



Turnaround and Performance Improvement  
Meeting the challenge head-on



# Providing senior, hands-on support to Executive Management and Shareholders to deliver successful business turnarounds and enhance profitability and liquidity

## Financial performance review

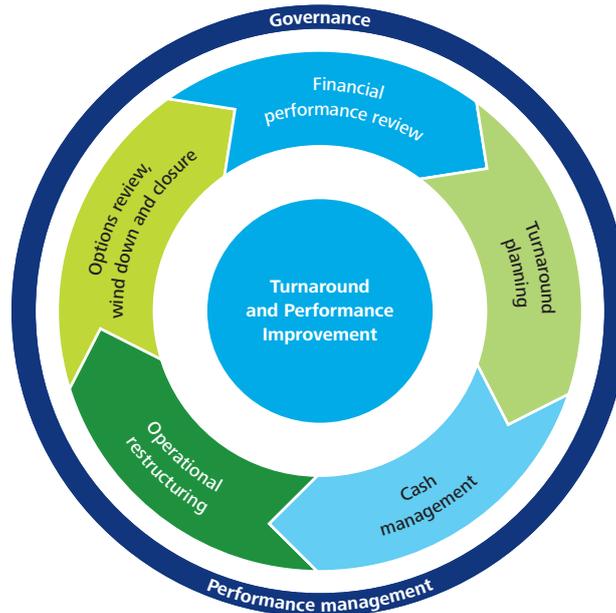
- Diagnose and understand root causes of underperformance.
- Assess financial gap and “size the prize”.
- Recommend profitability and cash improvement actions.

## Turnaround planning

- Assess turnaround and strategic options.
- Develop an operational and financial turnaround strategy and projections.
- Develop improvement initiatives and benefits tracking tools.

## Cash management

- Improve cash visibility and instil a cash conservation culture.
- Identify and implement “quick wins”.
- Design and implement cash management tools to improve forecasting and reporting.



## Operational restructuring

- “As-is” target operating model assessment.
- Design and implement transformation blueprint for “to-be” operating model.
- Prepare a financial baseline.
- Provide hands-on support to management.

## Options review, wind down and closure

- Assess exit and closure options of non-core business units.
- Cost benefit analysis of disposal, wind down or closure exit options.
- Detailed implementation planning and support.

## Governance and performance management

- Enhance visibility and insight into business performance, improve executive management reporting and decision making.
- Enhance governance framework and controls to protect profitability and cash.

We specialise in delivering rapid and tangible improvements to profitability and liquidity to businesses and/or their subsidiaries, where there are financial, operational and/or industry challenges, such that businesses need to re-invent themselves to ensure shareholder value is protected.

# We have extensive experience of working with businesses with complex challenges, of varying sizes, in multiple industries and across the UK and EMEA

<p><b>European Cable Operator</b></p>  <p>15% improvement in EBITDA margin and €129m increase in free cash flow.</p>	<p><b>Global Telecoms Operator</b></p>  <p>£250m in year savings delivered.</p>	<p><b>Pan European Retailer</b></p>  <p>£139m turnaround in free cash flow and £400m debt refinancing.</p>	<p><b>House Builder</b></p>  <p>£76m (49%) increase in operating cash flow.</p>	<p><b>Telecoms Operator</b></p>  <p>Turnaround planning to deliver £319m of savings.</p>
<p><b>Telecoms Operator</b></p>  <p>\$85m turnaround in EBIT.</p>	<p><b>Global Retailer</b></p>  <p>Strategic options assessed and business stabilised enabling store portfolio carve-out and sale.</p>	<p><b>Middle East Conglomerate</b></p>  <p>Business stabilised and business plan prepared to support \$25bn debt restructuring.</p>	<p><b>House Builder</b></p>  <p>Turnaround planning and cash management to support £1.2bn debt restructuring.</p>	<p><b>Software Developer</b></p>  <p>Business stabilised, liquidity enhanced and business sold for 27x EBITDA.</p>
<p><b>South African Telco</b></p>  <p>Successful implementation of a fit for purpose business and operating model.</p>	<p><b>Financial Services</b></p>  <p>Successful wind down and closure of overseas subsidiary.</p>	<p><b>UK Business Services</b></p>  <p>Cash optimised, operational improvements implemented and business sold.</p>	<p><b>Paper Manufacturer</b></p>  <p>5% improvement in productivity and £3m increase in EBITDA.</p>	<p><b>Medical Supplier</b></p>  <p>Design and implementation of a fit for purpose business model, delivering £2m EBITDA improvement.</p>

# Our situational, industry and functional experts, drawn from across the Deloitte network, provide tailored solutions delivered with pace and sustainable results



**Jas Sahota**  
Partner  
Restructuring Services  
020 7007 2515  
[jsahota@deloitte.co.uk](mailto:jsahota@deloitte.co.uk)



**Henry Nicholson**  
Partner  
Restructuring Services  
020 7007 4009  
[hnicholson@deloitte.co.uk](mailto:hnicholson@deloitte.co.uk)



**Simon Adcock**  
Partner  
Restructuring Services  
0121 695 5120  
[siadcock@deloitte.co.uk](mailto:siadcock@deloitte.co.uk)



**Simon Brew**  
Partner  
Consulting Operations  
020 7007 8989  
[sbrew@deloitte.co.uk](mailto:sbrew@deloitte.co.uk)



**Tony Cooper**  
Partner  
Consulting Operations  
020 7007 7856  
[tonycooper@deloitte.co.uk](mailto:tonycooper@deloitte.co.uk)



**David O'Neill**  
Director  
Restructuring Services  
020 7303 3793  
[davidoneill@deloitte.co.uk](mailto:davidoneill@deloitte.co.uk)



**Peter Callas**  
Director  
Restructuring Services  
020 7303 8748  
[pcallas@deloitte.co.uk](mailto:pcallas@deloitte.co.uk)



**David Taylor**  
Director  
Restructuring Services  
020 7303 6305  
[davitaylor@deloitte.co.uk](mailto:davitaylor@deloitte.co.uk)



**Andy Harwood**  
Director  
Restructuring Services  
020 7007 2730  
[aharwood@deloitte.co.uk](mailto:aharwood@deloitte.co.uk)



**Gavin Wright**  
Director  
Restructuring Services  
0161 455 8766  
[gawright@deloitte.co.uk](mailto:gawright@deloitte.co.uk)

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