



ASG Overview for CFOs & Finance Leaders

Understanding where portfolio risk actually lives—before deciding what to do about it.

Why This Conversation Is Relevant

For finance leaders, risk rarely announces itself neatly inside a single function.

It shows up as:

- An exception that escalates unexpectedly
- A forecast variance that can't be confidently explained
- A missed option, clause, or obligation surfaced late
- Capital deployed into stores that no longer perform as expected
- Leadership asking questions that require certainty, not assumptions

Often, lease administration is where these issues become visible—but not always where they originate.

ASG typically engages when finance leaders want **clarity about where risk is accumulating**, before deciding which lever actually needs to be pulled.

What We're Best Positioned to Help With

ASG helps finance leaders gain confidence across the **entire retail portfolio**, not just one function.

We are most effective when the priority is to:

- Establish **trustworthy lease and portfolio data**
- Improve confidence in **forecasting, obligations, and exceptions**
- Understand whether issues are rooted in:
 - Lease administration and data governance
 - Portfolio composition or location strategy

- Capital allocation and store performance
- Refresh, refurbish, or remodel cadence
- Store development execution and process

Our role is not to sell a predetermined solution. Our role is to help determine **where attention is actually required**.

How We Typically Engage

Most conversations begin with a **Lease Portfolio Risk Snapshot**—a short, guided working session focused on surfacing where exception-driven risk may be accumulating.

This first step:

- Is portfolio-level, not transactional
- Requires no preparation or data uploads
- Is designed to surface patterns, not individual errors
- Creates clarity without triggering disruption

It is:

- Not an audit
- Not a system demo
- Not a savings exercise
- Not a staffing critique

If meaningful risk surfaces, we help finance leaders determine **where it belongs**—whether that's lease administration, portfolio strategy, location optimization, refresh planning, or elsewhere. If it doesn't, the conversation stops there.

What This Can Lead To (When Appropriate)

Depending on what emerges, next steps may include:

- Full outsourced lease administration and data governance
- Lease data integrity and re-abstraction support
- Portfolio review and performance analysis
- Location strategy and footprint optimization
- Refresh / refurb / remodel prioritization
- Store development process stabilization

There is no default path forward. The decision remains with the client.

Experience at Scale Matters

ASG supports complex retail portfolios where confidence, continuity, and accountability are critical, including Bath & Body Works, where lease operations had to remain stable during periods of system disruption and scale.

What clients value most is not technology; it's knowing an experienced team can help them **see risk clearly and act deliberately**, without surprises.

When an Introduction Makes Sense

Finance leaders typically engage ASG when:

- Confidence in portfolio data matters more than cost optimization
- Exceptions are drawing increased scrutiny
- Capital deployment decisions need better grounding
- Teams are stretched or navigating transition
- Leadership wants assurance before making structural changes

This is not a fit for one-off negotiations or isolated transactions.

A Thoughtful First Step

The right starting point is often a conversation, not a commitment.

A short Lease Portfolio Risk Snapshot allows finance leaders to understand where risk may exist across the portfolio and decide, calmly, what—if anything—should come next.

About ASG

ASG is a retail advisory and operations firm supporting brands across real estate strategy, lease administration, store development, and execution. We combine

experienced operators, disciplined process, and accountable delivery to help organizations manage complexity at scale.

Suggested Next Step

Schedule a Lease Portfolio Risk Snapshot

A safer way to understand where portfolio risk lives before deciding how to address it.

