

«I want to act quickly and in a solution-oriented way in order to stave off a severe crisis or to be able to manage it!»

A **turnaround** is, in the broadest sense, any kind of reversal. Normally a turnaround is meant positively, *moving from a downswing situation into an upswing situation*, most often linked to the profit and revenue situations of individual companies.

Against this backdrop, turnaround management is one of the most demanding tasks that a manager can take on. Particularly because the outcome of the restructuring process is often completely unclear at the beginning due to the many interlinked components.

Every company development first requires a sound **analysis of the status quo**. Such an analysis (e.g. SWOT) reveals both the internal and the external problems and potential. Management needs dependable information straight away for the strategic, financial and operational shaping of the company. The collection, analysis and weighting of data that is as objective and high-quality as possible are of central importance for the quality of all subsequent decisions.

A standardised procedure normally returns reliable results:

- Analysing and assessing of the company (or the critical parts) with its entire environment
- Identifying trends and potential
- Describing prospects and opportunities for improvement
- Pointing out weaknesses, risks and threats
- Defining the procedure and main focuses of company development.

As a second step a **solution method** suitable for the respective situation is applied in order to achieve the desired **target state** in a third step. The description of the target state creates the basis for looking for ideas and selecting solutions for achieving the individual objectives. It involves defining adjustments to systems and processes and making decisions. The definition of the future target state serves as a checklist for monitoring the turnaround project status in combination with the realisation concept (measures) and as a measure of success at project handover time.



A variety of heuristics shows that the problem-solving process is anything but trivial:

- Means-ends analysis: Is my approach the right means to achieve the target state (end)? Is the expected new state closer to the aim (target state)?
- Working back from the goal
- Overcoming barriers: restructuring an established solution strategy
- Working with analogies: searching for parallels with similar problems.

All possible restructuring options and their limits must be reviewed in terms of their financial and time requirements (in particular liquidity). This also applies to winning the trust of stakeholders.

«We just took out the scalpel and went to work. We gave the patient little or no anaesthesia and it hurt like hell. Then again, the patient is now cured!»

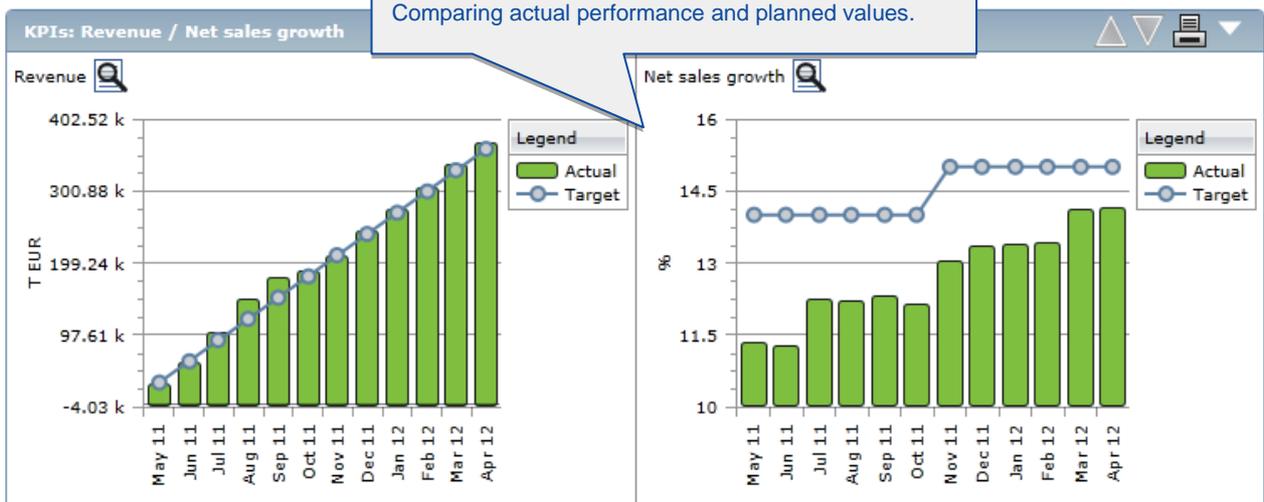
Greg Brenneman, who saved Continental Airlines from bankruptcy

«This is how we fix the problem»

Analysis of n similar objects to compare profitability or n other (strategic) criteria.



Comparing actual performance and planned values.



Projects and early warnings													
Project no.	Subproject no.	Project name	Subproject name	SPL short name	Type	Fee	Overall	Budget overrun	Unpaid invoices	Invoicing	Profit	POC	Project end
01040	01	Stanford-le-Hope	Stanford-le-Hope - 01	DEMO_PL	Running	779'100 EUR							
01121	01	Thorpe St Andrew	Thorpe St Andrew - 01	DEMO_PL	Running	527'100 EUR							
01121	02	Thorpe St Andrew	Thorpe St Andrew - 02	DEMO_PL	Fixed	137'772 EUR							
01145	01	Kingston upon Hull	Kingston upon Hull - 01	JFV	Running	120'000 EUR							
01145	09	Kingston upon Hull	Kingston upon Hull - 09	JFV	Running	103'500 EUR							
011455	01	St Blazey	St Blazey - 01	JFV	Running	50'000 EUR							
011455	09	St Blazey	St Blazey - Phase 2	JFV	Running	25'000 EUR							
011455	11	St Blazey	St Blazey - Phase 3	JFV	Running								

Transformation process. Where are we?

Further Information

Do you have further questions or would you like more information about applying?

Mr Pfister will gladly give you personal advice and further information.

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