



Welcome to the Q2 2018 issue of our newsletter.

We are pleased to share with you our latest issue of our quarterly newsletter, keeping you up to date with all the latest news from Crowe Horwath.

Last month we concluded our first Pinnacle Programme – a leadership seminar series aimed at supporting ambitious business owners. Over eight interactive sessions we welcomed some of Ireland’s leading Irish business owners as guest speakers who shared their knowledge and personal insight across a range of topics and issues facing Irish entrepreneurs.

We are delighted to welcome Maeve Corr to the team as Head of Private Client Services. Maeve brings a wealth of experience to the firm and her expertise will be an invaluable benefit to our clients as they seek advice on various aspects of their family’s financial affairs and personal goals.

The firm hosted the recent 2018 EMEA Regional Conference for the network. Over three days, we welcomed 140 of our international colleagues for a mix of specialist presentations, network strategy and keynote speakers on trends affecting our industry.

Over the last year we have seen record growth in our consulting department. Our work for the Policing Authority on Garda breath tests and wrongful prosecutions received much prominence in November, and we continue to do significant work in healthcare, government, higher education and the not-for-profit sector.

If you would like further information on any of the topics covered in this newsletter, please do not hesitate to [contact me](#) or your regular contact within the firm.

Shane McQuillan, Partner, Consulting

Spotlight on Private Client Services

As we continue to expand the firm’s client offerings, Maeve Corr’s appointment as head of private client services will ensure our clients apply a strategic approach to their personal finances. Maeve brings a wealth of experience to the firm in taxation, financial planning, debt structuring, retirement strategies, family governance and succession planning, helping our clients manage their financial assets so they can fulfil their personal and financial goals.

Many of our clients are time poor and busy focusing on managing their business interests. Often there are complex financial interests which involve family members and span a range of assets, often across jurisdictions, that require careful planning and management. We provide a single point of contact where all personal and family interests are overseen and proactively managed by our experienced advisors.

Our partner-led approach helps identify and properly address any hidden opportunities and risks with your personal or family affairs, which might have been missed by working with multiple advisors. [Find out more.](#)





Partner profile – Gerard O'Reilly

Gerry talks about how his family background has shaped his approach to working with colleagues and clients. A keen student with an interest in history and engineering, Gerry has always had an innate curiosity for finding out how companies and people tick and believes very much that our past plays a part in shaping our future. A key mentor in Gerry's career was former business partner David Manley with whom he set up the Newmarket Partnership before joining Crowe Horwath in 2014. Gerry talks about how that chance meeting has shaped his career and how he now brings all of his experience and insight into mentoring the next generation of business owners through his Business Value Builder Programme. [Read more.](#)

Concluding our inaugural Pinnacle Leadership Programme

Last month we concluded our successful leadership series of interactive events for SME business owners. Over the course of six months we hosted eight roundtable seminars for business owners to learn from prominent business leaders as well as share insights and experience in a peer-to-peer learning forum.

For the spring sessions we were delighted to have welcomed John Moore, Founder and CEO of 3D4Medical; Patrick Kennedy, ex CEO of Paddy Power; Michael Holland, CEO of Ampleforth Group and Gary Lavin founder of VitHit drinks company.

The programme, run in conjunction with the Dublin Chamber, proved extremely popular. It covered a range of important topics for owner-managed businesses in which Crowe Horwath actively advise clients. These included: how to scale and grow your business internationally, funding strategies for SMEs, how to build lasting business value as well as advice on how to buy and sell businesses.

[Download speaker presentations.](#)



4 key business value destroyers.

Our Business Value Builder Programme is focussed on how to build lasting company value for our clients. But in building lasting value in your company, you can often ignore those aspects which do not add value and more importantly situations where value is lost or destroyed in a business. Some of these are unique to particular businesses but there are also some common themes that come up again and again.

These value killers, as we call them, can lead to late price adjustments by buyers or a cancellation altogether of a sale process. When we work with business owners we look at how we can help you avoid these common pitfalls that end up destroying business value.

- **Value killer #1** – Poor cashflow management
- **Value killer #2** – Being a hunter business
- **Value killer #3** – Over-reliance on a key customer, supplier or employee
- **Value killer #4** – Over-dependence on the owner

[Read the full article.](#)



Considerations for SMEs raising finance

We meet many business owners who are frustrated with the funding process, particularly in terms of credit availability and the loan approval procedure itself.

In this article we have examined four critical factors to consider for SMEs seeking funding and how ultimately they need to try to view the process from the financier's perspective.

- 1. Track record.** Borrowers need to recognise their strengths, celebrate key successes and articulate their competitive advantage.
- 2. The project.** The funding requirement should be aligned with the fundamentals of the debt you wish to source.
- 3. Cashflows.** A loan application will be judged on the ability to generate free cashflow to service loan repayments as well as the business's overall gearing or leverage.
- 4. The security.** The liquidity and collateral cover available to a lender will influence their assessment and/or the debt yield.

If you require assistance raising finance, or are looking to refinance existing debt, contact our [corporate finance team](#).

[Read the full article.](#)



News Roundup

Quick links to a range of recent news stories and web posts



[Brexite strategies to deal with border controls](#)



[Seven steps to preparing for a Revenue audit](#)



[Share-based remuneration schemes – which is best?](#)



[Ten tips to take control of your personal finances](#)

Firm Updates



Business Value Builder videos

Over the last few months corporate finance partner, Gerard O'Reilly has been filming a series of short videos about his Business Value Builder Programme. These snippets can be seen on our [YouTube channel](#) and give clients an insight into the aspects that Gerry's programme covers.



Hosting 2018 EMEA Regional Conference

The firm was delighted to host the 2018 EMEA regional conference for the network – the first time it has been held in Ireland. The event took place in mid-May at the InterContinental in Ballsbridge and was a great success with over 140 international colleagues attending. [Read more and see images and videos of the conference highlights.](#)

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