Dawgen GLOBAL

SERVICE BROCHURE · GROWTH & RECOVERY

The Dawgen RECOVER™ Framework

Rescue and grow a Caribbean business from the inside: seven stages, tools the business keeps, and owners in control of every decision.



Dawgen Global illustration

01 · THE BUSINESS ISSUE

Profit is real. Cash is not.

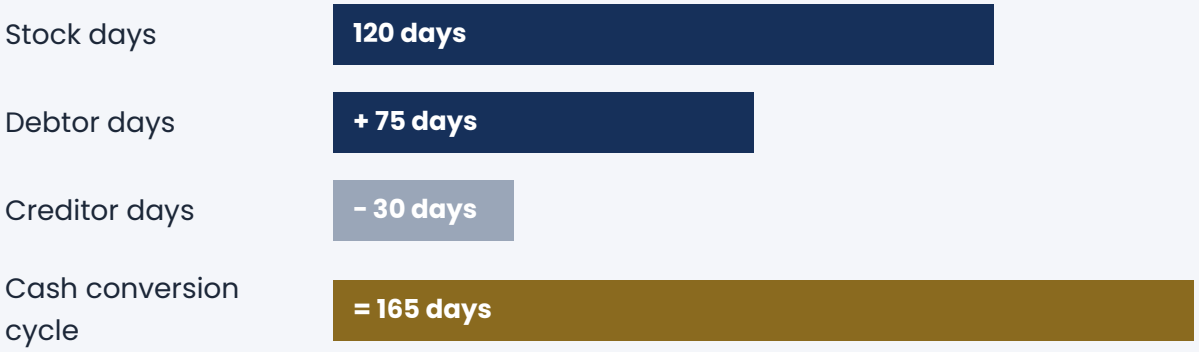
Most Caribbean businesses that run into trouble are not failing businesses. They have loyal customers, a respected name and a product people want. What they lack is cash at the right time, and a structure that fits how they trade.

They grew on short-term money. They bought land and vehicles with operating cash. They hold months of stock because shipping is slow, and wait months to be paid by their biggest customers. Over time, statutory payments became a quiet line of credit.

The good news is that each of those problems can be fixed from inside the business, with the right tools used in the right order. That is what The Dawgen RECOVER™ Framework does.

BUSY, PROFITABLE AND OUT OF CASH

A business that pays suppliers in 30 days, holds stock for 120 and waits 75 days to be paid funds 165 days of its own trading.



Illustrative figures. In a business like this, growth is not the relief. Growth is the pressure.

02 · RECOGNISE EARLY

Twenty-four warning signs, and a grade that tells you how fast to act

Distress shows up in the numbers long before the owner names it. RECOVER™ watches 24 Early Warning Indicators across four lenses. A few examples:

Liquidity

Under four weeks of cash

Nobody forecasts cash beyond the current month

Solvency

Short-term money funding long-term assets

Owner drawings exceed profit after tax

Statutory

Staff deductions held back

Tax filings or payments falling behind

Behavioural

One customer is more than 30% of sales

Management accounts late or missing

The RECOVER™ grade

GRADE	RED FLAGS	WHAT IT MEANS	WHAT TO DO
1 Watch	1 to 4	Profitable but strained	**Fix working capital now, while it is cheap**
2 Strain	5 to 9	Pressure is visible to outsiders	**Start a structured recovery**
3 Distress	10 or more	Short of cash to meet obligations as they fall due	**Take control of cash within 14 days**
4 Crisis	Under four weeks of cash	Close to the line	**Act this week, with experienced support**

Three indicators are critical on their own: under four weeks of cash, staff deductions held back for more than 90 days, and a demand already received. Any one of them means Grade 3 or worse.

Seven stages. Each one says what, and how.

Every stage ends with a decision the owners sign off before the next one begins. Many Caribbean businesses do not have an active board, so the owners stay in control throughout.

	STAGE	WHAT IT ACHIEVES	HOW
R	Recognise	A clear, graded picture of the business's health	24 Early Warning Indicators and a four-level grade
E	Engage and Stabilise	Control of every dollar within 14 days	One Cash Controller, single payment approval, a payment priority ladder
C	Cash and Working Capital	Cash released from inside the business	The 13-week cash flow and the Working Capital Release Plan
O	Operational Diagnosis	A clear, profitable core	Contribution Map, cost reset, pricing reset
V	Viability and Route	A plan the numbers can support	Independent Business Review and four viability tests
E	Execute	Changes delivered and locked in	A 100-day plan, the Funding Match, a governance reset
R	Renew and Grow	Funded, disciplined growth	Matched capital, distribution rules, the Recovery Score

A rescue built on tools, not on promises

13-week cash flow

Every dollar in and out, and the lowest point before it arrives.

Cash conversion cycle

How many days of trading the business funds from its own pocket.

Working Capital Release Plan

Faster collections, leaner stock and better supplier terms, turned into owned, dated actions.

Contribution Map

Which products, branches and customers really earn money.

Funding Match

Every asset funded by money that lasts as long as the asset does.

Recovery Score

Progress out of 100, so the owners know when the business is ready to grow.

THE RECOVERY SCORE

One number out of 100, across ten dimensions

Cash runway	Forecasting	Cash conversion cycle	Funding match	Debt service
Statutory compliance	Core profitability	Management information	Governance	Resilience

70 Exit the programme, with two clean quarters of tax compliance and funding matched to assets

85 Ready for growth capital

Two ways in, one standard of work

START HERE

RECOVER™ Diagnostic

Confidential · two to three weeks

- **Your grade** on the four-level RECOVER™ scale
- **Your Recovery Score** out of 100, across ten dimensions
- **A first 13-week cash flow** showing the lowest point and when it arrives
- **A clear first step** and the stages the business needs

FULL PROGRAMME

RECOVER™ Programme

The seven stages, delivered with you

- **Working Capital Release Plan** with owners and dates
- **Contribution Map** and cost and pricing resets
- **Independent Business Review** tested against four viability tests
- **100-day plan and Funding Match** with a governance reset
- **Quarterly monitoring** for at least a year after exit

Why recoveries succeed

1 Early recognition	2 One point of cash control	3 Decisions on weekly facts
4 A self-funded rescue	5 A focused, profitable core	6 Structure and habits that last

Every engagement is priced to the business's circumstances through its engagement letter and agreed deliverables. Where a matter needs legal advice, we work with our panel of attorneys.

A family distributor that funded its own rescue

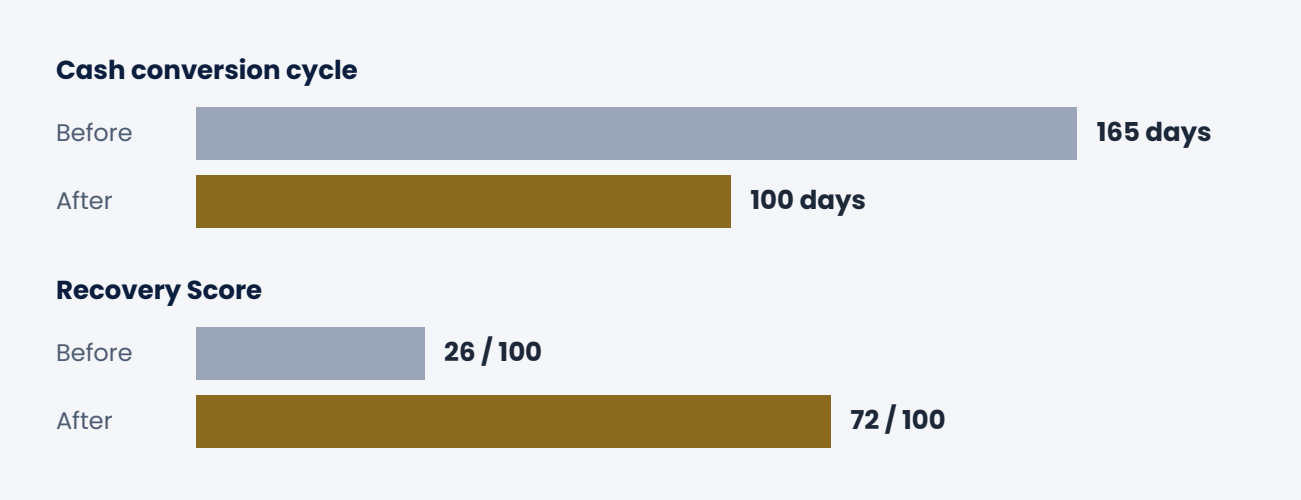
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THE SITUATION

A family distributor with sales of about JMD 600 million. Profitable on paper, short of cash every month, with stock slow to turn and its largest customers slow to pay.

WHAT CHANGED

One point of cash control, a 13-week cash flow reviewed every week, a Working Capital Release Plan, and a clear view from the Contribution Map of which lines earned money.



JMD 87m released from inside the business, without a new loan, over twelve months.

TAKE THE FIRST STEP, IN CONFIDENCE

Book a confidential RECOVER™ Diagnostic.

In two to three weeks you will know your grade, your Recovery Score, your first 13-week cash flow and your first step, without anyone outside your business needing to know.

NOT READY TO TALK?

Request the RECOVER™ Recovery Score questionnaire: 30 questions, about 45 minutes.

SCORE YOURSELF TONIGHT

Request the RECOVER™ Early Warning checklist. Five or more red flags? Talk to us this week.

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WEBSITE

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Every territory has its own desk: write to territory@dawgen.com, or info@dawgen.global for Jamaica. We serve 35 territories across the Caribbean and the Americas from our headquarters at Dawgen Towers, Kingston.

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