



CCSA

CREDIT & COLLECTION  
SYMPOSIUM OF THE AMERICAS

**Cross-Border Business  
in the Americas**

Wednesday, October 29

8:00am – 9:15pm

**CCSA**  
MIAMI 2008

**CREDIT & COLLECTION  
SYMPOSIUM OF THE AMERICAS**



# *Introductions*

## **Mike Ginsberg, President & CEO Kaulkin Ginsberg**



- Leads a premier advisory team that helps credit and collection professionals succeed in their growth, exit, and M&A strategies
- *Collection Advisor Magazine's* Top 50 "Most Influential Industry Professionals"
- 2007 Finalist for *M&A Advisor's* "Dealmaker of the Year"
- ACG National Capital chapter "Investment Banker Dealmaker of the Year" finalist in 2006

## **Kaulkin Ginsberg**



- Strategic advisory and media firm specializing in the accounts receivable management industry (ARM) since 1991
- Expertise includes:
  - ❖ Merger, acquisition, and valuation advice
  - ❖ Strategic consulting
  - ❖ Market research
  - ❖ Timely news, information, analysis on credit and collection issues through [insideARM.com](http://insideARM.com)

**Juan Blanco, President & CEO  
International Risk Management Group**



- Over 24 years of extensive experience in the risk management debt collection services and call center management
- Co-founder of National Asset Management, Fall 1994
- Founder of International Risk Management, Fall 2006

## **Juan Blanco, President & CEO International Risk Management Group**



- M&A experiences include:
  - ❖ Spearheading the sale of National Asset Management in 2001 to Worldwide Asset Management
  - ❖ Participation in the negotiations and purchase of the assets of Education Credit Services in 2001
  - ❖ Participation in the diligence evaluation on a \$175M transaction to West Corp, Summer 2004 and successfully negotiating the acquisition of all Mexico operations and assets of West Asset Management (a division of West Corp) in 2006

## **International Risk Management Group**

- IRM is a U.S.-based organization that provides near-shore outsourcing services for U.S.-based financial institutions out of a call center based in Guadalajara, Mexico
- Purchased from West Corporation in October 2006
- Over 250 FTE's currently in Mexico



## **International Risk Management Group**

### *Solutions We Offer*

- Specialized services directed to U.S. Hispanic Market
- Near-shore alternatives to India utilizing English speaking debt collectors or customer service reps
- Distress Asset Acquisition options



## **International Risk Management**

### ***IRM Approach to Service U.S. Hispanic Market***

- IRM offers to its clients a proprietary software database designed to extract Hispanic accounts from the total account population
- IRM utilizes fully bi-lingual debt collectors and customer service reps
- Calls to debtors are transparent and appear to be coming from the U.S.



**Mark R. Bernier, Founder, President & CEO  
Thornton Americas Holdings (U.S.), LLC**

- Over 15 years consumer finance, ARM experience
- Focus of career on credit intensive or stressed situations
- Built U.S. auto finance company – subsidiary of Zurich Insurance
- Over \$25B experience buying portfolios of consumer credit
- Managed U.S.-based debt buying and collections companies



## **Thorton Americas Holdings**

- Thornton's mission is to become the largest and most profitable consumer Account Receivable Management (ARM) provider focusing on consumer loan servicing in Latin American
- Americas focused, consumer receivables management company
- Own over \$5M active accounts (\$2.2B USD balance) throughout Americas
- Significant third-party service provider throughout Americas



## **Thorton Americas Holdings**

- Over 600 customer contact employees in 5 countries (Argentina, Brazil, Uruguay, U.S., and near-shore into Mexico)
- Strong, experienced management team in place
- Revenue growth at a 284%+ CAGR
- High quality client base
- Executed contracts to acquire companies with over 2,000+ additional ARM seats in Latin American



## **Thorton Americas Holdings**

### *Market Dynamics*

- Highly fragmented in emerging markets
- Large, profitable, fast growth consumer finance markets
- Lack of “best practices” companies



## **Thorton Americas Holdings**

### *Thornton Value Add*

- Relationships being driven to TAH – proprietary deal flow
- U.S.-based receivables management best practices
- Capital markets access
- Technology expertise
- Vision & strategic leadership
- Addition of captive business from owned portfolios



*Questions*

- **Broadly, what types of cross-border business opportunities have emerged for ARM companies?**

- **What attracted you to the Latin American marketplace?**

- **What types of transactions are you currently involved in from Latin America?**

- **What are the challenges of doing business in Latin America verses the U.S.?**

- **What value do you and your team bring to Latin American-based participants?**

- **What challenges or opportunities exist in Latin America as an off-shore / near-shore option vs. other countries?**

- **Discuss the financial considerations when creating a near-shore ARM entity in Latin America.**

- **How should ARM service providers be positioned to adequately service the growing U.S. Hispanic credit population?**

- **Describe the workforce and its pros and cons when developing ARM call centers in Latin America.**

- **Where do you see the Latin American ARM industry heading over the next 5 years?**

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*Q&A*



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**Thank You!**