



# Business Turnaround

## Overview: Why your company may require a turnaround plan

An impactful business turnaround plan is required when the long-term viability of your business is threatened and minor adjustments to your strategy, capabilities and ways of working may not be enough to address your fundamental challenges.

Acknowledging underperformance is not criticism or failure. Root-causes of business challenges are

complex – a macro-economic shock, a slumping market or past decisions that have not paid off. Many, or all, of these are very real for organisations right now.

Oaklin can help you develop and implement a bespoke business turnaround plan, tailored to drive your long-term survival and accelerate your success. Our approach is to address the problem in three ways:

### Short-term

#### Financial

Rapidly understand and control costs to address declines in margins.

### Medium-term

#### Operational

Improve inefficient processes and reduce the impact of external factors that are impacting your success factors.

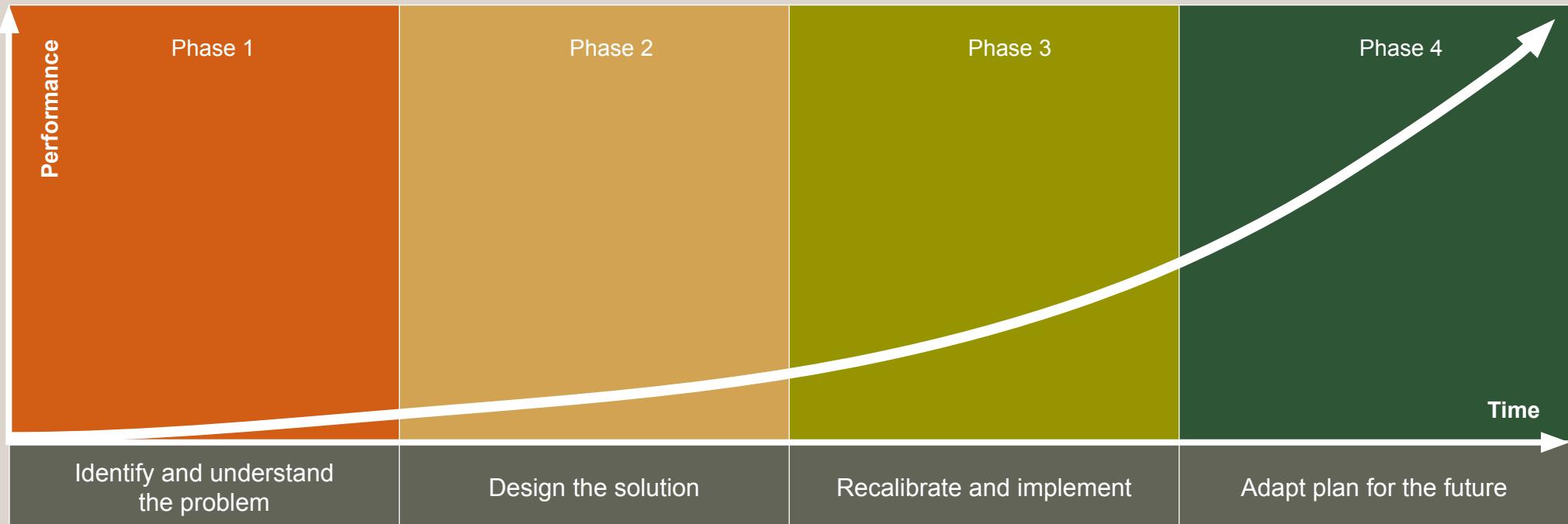
### Long-term

#### Strategic

Refresh your strategy, responding to fundamental changes in your market, industry, or operations.

## What we do: Our focus in helping you turnaround your business

We work with you to get clarity on what changes are needed to become more successful, ensuring that plans are grounded in pragmatism and will work for you and your organisation.



It is vital to quickly and clearly identify and align on the root cause of your challenges. For example, this might be short-term revenue challenges leading to profit and cashflow implications, or an accelerated structural change to your industry brought about by forced changes to customers' ways of working or buying habits.

Once underlying issues have been identified, a solution will be developed by drawing on expertise that exists within the business – you know your business better than anyone else. The solution is likely to comprise of multiple workstreams of activity. For example, short-term reductions in variable costs, optimising workflows and processes, and making better use of data and technology assets.

This phase is focused on executing the turnaround plan. The primary objective is the rapid stabilisation of your business and therefore the immediate focus will be on the objectives that can deliver the most impact in the short-term. However, it is important that these short-term fixes do not undermine the business's ability to succeed in the medium to long-term.

Once stabilised, the focus shifts to defining the strategic future goals of the company – drawing on lessons learnt from previous experiences. This stage provides an opportunity to build on new confidence to future-proof the business and support future growth.



## How we do it: Our ways of working with you to deliver

### Clarity

We help you see beyond the immediate symptoms and get to the heart of the problems you are facing and their implications.

### Pragmatism

We understand which interventions will be the most effective and will work with you to ensure they are achievable and practical.

### Speed

We focus on delivering real and lasting change at pace.

### Transparency

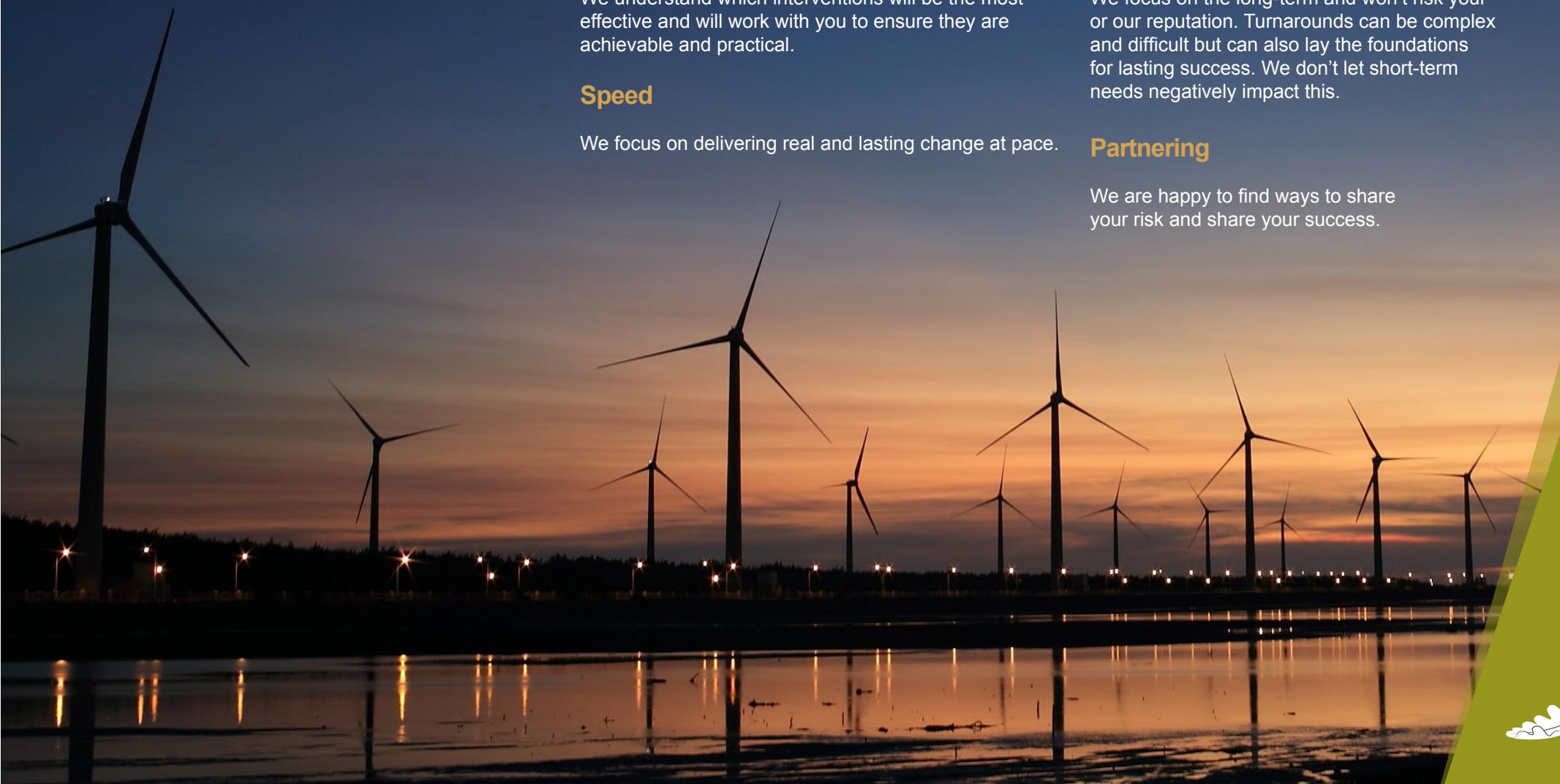
We have no alliances with products or vendors. We are free to ensure our advice is tailored to your exact requirements and delivers the desired results.

### Integrity

We focus on the long-term and won't risk your or our reputation. Turnarounds can be complex and difficult but can also lay the foundations for lasting success. We don't let short-term needs negatively impact this.

### Partnering

We are happy to find ways to share your risk and share your success.



## Case Studies: Our previous experiences with business turnarounds

### High Street Chain



#### Issue

This high street chain had unsustainable levels of spending that were impacting the long-term outlook of the organisation.

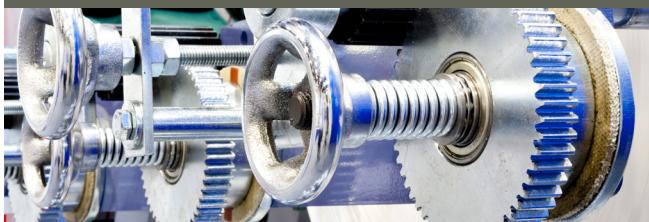
#### What we did

We identified cost drivers and potential value from detailed data analysis and stakeholder engagement, developed a bespoke model to develop and undertake scenario analysis, and identified the preferred scenario. We then developed an achievable delivery roadmap.

#### Outcome

We mobilised and delivered the programme which generated NPV efficiency savings of £35m for the organisation.

### Global Industrial Supply Provider



#### Issue

Leadership did not agree on the businesses' forward direction or underlying trends; their strategy had not evolved since a transformation several years previously.

#### What we did

Oaklin was asked to create a post-demergers strategy within a four week period. We created an agreed data baseline, upon which we layered market and management insights to define an executable strategy and a supporting roadmap of change.

#### Outcome

The strategy was delivered on time, with universal support from management, and was agreed by the Plc board.

### Aerospace Engineering Firm



#### Issue

The client sought a step-change reduction in its global operating costs across all back-office functions.

#### What we did

We designed a value chain optimisation approach for defining target operating models, future enterprise architecture and change roadmaps for each cross-functional business process. We subsequently lead the programme of change.

#### Outcome

We delivered a robust and repeatable "optimisation" methodology and subsequently managed the optimisation of the first end-to-end value chain to prove the approach and associated benefits case.

