



**BENCHMARK**

Mechanical Systems  
To Whom It May Concern:

This is to place on record my appreciation for the consulting and mentoring services of Roy Sequeira. After helping us clarify our objectives and create strategies to achieve them, he helped us implement them. Roy was always willing to break "out of the box" in getting things done.

Here are a few highlights of his work with us:

- Roy reorganized our management structure, creating functional divisions with managers in charge of each business area. During the transition, Roy worked with individual managers to mentor and guide them into their new roles. This structure and management mindset allowed me to focus on long term growth and enabled us to double revenues within 12 months.
- Roy created processes and a spreadsheet-based tool to monitor and manage cash. The spreadsheet showed us our cash position clearly by week over the next 13 weeks. This helped us to avoid out-of-cash situations. He also initiated a weekly management review meeting that ensured vendors and others factors critical to smooth operations were fully operational and engaged. One outstanding result was that within 4 months we brought accounts receivable over 90 days from \$1.9 million down to \$300,000 while ensuring a smooth flow of materiel to our employees and work sites.
- To ensure we were competitive while meeting our profit objectives, Roy analyzed our cost structure and created a spreadsheet-based model to determine breakeven levels and hourly labor costs. The model allowed us to quickly and easily update data as the situation changed over time, so that we always knew our cost structure.
- In the Human Relations area, Roy created a set of job descriptions for each position within the company. These job descriptions included an easy-to-use means of rating each employee. In reviewing and updating our Employee Handbook, Roy researched and re-wrote sections on vacations and overtime in time for a company-wide kickoff meeting.

In summary, I recommend Roy without hesitation to any company or organization that needs similar services. I am happy and willing to provide additional information about this noteworthy individual.

Sincerely,

Jeffrey Harding  
President