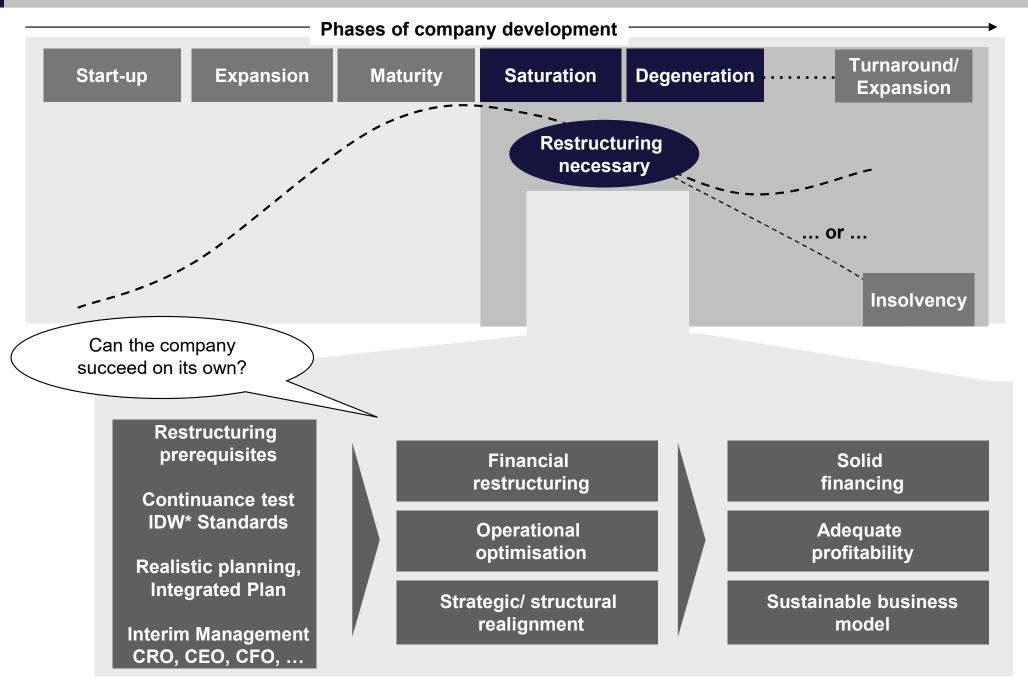




## **MARKET-ORIENTED RESTRUCTURING**

**Building up sustainable profit potential in the market** 

## Taking the restructuring decision at the right point in time



\* German Institute of Public Auditors

### ADMETAM project approach aiming at quick and measurable results

Stabilisation/ **Detailing/ Business Phases Audit Roll-out** Coaching Implementation of measures Content Strategic, financial and Roll-out blue print, operational assessment integration in daily business Detailing blue print concept (i.e. Risk evaluation of structure, processes) Implementation meeting structure, business model temporary management of Internal/ external communication meetings Development and validation of Determination of responsibilities business plan Ensuring of know-how-transfer Launch roll-out/ Levers/ immediate actions Removing barriers implementation plan Development of blue prints/ Set up implementation controlling. Train-the-Trainer/ drafting solutions commitment by controlling Training-on-the-job Professional communication Coaching Board, Management, internal/ external measures Master plan for implementation with Staff priorities/ project modules Implementation controlling Identification of potential; project budgeting Project organisation To be defined during **According to** Duration 2-4 Weeks **Business Audit ADMETAM role** 

### Business audit results: risks, potentials and action requirements

### Strategy/ business model

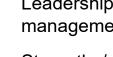
Market trends/ success factors



Strengths/weaknesses of business model

Stability/ sustainability of business

### Management/ organisation

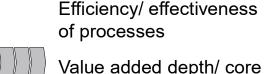


Leadership culture/ management quality

Strengths/ weaknesses organisational structure

Complexity/ market orientation

#### **Processes/ functions**





competencies

Resource assignment/ system utilisation

#### Turnover/ profit



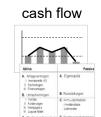


Stability/ sensitivity of turnover (scenarios)

Cost flexibility/ cost driver

Profitability/ margin quality

#### Liquidity/ finances



balance

Stability/ sensitivity cash flow (scenarios)

Hidden-/ working capital reserves

Liquidity/ fresh money requirements

### Implementation programme



Levers/ priorities

Immediate actions



Potentials/ cash requirements

Implementation programme

Objective assessment of restructuring situation and adjustment requirements

Source: Admetam

© ADMETAM

### Develop and implement the restructuring programme

Realignment Value increase **Targeted turnaround** Success factors/ module Earnings/ liquidity-gap, risks and immediate action **Turnaround** Turnaround suitability prerequisites "Going concern" prognosis, communication Liquidity management optimisation Financial **Solid funding** Release internal cash flow reserves restructuring Reorganisation financial structure Sales stabilisation/ pricing/ product development **Adequate Operational** Product portfolio optimisation/ make or buy profitability optimisation Value chain/ cost structure\* optimisation Determination positioning/ strategy roadmap Sustainable Strategic/ **business** structural Sustainable management structure/ organisation model realignment Management policies/ corporate culture

<sup>\*</sup> Product development, purchasing, production, logistics, services, administration etc. (company-specific)

### Results-oriented approach assures sustainable success

## Ensure financing – reduce cost structure



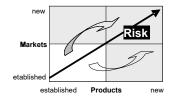
	strategical	operational	responsible
Measure 1			
Measure 2			

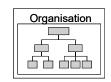
- Stop cash burn/ loss-maker
- Stabilise turnover/ sales activities
- Immediate actions/ quick wins (termination of contracts, ...)
- Agree and implement restructuring programme
- Realise all potential cost savings
- Control communication/ PR

Results

Stop losses and cash burn

# Develop organisational strengths and future concept





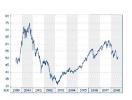
- Implement restructuring programme/ mid-term plan
- Focus on realisation of potentials
- Optimise financing/ reduce debts
- Sales and marketing initiatives
- Development of strategy plan
- Establish parallel new business structure/ organisation
- Invest in projects with adequate return

Results

Re-gain profitability, future oriented organisation

## Implement strategy – create sustainability





- Quality organisation/ -management system/ MbO/ activity plan
- Strategic product line extension/ market development
- Product and service innovations
- Technology/ marketing competence
- Cooperation/ strategical alliances/ M&A
- Financial stabilisation/ equity/ investor

Results

Sustainable business model, return on investment

Source: Admetam

© ADMETAM

## Professional know-how and project management ensure results

Mobilisation phase

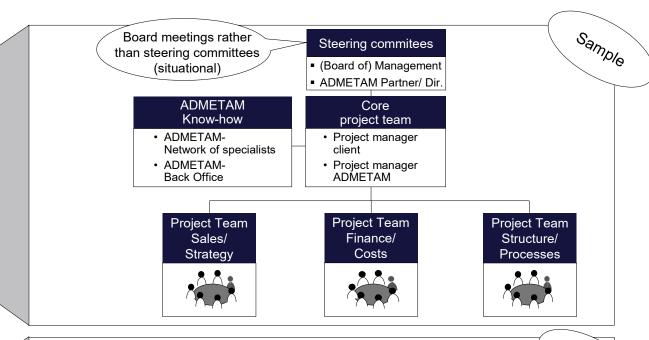
#### Steering of project organisation

- ADMETAM partner/ director manages project directly
- Seniority in project team
- Lean project structure
- Structured master plan
- Projects/ work packages

Project management and operational implementation

#### **Acceleration of project roadmap**

- High impact and high commitment through direct co-operation with line and business unit managers
- Reporting adapted to situation, no formalism
- Clear definition of milestones
- Permanent transparency



Week Activities	Setup	1	2	3 Samp
Preparation/ Screening				
Kick off				
Transparency act. situation				
Rough concept/ potentials				
Implementation plan/ Next steps				

ADMETAM-Publications
We would like to have a formal presentation of the subject "Market-oriented Restructuring "
We are interested in other ADMETAM topics:
Effective Project Management
Strategic realignment
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