

## Turn-Around Management

Returning your organization to vibrancy and financial vitality, through structured improvements and energizing co-creations. Business Spirals Turn-Around Management: Daring; Truth-seeking; Acting.

Turn-Around Management is a necessity. Your doorway to genuine growth and prosperity is a humble acknowledgement of your contribution to past mistakes and misjudgements.

### Our competitive advantage is to *your* advantage

In Turn-Around Management projects we co-create sustainable innovations, constructive implementations and improvements. Our view on Turn-Around Management is not limited to the realm of last-resort crises. We highly value Turn-Around Management routines as a means to pro-actively avert crisis. When deployed as such, it enables you to gain insight in your organization's entrepreneurial health, creative and innovative abilities and the reliability of your crisis early warning measurements.

We operate in two stages:

1. Corporate Recovery Assessment & Turn-around
2. Corporate Restructuring & Business Development

Both stages deploy the ultra-powerful OPERA-consultancy model. based on the following truth: *Your organization consists of people; Together, they function as an organism.* The **OPERA-consultancy model** approaches Turn-Around Management from this critically important organic ('O') perspective. We analyze and address psychological factors ('P') influencing your results. We verify competence levels and formulate *action-based learning* educational projects ('E') which enhance your ability to manage specific business processes. We pay particular attention to the relational dynamics ('R') - both hierarchically horizontal and vertical, as these dynamics dramatically influence the level of entrepreneurial quality of your organization. And - of course - we use multiple tools to analyze ('A') your status quo from a conventional business consultancy viewpoint. OPERA adds value, as it enables us to discern and cure the *diseases* responsible for your current *symptoms* - thus assuring that your corporation *stays* healthy, once we have *made* her healthy. Remember: Every new business plan falls or stands on the quality of the team. In Turn-Around Management it is no different.

**The first stage** is typically characterized by crisis, a return to core-business and identification and rapid implementation of cash-flow accelerations. Using established tools such as **Business-Case Analyses**, **Total Cost of Ownership** and the **Cycle Approach**, we score quick wins which will give you air to breath. But... cost-cutting and cash-flow stimulation is something everybody can achieve (or at least: should be able to achieve). Efficiency gains and cash-flow accelerations in and of themselves do not deliver sustainable competitive advantage! The entire dynamics within your organization must return to vibrant levels of creativity and innovation. Relational and psychological barriers to these must be identified and removed. Your corporate team must return to the dynamics of creation: Co-creating new ideas, new products, better methods and higher efficiencies. We give this top priority, because this represents the only roadway to sustainable competitive performance. Besides these, we bring in competencies to make your organization *lean on the bone* and we will help you identify and focus on those aspects which are key in each stage. We cut costs, remove inefficiencies and co-create higher quality self-governing structures.

**The second stage** 'Corporate Restructuring en Business Development' focusses on your commercial power, chain management, measurement of critical performance indicators (Asset Management Control), identification of value leakages (using the House of Procurement methodology) and identification of double-digit growth strategies (Viable Vision methodology).

Don't think for a minute all of the above are empty marketing statements. Not at all! It is *who we are* and *what we stand for*: With competence, confidence and great passion.

# CO-CREATORS

**When should we join up with you**

One or more of the following circumstances are present when we engage in Turn-Around Management projects: Crushing competition combined with a lack of sustainable competitive advantage; A dire need to act and score; Destructive price competition; Eroded strategic positioning due to undesirable product/services diversification; Facing significant organizational/corporate transformations.

*Industries: Process industry; telecoms- en IT; larger SME's, family-owned corporations; franchise organizations (incl. medical and financial services); participation companies.*

Note: SME's, family-owned corporations and franchises typically fail to detect early-warning signs and thus run an increased risk to end up in dire straights. Turn-Around Management for them can be a pro-active necessity to better protect value and safeguard the sustainability of financial performance.

**Tools**

Stage 1: Early Warning Signs evaluations; Business Case analyses; Cycle Approach; Total Cost of Ownership methodology; Quinn analyses; House of Procurement methodology; Value Leakage theory; Viable Vision methodology.

Stage 2: A range of Business Spirals methodologies, among which Commercial Power Enhance, Supply Chain Management; Competence Management; Procurement Management. See other relevant Business Spirals Whitepapers.

**Experts**

Business Spirals is associated with the following content experts:

Turn-around experts Prof. P. Doeve and Albert 't Hart MBA

Family-owned corporations experts J. Wijers RA en Prof. R. Flören

Bankruptcy experts Prof. S. Kortmann (Radboud University) and A. Leuftink former curator Fokker).

Mediation-expert: Steve Whittaker (Lime Tree).

Theory of Constraints and Viable vision: Eli Goldratt.

**Education and action-based learning**

Our 100% daughter EIMD delivers accredited Master (MBA) and Bachelor (BBA) of Business Administration and curricula which - where relevant - may be integrated into our joined Turn-Around effort. EIMD further delivers short yet powerful courses in creation/relationship dynamics, which revitalize the creative ability of your teams. These courses are based on over two decades of proven expertise within a professional niche.

**Results**

A return to a healthy cashflow (CASH is KING); Increases in your organic efficiency and creative powers, thanks to revitalization of the psychological and relational dynamics; Co-creation of innovations, including the identification of financial resources to bring the innovations to realization; Growth in your ability to deal with key business processes; Co-creation of highly-focussed 100 day action plans; Co-creation of longer term structural recovery plans; Creation of new opportunities to cooperate and collaborate.

BusinessSpirals:

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