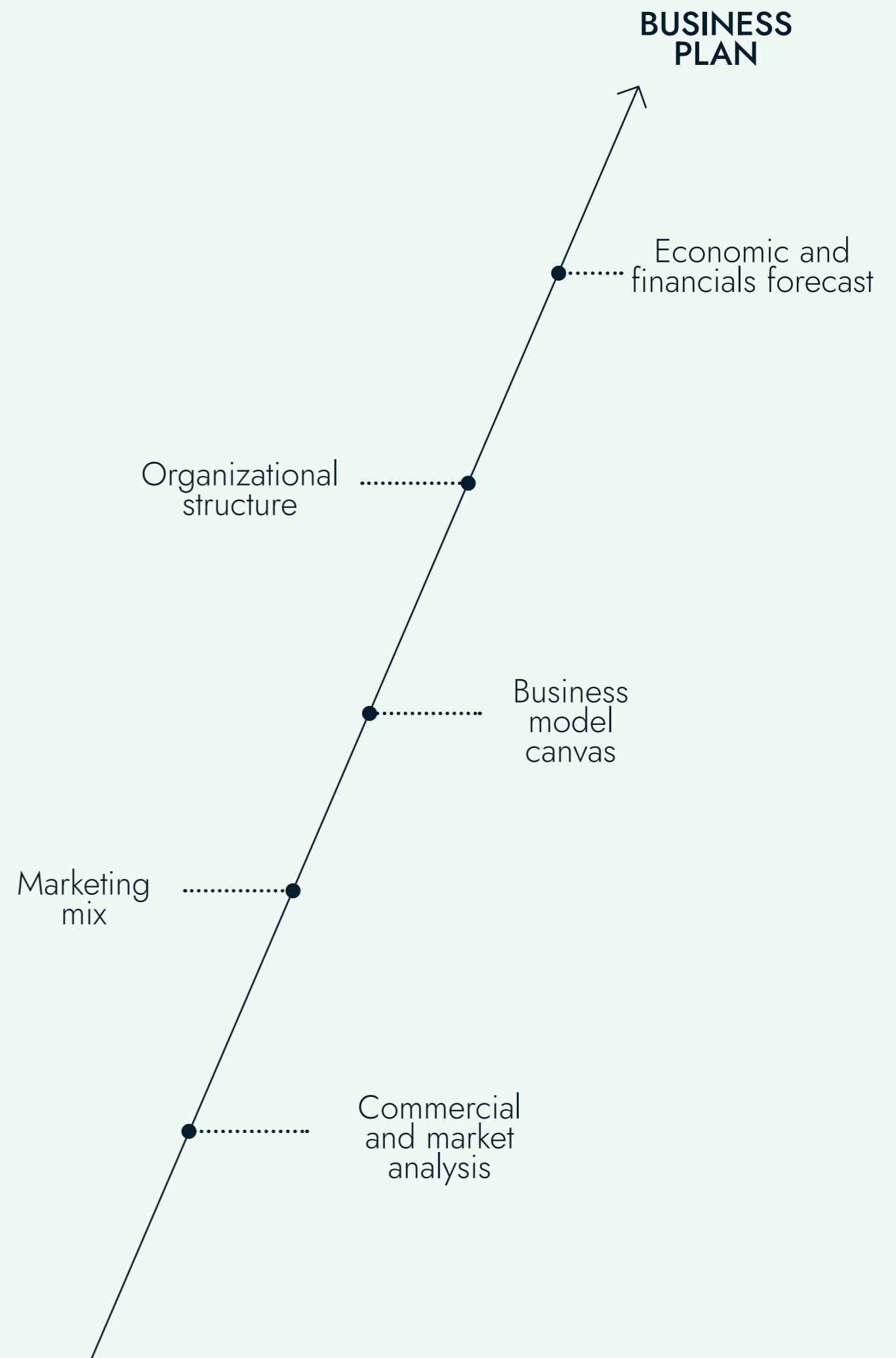
Cash management involves managing cash flows, overseeing financing lines, and forecasting future cash requirements through the preparation of customized cash budgets and providing support in financial decision-making process.

02

Services



Strategic Planning



STRATEGIC PLANNING

Commercial and market analysis

The aim of market analysis is to assess the potential opportunities of the business model presented by the company and its management team.

First, it is important to define the sector of interest using tools such as competitor analysis and end consumer analysis. Then, a market research is conducted, relying on the main market research institutions.

The quantitative definition of the market and its future trends is crucial for preparing the commercial and marketing plan. A thorough analysis of the competitive environment helps understand both the forces driving the market (Porter's Five Forces analysis) and the company's intrinsic characteristics (SWOT analysis of strengths and weaknesses).

Commercial analysis, on the other hand, involves defining the segmentation of the market previously identified. Its primary goal is to pinpoint the target segments where the company chooses to operate and/or expand its market. It also provides a clear understanding of all the stages in the value chain up to the end consumer.

STRATEGIC PLANNING

Marketing Mix

The concept of marketing mix identifies the marketing levers needed to satisfy consumers and achieve the company's market objectives.

Once the behaviour of the target customer persona in the market is understood, a marketing mix of strategies is defined to drive the desired commercial transactions.

The analysis of the marketing mix allows for a strategic focus on the market segments identified and quantified during the previous phase of commercial and market analysis:

PRICE ● 1

analysis of customer price elasticity and the strategic structure of pricing policies for the segment/distribution channel combination.

PRODUCT ● 2

strategic analysis of the best products or product families to target different market segments based on their maturity and level of innovation (Ansoff Matrix, BCG Matrix).

PLACEMENT ● 3

analysis and selection of the appropriate distribution channels for the market segments identified by the company, covering all the stages that deliver the product/service to the end consumer.

PROMOTION ● 4

defining communication policies for target market segments through institutional or direct communication with the target customer.

STRATEGIC PLANNING

Business model canvas and organizational structure

Defining the business model is a crucial step in strategic planning, which is developed in relation to the market and the company's operational capacity.

This is done through:

1 VALUE CHAIN ANALYSIS

it helps understand how the company operates, examining how its core functions coordinate to generate value and how support functions assist in achieving this goal.

2 SUPPLY CHAIN ANALYSIS

it helps define the strategic partners needed to produce and deliver the product/service required by the target customer. It identifies the cost of serving the customer and the distance from the company to the end consumer, determining trends in product/service consumption. In the sourcing of semi-finished goods/raw materials, it also includes the "make or buy" analysis, which involves the decision of whether to produce internally or purchase components of a product.

3 ORGANIZATIONAL ANALYSIS

it enables the revision or definition of the organizational structure suited to the business model to ensure it is implementable and sustainable in the long term. Defining a specific organizational structure allows the company to have the right people in the right roles, facilitating the creation of added value.



STRATEGIC PLANNING

Economic and financial forecast

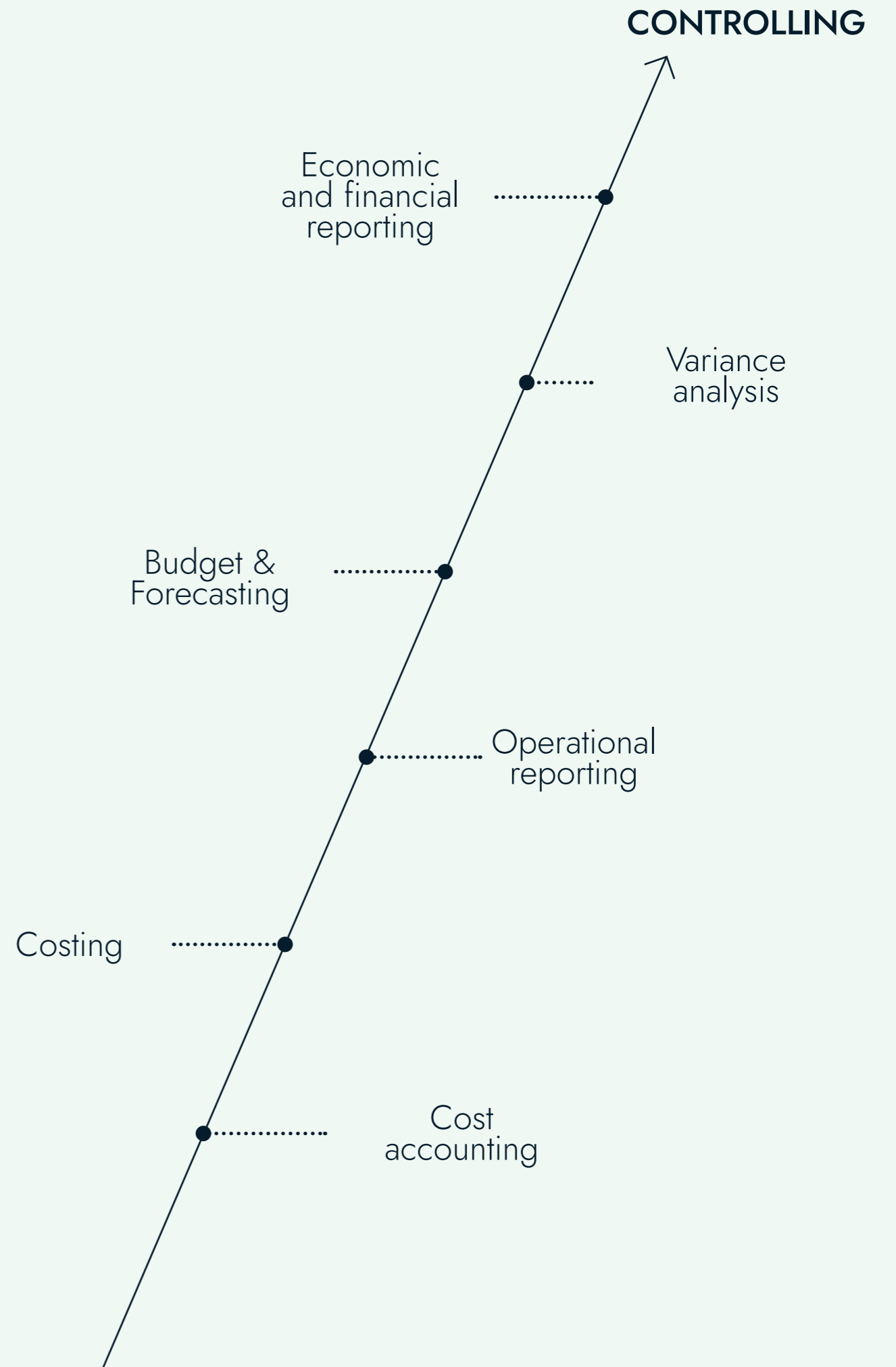
They are the ultimate tool of strategic planning and represent the key summary for assessing the future sustainability of the company's strategic targets.



They are typically developed for a time horizon of 3-5 years and consist of:

FORECAST INCOME STATEMENT	It starts with an assessment of existing historical data to build future development assumptions using a 'zero-based' logic, where company resources are allocated to the activities that provide the greatest added value.
SCENARIO ANALYSIS	Scenario analysis is used when there are significant uncertainties during the forecast period. It involves evaluating three scenarios – a base case, an optimistic case, and a pessimistic case – to determine how key assumptions underlying the plan, such as future revenue growth or material costs, affect results (EBITDA, cash flows).
BALANCE SHEET	It starts with an assessment of the historical data from the most recent fiscal year and incorporates the strategic assumptions of the plan. This provides a clear visualization of the company's financial position, allowing for an evaluation of its stability and solvency.
INVESTMENT SCHEDULE	It highlights the resources allocated to projects with multi-year utility, the purchase of new machinery, or operational equipment. This allows for an analysis of the business's modernization rate, as well as an evaluation of future growth opportunities and funding requirements.
CASH-FLOW STATEMENT	It involves analyzing the operating cash flows based on the developed statements to assess financial sustainability in the medium term and highlighting any short-term funding needs.
KPIs	It involves identifying and analyzing key performance indicators (KPIs) such as profitability, liquidity, or financial strength.

Controlling



CONTROLLING

Cost Accounting

Cost accounting is the foundation of all business activities aimed at management control, serving as the first step towards controlled management.

The goal is to provide the company's management with an accurate understanding of the business results generated by different areas and processes, in order to better evaluate their effectiveness, efficiency, and profitability with a focus on continuous improvement of operations and business profitability.

The key elements of cost accounting are:

●
BUSINESS UNITS

the different areas or divisions of the company, which can be represented by various product lines or services offered to the end customer;

●
COST CENTRES

the individual operational units within the company — such as departments, stores, or warehouses — serve as the basic tool for management control, offering more detailed insights compared to business units;

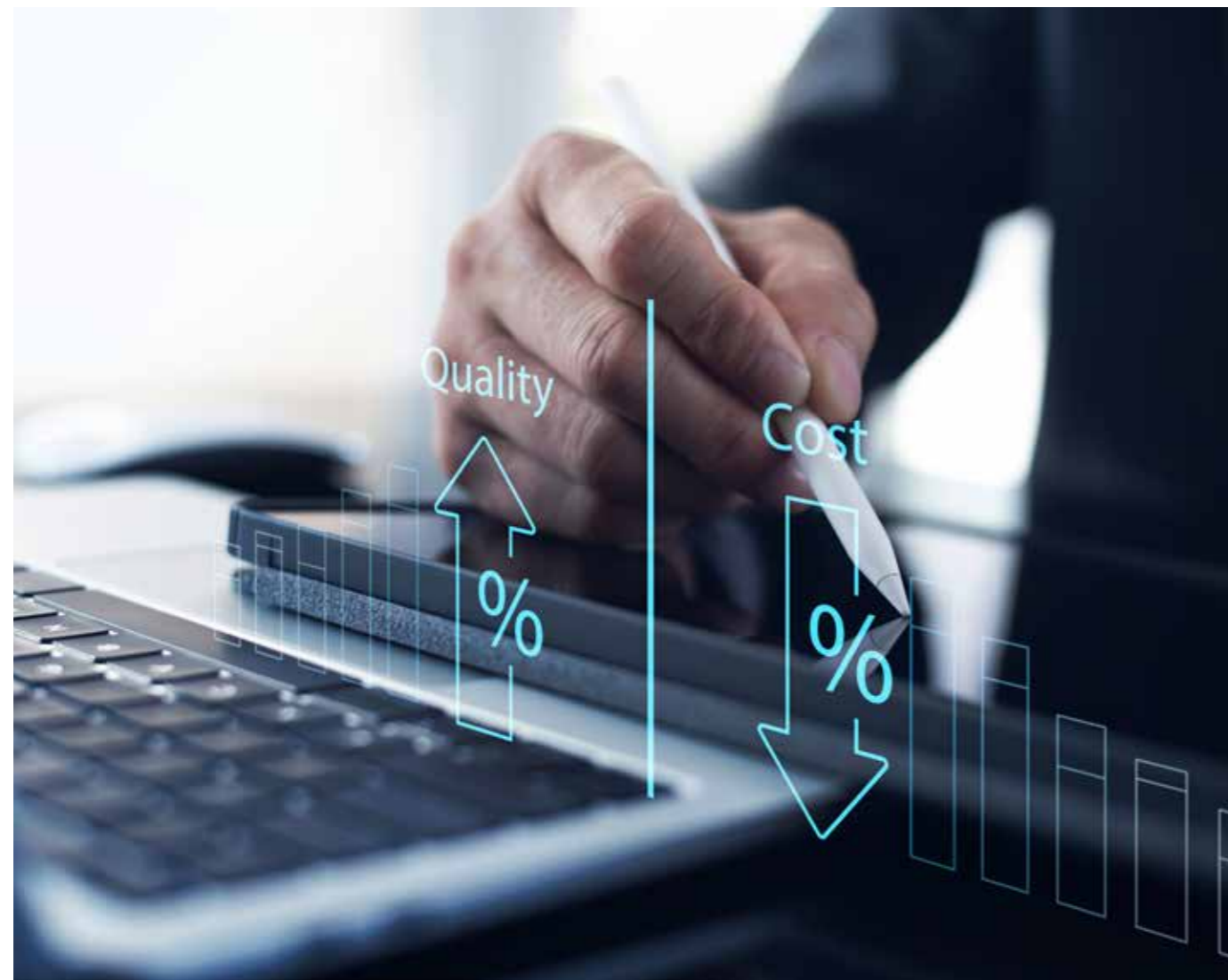
●
PROJECTS

an essential tool for monitoring the costs of specific activities, including for capitalization purposes. They are used to track the costs and revenues of business activities, such as the implementation of new management software, marketing events, or specialized work.

CONTROLLING

Costing

Costing allows for the accurate allocation of the real unit cost to each process, product, or service, including both variable and fixed direct costs. It is essential for calculating the gross margin of a product, enabling the company to make informed decisions based on the most profitable products (e.g., investments in new machinery, marketing, etc.).



Product costing

It measures the actual cost of a product by evaluating the costs for materials and processes. Variable direct costs are allocated to the product first, followed by fixed direct costs, which are allocated based on specific drivers.

It measures the cost of services, including both variable direct costs (such as labor hours or machine usage) and fixed direct costs (such as depreciation of indivisible assets, software). This approach is also essential for companies outside the industrial sector.

Service costing

CONTROLLING

Operational reporting

Operational reporting consists of reports and dashboards that analyze key performance indicators (KPIs) related to the company's production processes. In the initial phase, it can be built using widely-used software like Excel or Access, and later, for more complex reports, it can implement Business Intelligence systems such as PowerBI or QlickSense.

Operational reporting can be of two types:

- Industrial** it measures the KPIs of key production processes, focusing on costs, with the aim of identifying and monitoring operational efficiency and the proper use of company resources on a weekly or monthly basis;
- Commercial** it evaluates the efficiency of commercial, sales, and marketing activities tied to revenue generation, while tracking the effectiveness and costs of marketing and sales tools (e.g., average cost per lead, average number of leads generated per sales representative each month, etc.).

Both types of reporting can include general KPIs to measure business efficiency, such as the average number of daily tasks completed by each technical office employee or the number of weekly cases handled by each member of the commercial back-office team.



CONTROLLING

Budgeting & Forecasting

It is a fundamental pillar of controlled management, as clear, achievable, measurable, and shared goals are essential for tracking performance and holding key company leaders accountable. Budgeting helps the company create accurate estimates for the next year's financial results, while forecasting adjusts the current year's projections based on actual data and newly available information.

The budgeting process typically takes place during the final quarter of the calendar year to ensure maximum visibility for the upcoming year and to finalize and approve year-end financial results. The forecasting process, on the other hand, can occur quarterly or semi-annually, depending on the company's needs (for highly volatile markets, a more frequent schedule is advisable).

To deliver real value to the company's management, a good budget must be built on two key pillars:

Bottom-up budget

The initial budget proposal should be developed with input from all business functions (sales, marketing, production) to capture insights derived from day-to-day operations. This proposal is then reviewed with Management to align the budget with the company's strategies and key objectives.

This approach means not taking anything for granted and not assuming that certain costs will carry over to the next year simply because they have always been there. It encourages challenging the current business model and finding alternative, more efficient solutions.

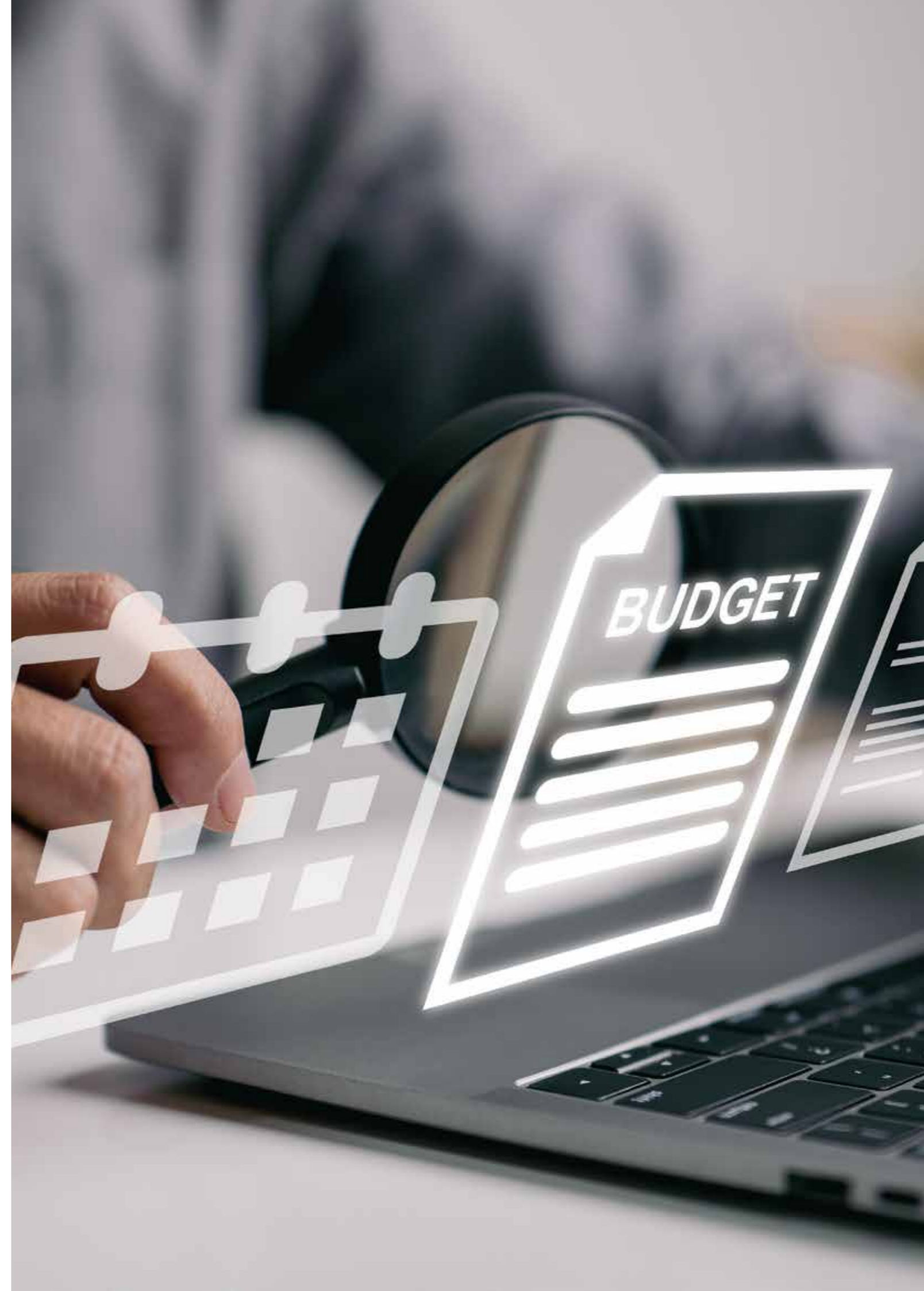
Zero-based budget

CONTROLLING

Variance analysis

Variance analysis involves periodic reports, usually monthly, that measure any economic and/or volume discrepancies between the actual performance data for the current year and the initial forecasts.

It is a crucial tool for providing management with insight into the company's performance compared to the budgeted figures from the previous year. It also helps identify areas of concern, potential improvements, or opportunities for efficiency recovery.



CONTROLLING

Economic and financial reporting

Economic and financial reporting is the final step in the controlled management process and, alongside operational reporting, it provides a clear overview of the company's performance and highlights the key trends.



Its main elements are:

1. INCOME STATEMENT REPORT

it shows the company's income statement in a reclassified format (e.g., cost of goods sold), comparing the current results with the previous year's and the expected outcomes.

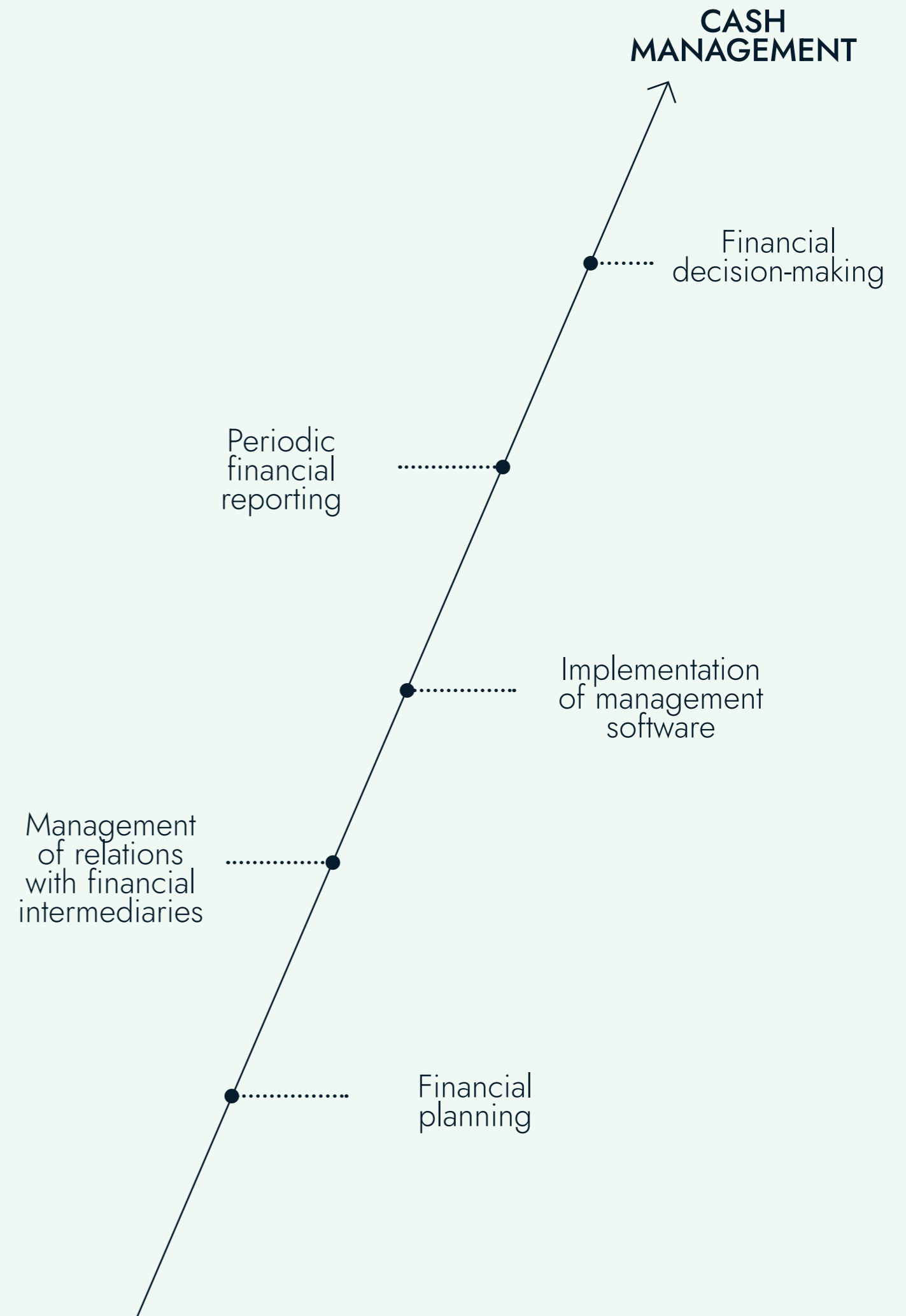
2. BALANCE SHEET REPORT

it shows the balance sheet in a reclassified format (e.g., according to the financial criteria), allowing an assessment of the company's financial stability and creditworthiness.

3. CASH-FLOW REPORT

it shows the cash flow in a reclassified format (e.g., operational cash flow), showing the cash generated during the period from the company's various activities.

Cash Management

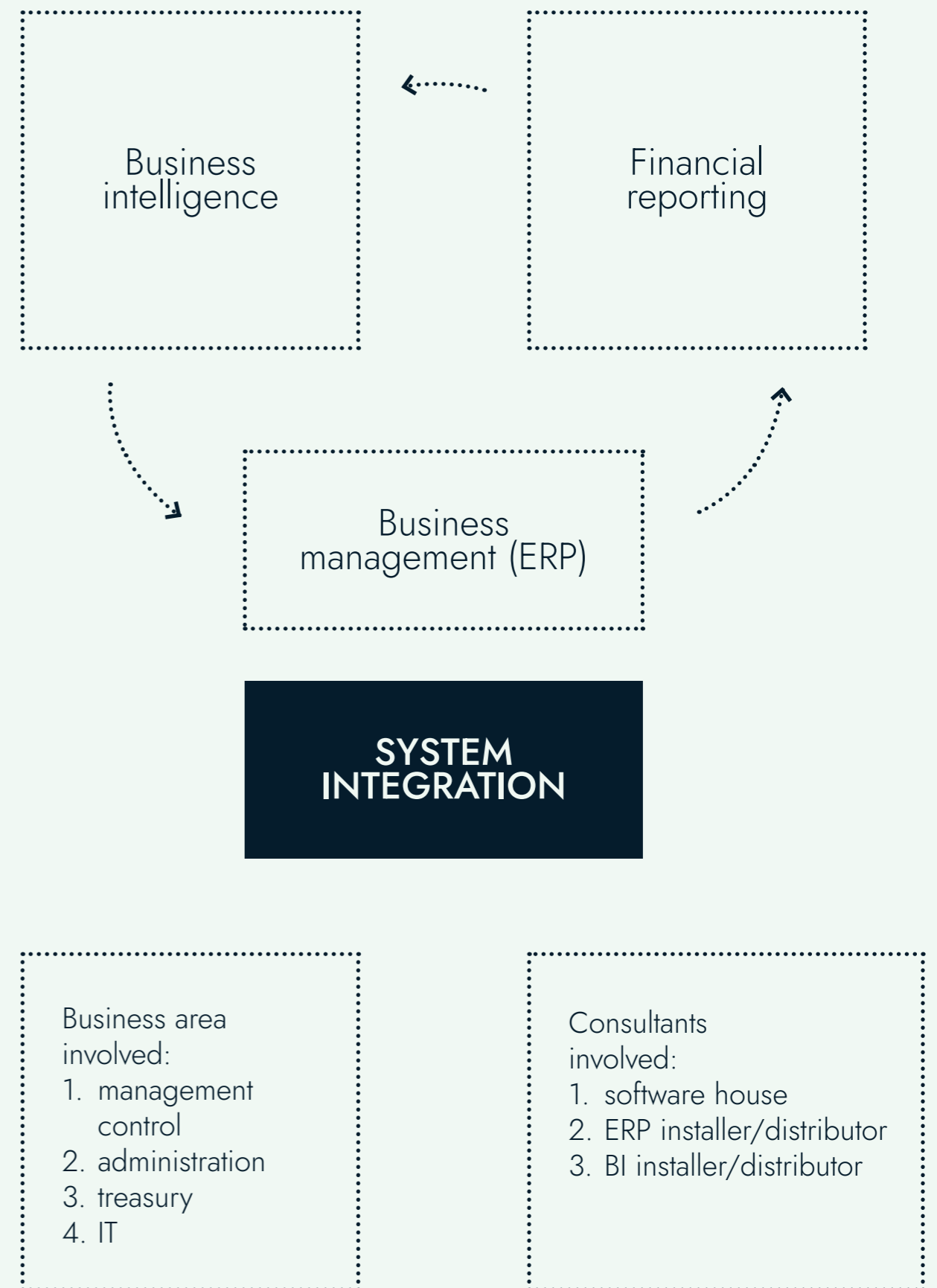


Cash management aims to establish processes, develop analytical tools, and provide the know-how needed to support the client's business growth, ensuring a strong and well-managed financial position.

Cash management is structured in several elements:



System Integration





The system integration service helps companies effectively implement new management software and/or Business Intelligence solutions with the support of a consultant who acts as a liaison between the software installers and the company's administration, finance, and control departments. Integrating management systems is key to measuring results and achieving goals. However, to build an advanced and modern management control system, it is crucial to have access to meaningful and accurate data.

Cultural differences between the IT and financial worlds are often significant. Enterprise Resource Planning (ERP) systems are frequently used in an uncoordinated manner with other software, and their implementation often overlooks the crucial aspect of measuring key performance indicators (KPIs).

We act as coordinators and facilitators for complex activities, such as those related to the installation and use of new software.

Our activities are made up of two key components:

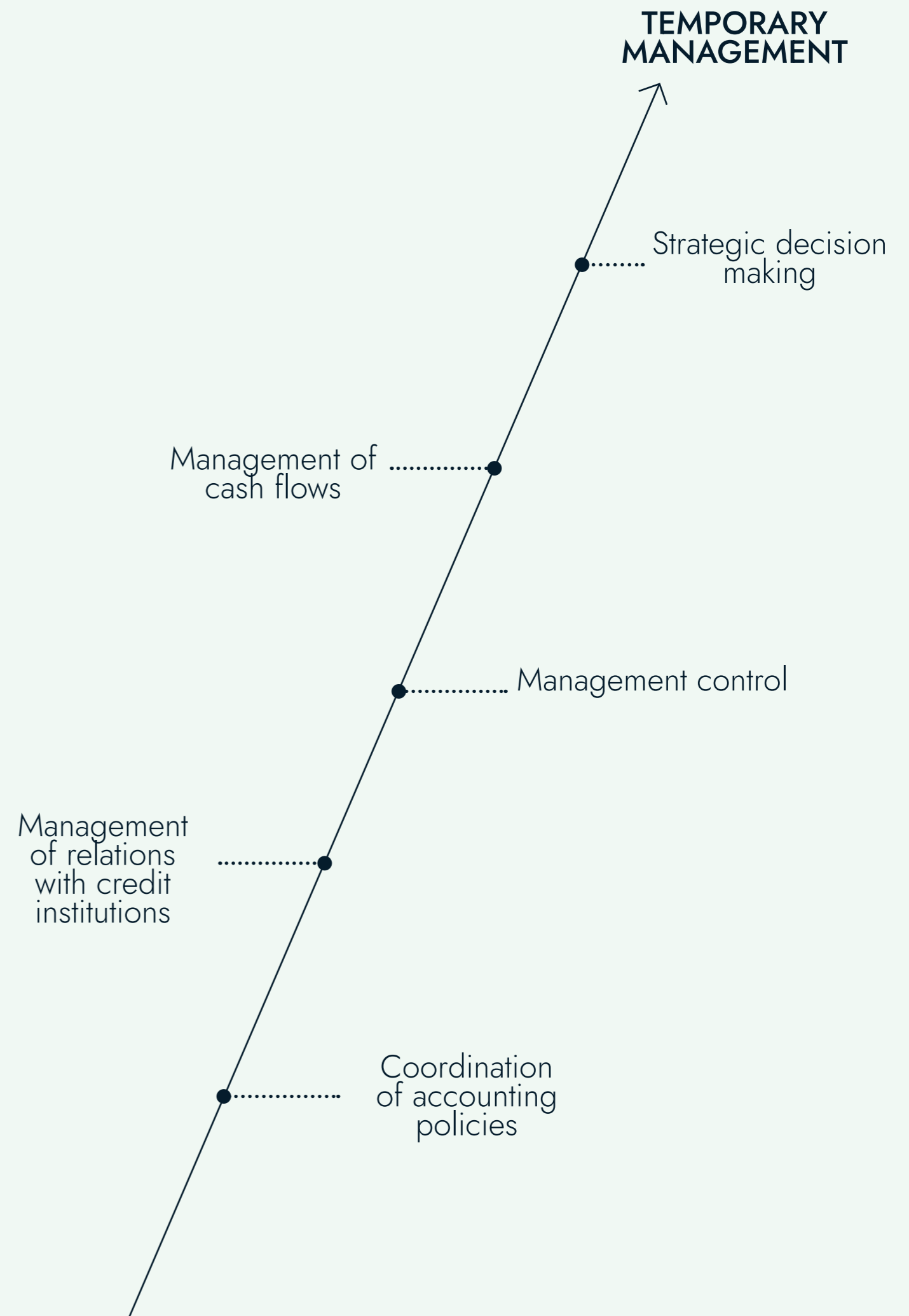
BUSINESS PROCESS ANALYSIS

analysis of the client's processes, identifying their measurement needs and data understanding requirements.

PROJECT MANAGEMENT

coordinating the client's internal resources within the AFC (Administration, Finance/Treasury, Management Control) department and external consultants (software houses, ERP installers/distributors, BI installers/distributors).

Temporary Management



TEMPORARY MANAGEMENT ALLOWS FOR THE EFFICIENT HANDLING OF ADMINISTRATIVE WORKFLOWS, THE DEVELOPMENT OF ADVANCED PROCESSES, THE FORECASTING OF FUTURE BUSINESS TRENDS, AND STRATEGIC DECISION-MAKING SUPPORT FOR THE MANAGEMENT TEAM.

It takes shape into several activities:

Coordination of accounting policies

Management and optimization of accounting and financial reporting policies, as well as coordination with external auditors when applicable

Management control

Design and implementation of cost accounting systems, operational and financial reporting, development of financial forecasts and variance analysis

Management of relations with credit institutions

Managing relations with credit institutions, overseeing the risk management system, and assessing opportunities for refinancing

Management of cash flows

Coordination of outgoing cash flows in line with projected and actual incoming flows, management of resources, and proposal of repayment plans

Strategic decision-making

Support to the company's management team in the decision-making process.



03

Case
studies



RMD Industries



COMPANY
**RMD Industries
Pty Ltd**

SECTOR
**Production of blades for
sugarcane harvesting
and grass maintenance
(Pratco division)**

**Production of materials
for gates and railings
(Downee division)**

**Distribution of home
and gate automation
systems (Downee
division)**

TURNOVER
50-100 million

SIZE
100+ employees

LOCATION
Melbourne (Australia)

PERIOD
2022-23

THE COMPANY

RMD Industries is an Australian company that manages several industrial brands, founded over 30 years ago by families who decided to pool capital and knowledge to acquire, manage, and grow various Australian companies. The portfolio consists of two divisions: Downee and Pratco. Operational efficiency and supply chain excellence are key for RMD, along with the continuous innovation of processes and products.

AFFILIATED COMPANIES

Downee is one of the largest and most reliable suppliers of gate and fencing products and accessories in Australia and New Zealand.

Pratco is a leading global manufacturer and supplier of blades for grass cutting and sugarcane harvesting.

Holler is the largest European producer of innovative gate systems, based in Austria.

OUR WORK

Sales budget based on volume and price drivers

Sales budget per individual area manager

Automation of consolidated sales budget database for each area manager

Cost of Goods Sold budget by product

Industrial margin budget by product, customer, and area manager

Analytical dashboard for variance analysis between budget, forecast, and actual results by product, customer, and area manager

Wall&decò®

COMPANY
Wall&decò S.r.l.

SECTOR
Wallpaper production

TURNOVER
5-10 million

SIZE
25-50 employees

LOCATION
**Savio di Cervia (RA)
Italy**

PERIOD
2022-24

THE COMPANY

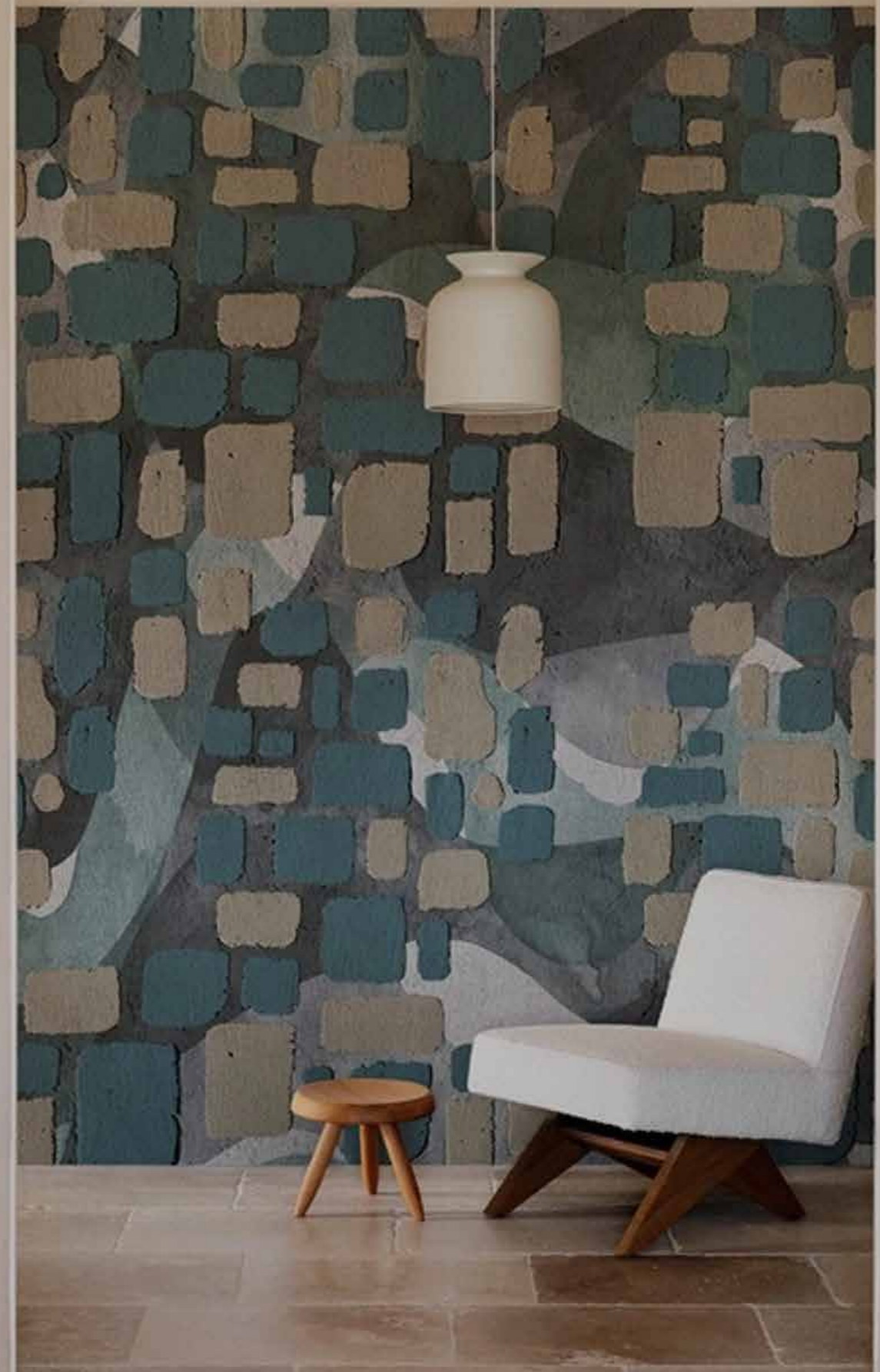
Wall&decò was born from a creative vision where wallpaper becomes the focal point of contemporary living. Its business is based on aesthetics, research, and innovation, as well as offering personalized design services. Since 2018, the company has been fully controlled by Embellence Group, a multinational company listed in Sweden.

AFFILIATED COMPANIES

Embellence Group acquires, owns, and develops strong brands in the wallpaper, fabric, carpet, and interior decoration sectors. Over the past ten years, it has successfully expanded internationally, achieving a leading position in Sweden, Norway, Italy, and the United Kingdom.

OUR WORK

- Fast closing procedures and management closing
- Development of a cost center system and cost accounting
- Creation of a monthly economic and commercial performance analysis report
- Implementation of an operational analytical dashboard
- Quarterly bottom-up budgeting and forecasting process
- Standard cost calculation for products and variance analysis
- Analytical support in make-or-buy decision processes
- Establishment of new accounting guidelines



P448®

COMPANY
P448 S.r.l.

SECTOR
**Manufacturing and
direct marketing of
sneakers**

TURNOVER
25-50 million

SIZE
50-100 employees

LOCATION
**New York City (USA)
Forlì (ITALY)**

PERIOD
2023-24

THE COMPANY

P448 is a creative project that combines technical innovation with Italian craftsmanship: each sneaker is the result of a process that blends boldness and awareness, characterized by quality, durability, and style. The choice of materials, ranging from genuine leather to vegan alternatives, reflects P448's commitment to sustainability and the environment. The company is controlled by StreetTrend LLC, based in New York, a special purpose vehicle company of HILCO Brands, part of the HILCO Global group.

AFFILIATED COMPANIES

StreetTrend is a global aggregator of emerging fashion brands, with a specific emphasis on the footwear industry.
Hilco Global is a multinational holding company specializing in asset valuation, consulting, and capital monetization services. It operates over twenty businesses across five continents and is listed on NASDAQ.

OUR WORK

- Coordination and management of financial resources
- Consolidated weekly cash flow forecast report
- Direct management of credit institutions and key suppliers
- Consolidated bottom-up quarterly budgeting and forecasting
- Creation of a monthly economic and commercial analysis report
- Development of business plans for new projects and joint ventures
- Support in credit collection processes and strategies



OIKOS

COMPANY
Oikos S.P.A.

SECTOR
**Ecological paints
production**

TURNOVER
25-50 million

SIZE
100+ employees

LOCATION
**Gatteo a Mare (FC)
Italy**

PERIOD
2023-24

THE COMPANY

Established in 1984, Oikos Group is a European leader in the production of 100% natural ecological paints. Operating globally across four continents, it offers products that combine wellbeing and environmental sustainability with creativity, research, innovation, and superior material quality.

BRANDS

Novalis is an eco-friendly enamel for all surfaces, made with water and pigments free from harmful or toxic elements.

DecoPaint is the first washable eco-friendly wall paint that protects against bacteria, designed to minimize indoor pollution.

Ecofacade is a line of high-performance, eco-friendly, and innovative solutions designed to extend the life and enhance the exterior of buildings.

OUR WORK

Review of treasury procedures, including collection and payment terms

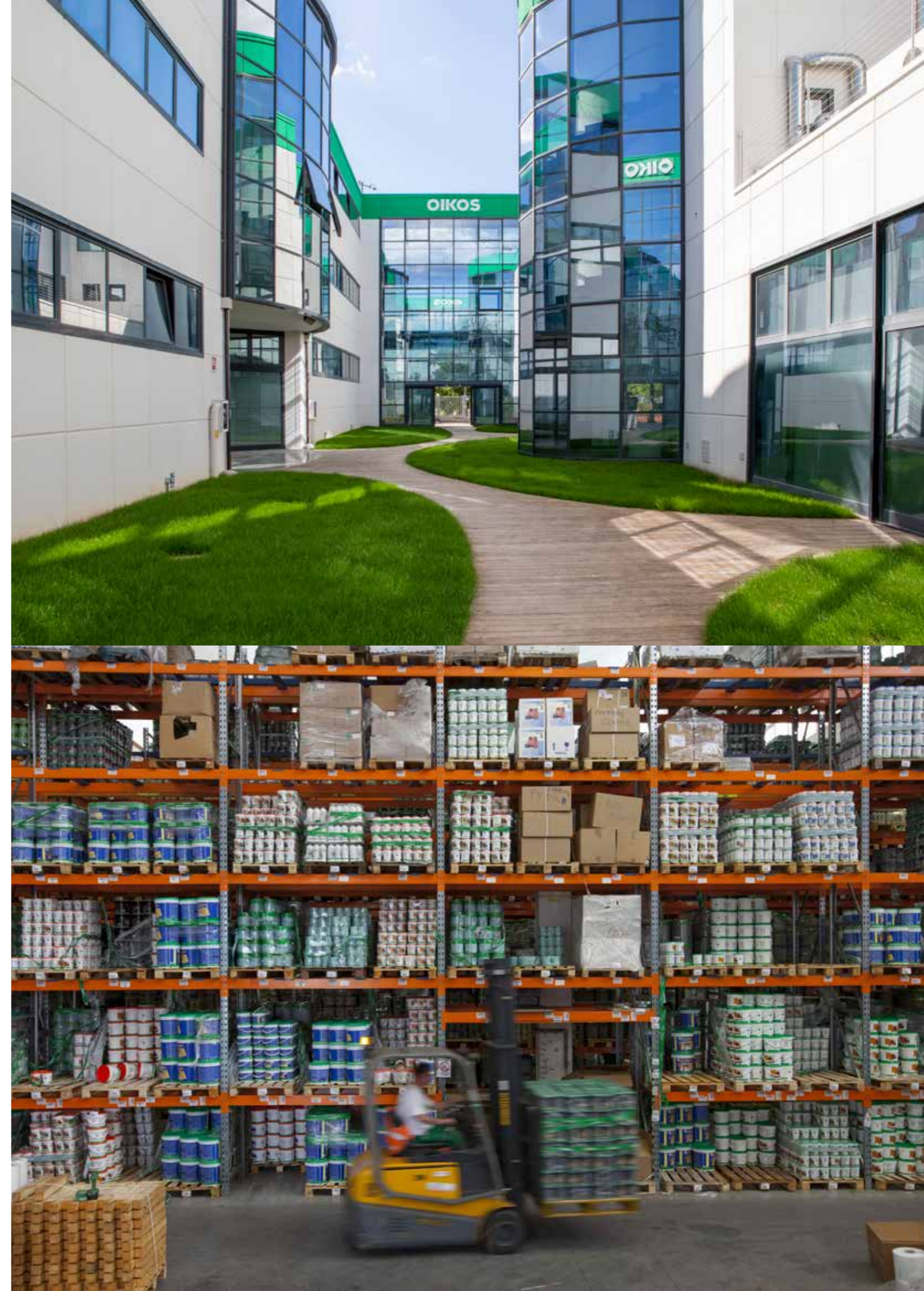
Optimization and expansion of available credit lines

Support in improving the use of cash flow management software (DocFinance)

Creation of periodic financial reports for performance analysis

Development of financial planning processes

Periodic reporting on cash management performance and variance analysis



MIMANERA®

italian custom shoes

COMPANY
Mimanera S.r.l.

SECTOR
**Costumization,
manufacturing and
direct selling of sneakers**

TURNOVER
1-5 million

SIZE
25-50 employees

LOCATION
**Cattolica (RN)
Italy**

PERIOD
2022-24

THE COMPANY

Mimanera Srl is a Made-in-Italy brand founded in 2016, driven by a desire to combine craftsmanship and innovation, with a focus on customization. The company operates in Italy with six flagship stores and is also active in the global market through its e-commerce platform.

AFFILIATED COMPANIES

Mimanera International is fully controlled by Mimanera Srl. It operates internationally, with a specific focus on the Middle East, through an e-commerce platform and a flagship store at the Mall of Emirates in Dubai.

OUR WORK

- Drafting of the business plan/industrial plan
- Creation of a periodic cash flow forecast report
- Definition of a monthly management closing process
- Implementation of a cost accounting system
- Creation of a bottom-up budget
- Implementation of economic and financial reporting
- Implementation of commercial reporting using BI software
- Strategic support for the development of the Dubai branch





COMPANY
MGS S.r.l.

SECTOR
**Residential construction
company**

TURNOVER
1-5 million

SIZE
10-25 employees

LOCATION
**Forlì (FC)
Italy**

PERIOD
2023-24

THE COMPANY

MGS Srl is a construction company specializing in the residential sector, with a focus on high-performance energy-efficient prefabricated buildings.

OUR WORK

Preparation of reporting and forecasting to track the progress of company projects.

Identification of cost allocation drivers for direct costs per project.

Coordination of internal resources and selection of external IT consultants to implement new standardized document procedures.

Management of the company's AFC department.

Development of analytical dashboards to assess overall company performance.

Analysis and preparation of specific business plans for real estate development projects.

Support to management in strategic decision-making activities.





COMPANY
2012 Servizi S.r.l.

SECTOR
**Direct and third-party
management of
establishments in the
Ho.Re.Ca. sector**

TURNOVER
5-10 million

SIZE
100+ employees

LOCATION
**Cesenatico (FC)
Italy**

PERIOD
2023-24

THE COMPANY

2012 Servizi Srl was established as a company specializing in the management of tourism/hotel facilities and catering services. Today, the company directly manages 11 establishments in the coastal area of Emilia-Romagna, including beach resorts, hotels, restaurants, bars, and supermarkets, employing over 180 staff during peak seasonal periods.

OUR WORK

- Development of new documentation procedures
- Mapping of the value chain and production flows, divided by facility
- Creation of a chart of accounts specific to the management of the facilities
- Implementation of cost and revenue centers for each facility
- Development of an analytical accounting system
- Identification of drivers for the allocation of direct and indirect costs
- Implementation of the new ERP system (AdHoc Revolution Web)
- Definition of a monthly budgeting and forecasting process
- Creation of a process for monthly variance analysis
- Preparation of monthly economic and financial analysis reports
- Support to the CEO in strategic business decisions



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