

## In this issue:

1-3 Organizational Transformation  
4 Interim Managers

4-5 Major Construction & Infrastructure Projects  
5 The Middle East

6 Reducing Costs  
7 Pandemic Planning

8 Mergers, Acquisitions & Divestments  
9 Chaucer Rugby

## Celebrating together... Chaucer Consulting & Wolves



### Organisational Transformation, friend or foe?

**In recent years, organisational transformations seem to have been the magic cure for organisational deficiencies.**

How many times have we heard "We need to simplify our processes, let's transform", or "we need to improve our performance, let's transform" or even "we need to attract and retain top talent, let's transform".

A famous French chemist, philosopher and economist at the end of the XVIII century coined the phrase "rien ne se perd, rien ne se crée, tout se transforme" which translated is "nothing gets lost, nothing gets created, everything gets transformed" to illustrate his "law of conservation of mass". Is there a link between molecular chemistry and organisational evolution that could explain the recent transformational "boom"?

*Continued on page 2*

### WOLVES PROMOTED to the BARCLAY'S PREMIERSHIP

**As Wolverhampton Wanderers Football Club official main sponsor Chaucer Consulting is delighted to celebrate Wolves promotion to the Barclays Premiership League.**

For both Chaucer Consulting and Wolves reaching the Premiership is the culmination of a high profile and successful 5 year sponsorship by Chaucer of Wolves.

Wolves Chief Executive Jez Moxey, added: "Bob Laslett and Chaucer have provided tremendous support to Wolves since becoming our main club sponsors five years ago. In addition to their financial investment, the company has provided invaluable help and advice to our business which has contributed to the clubs commercial excellence".

Chaucer Consulting was set-up 22 years ago by lifelong Wanderers fan Bob Laslett. Since then, the company has grown into an internationally renowned management consultancy with offices in North America, Europe, Asia-Pacific and the Middle East.

Bob Laslett, will remain involved with the club as he was appointed to the Wolves board of directors in 2008. Bob Laslett said "Chaucer Consulting is extremely proud to have been associated with such a wonderful club over the last five years and to see them promoted to the Premiership League is a dream come true".



# Organisational Transformation, friend or foe?

*Continued from page 1*

Have all those “transformations” been thoroughly planned and scoped to deliver optimal results or are we going to be surprised to find out that those companies who embarked upon a “transformation” (more about the speech marks later) two or three years ago are now about to embark upon another one to get back to where they once were?

Chaucer Consulting has been involved in a number of major organisational “transformations” for global companies over the past five years, and in our experience only a few of them truly deserve the title.

For a Transformation to be truly transforming and to obtain the support of employees, managers, leaders, customers, shareholders, etc. (the so called stakeholders) the instigator needs to clearly articulate what is going to change and why it has to change. Once the Transformation is complete it must be obvious that indeed things have changed. And by changing we don't mean just improving or replacing with something more suitable, but rather fundamentally and totally changing.

At Chaucer Consulting we believe the issue to be that too many improvements, rationalization, cost cutting or headcount cutting initiatives have been wrongly labeled “transformation” (hence the speech marks in the first paragraph) and as a consequence have failed as Transformations but have sometimes been very successful initiatives in so far as they have led to improvements, reducing cost or headcount.

## Chaucer Consulting has identified that a true Transformation needs:

- 1** to have a **vision** clearly articulating what an organisation is transforming into and why.
- 2** a new **organisational structure** (designed to support transformed processes and/or systems).
- 3** a review of **employees' capabilities** to ensure alignment between required capabilities in the transformed organisation and existing ones.
- 4** a clearly defined set of **human resource**

**management processes and principles** to lead the Transformation process.

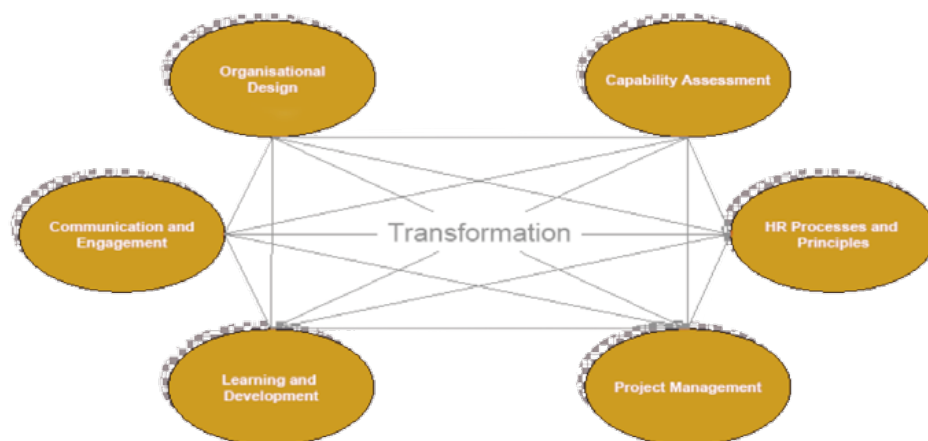
- 5** a set of **learning and development** programs aligned with the required capabilities in the transformed organization.
- 6** a detailed **communication and engagement** plan to consistently provide evidence of the transformation progress and alignment with expected benefits.
- 7** a rigorous **program management** framework to ensure delivery on time, within budget and with the expected quality.

send strong signals to both employees and customers; it has to be right first time and has to be designed in a way that will motivate employees in participating in the Transformation journey but also in the transformed organisation.

It is, in our experience, an activity which (depending on the size of the organization) will become a work-stream in itself and can easily be under-estimated.

## The OS work will include:

- ▶ Review of existing organisation structure (include review of all associated job descriptions, levels/grades and relation-



The **vision (1)** of what the transformed organisation will look like and what it will achieve is critical. It needs to be owned by a leader and embraced by his/her leadership team.

The vision needs to articulate what will change, why it needs to change and what different stakeholders will get out of the transformed organisation (stating the obvious they need to get something more than previously). One final point for any Transformation to be successful it needs to have a consistent vision, it can not change mid way through the process.

Back to our constituents of a true Transformation, the **organisation structure (2)** (OS) is probably as critical as the vision since it will be the first tangible evidence that things will be different. The OS is the “window” of the Transformation, it will give indications about the true nature of the Transformation and will

ships).

- ▶ Development of new organisation model in support of the vision/strategy.
- ▶ Redesign of the organisation structure.
- ▶ Re-production of all job descriptions (describing new roles identified to support new accountabilities).
- ▶ Test structure/delivery model to ensure optimum delivery of the vision.
- ▶ Ensure current roles and accountabilities are clear and that job descriptions are in line with best in class talent expectations.
- ▶ Engagement with key stakeholders on process and outcome.

The design of the organisation structure is time critical in jurisdictions where collective consultation is required. As the OS will dictate future requirements and as a consequence potential job losses, no consultation can be closed until the new OS has been shared (and in some jurisdictions agreed) in consultation.

*Continued on page 3*

# Organisational Transformation, friend or foe?

**Capability assessment (3)** is the process by which the potential gaps between existing capabilities and capabilities required for the future are identified. It is a process that has recently been suffering from bad press and needs to be carefully managed as it is wrongly perceived as the unique rationale for potential exit decisions.

It is an important part of a Transformation as it forces the organisation to define upfront the competencies framework of the future organisation.

## Capability assessment will include:

- ▶ Definition of a leadership and/or technical capability framework to be used as the benchmark for assessing existing capabilities.
- ▶ Design and run assessment pilot.
- ▶ Scheduling and managing of assessment events.
- ▶ Coordination of results calibration.
- ▶ Coordination of detailed report production.
- ▶ Management of data flow, assessment of data privacy, integrity and accuracy.

No Transformation has the luxury of being delivered in a vacuum, while transforming, organisations will need to continue operating and delivering “business as usual” and as any Transformation will one way or another be affecting employees, the design, roll out and monitoring of the application of **HR processes and principles (4)** is critical and includes:

- ▶ Definition of the “rules of the game” including guidelines on promotions, external hiring, and internal moves during the Transformation process. This should include an exception process and monitoring mechanism.
- ▶ Definition of a selection process potentially including:
  - ▷ Design and roll out of selection inputs.
  - ▷ Design and delivery of a consultation process where applicable
  - ▷ Design and delivery of a management offer and notification process.
  - ▷ Design and application of an appeals process.

- ▷ Design and application of a redeployment process.

With regards to timing, the **learning and development (5)** area of a Transformation is probably the least critical, as organisations will need to wait for the completion of the assessment programs to be able to identify areas of improvement and thus designing fit for purpose programs.

It is however, critical to demonstrate the investment in building internal capabilities as part of the Transformation.

None of the above will be achieved without comprehensive **communication and engagement (6)** plans to engage employees in the overall Transformation strategy, and build greater sense of recognition from customers and traditionally this means:

- ▶ Identification and mapping of key stakeholders.
- ▶ Design and set up of central communication's repository.
- ▶ Production and execution of overall communication plan.
- ▶ Support to each work-stream on key communications requirements.
- ▶ Design and delivery of punctual communications events i.e. Town Halls.

An Organisational Transformation is a true synergy where the final outcome is greater than the sum of its parts. This outcome is arrived at by the application of **program management (7)** rigour and discipline.

Chaucer Consulting has more than ten years experience of providing the “glue” for successful Organisational Transformations. During this time we have experienced a variety of plans and outcomes. Rich in this experience we can now share some interesting lessons learned as well as common pitfalls and “quick wins” with organisations who truly want to transform.



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# Major Construction and Infrastructure Projects

## Recommendations on Cost and Schedule performance improvement together with Risk reduction for Major Projects

It is often very helpful to carry out a project review of other similar projects prior to embarking on a major project. Reviewing other similar projects in detail can provide some very valuable insights into where the project was particularly successful as well as where it did not go so well or where issues and risks were encountered and what they were.

A project analysis of other projects can significantly help in the production of the overall project schedule as well as help in the reduction of risk. This can contribute to the project cost in a beneficial way.

The benefits of a project analysis study either at the beginning or early on in a project life cycle can be very beneficial to both cost and schedule. It is important however to focus on similar projects in respect to size, complexity, geographic location and so on. Not necessarily from within the same industry but with the same characteristics. It is also important not to confuse by reviewing too many projects that may be held in a database as often these are not of a similar enough profile to provide meaningful data.

It is very important to choose the correct projects when doing any comparison in order to maximise the data available and hence the potential benefits.

In the first instance it is necessary to fully understand the project for which the study is being used as a means of improving. It is then necessary to identify several similar projects that have been implemented for the subject of analysis.

### The importance of the benchmarking process is key to this analysis and should include:

- ▶ Basis of comparison
- ▶ Procedures and Methodologies
- ▶ Estimating and Cost Analysis
- ▶ Workscope Definition
- ▶ Detailed Project Planning
- ▶ Tracking and Remedial Action Capability
- ▶ Metrics & Gap Analysis
- ▶ Project Component Analysis and Effect
- ▶ Schedule Milestones
- ▶ Common Risks and Issues
- ▶ Project Drivers
- ▶ Management and Approach
- ▶ Front End Loading & Key Resources
- ▶ Regulatory & Environmental
- ▶ Technology
- ▶ Geographic Location
- ▶ Macro Economics & Infrastructure
- ▶ Difficulties & Parties Involved
- ▶ Large Project/Mega Project Characteristics
- ▶ Interfaces and Interdependencies
- ▶ Contract and Procurement Philosophy
- ▶ Best Practice

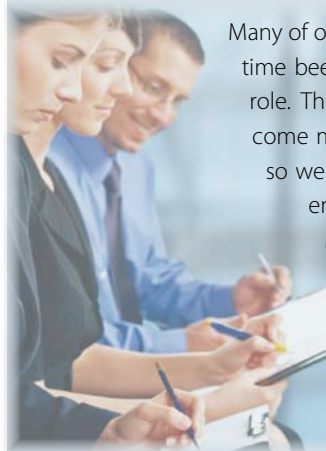
Any review must be done by an independent party with the necessary expertise in project analysis as well as significant experience in similar project implementations.

Estimating, Cost and Schedule are key elements in any project. The precursor to the schedule is the workscope definition. Get any of these badly wrong and the project is in trouble. Accurate detailed cost and scheduling based upon sound and comprehensive workscope definition and good estimates forms the bedrock of any project, without these components the project is on quicksand and will quickly and easily get into difficulty.

*Continued on page 5*

## Interim Managers

### Chaucer Consulting have been successfully providing Interim Managers for a variety of business roles for the past 12 years.



Many of our senior consultants have from time to time been involved in an Interim Management role. The provision of Interim Managers has become more frequent in the last 18-24 months so we have now formalised a new service to enable us to provide suitable Interim Managers to clients quickly, efficiently and cost effectively.

To date we have provided individuals from within Chaucer Consulting to fill the following Interim Management roles:

- ▶ Chief Technology Officer (CTO) – board level appointment of quoted company.
- ▶ Financial Controller – several appointments across both national and international companies.
- ▶ Commercial Manager – including an International appointment.
- ▶ Marketing Manager – regional appointment.
- ▶ HR Manager.
- ▶ Business Manager – several including International appointments.

These roles have been in major global enterprises as well as blue chip plc's and have included being based in varying locations from Toronto to London and from China to Germany.

The roles fulfilled over the past years have been for periods ranging from 3 months to 18 months in duration.

# Major Construction and Infrastructure Projects

Continued from page 4

At Chaucer Consulting we have developed a process and methodology for the review and assessment of major projects for the specific purpose of identifying potential cost and schedule performance improvement as well as risk reduction:

This methodology is the Chaucer Project Diagnostic which facilitates the assessment and benchmarking of large and complex projects.

## The Chaucer Project Diagnostic

- ▶ The Chaucer Project Diagnostic<sup>®</sup> is based upon our world-wide, cross industry project management experience underpinned by our own proven project management methodology – The Chaucer Way<sup>®</sup>
  - ▶ Experienced project management consultants involved in major international projects and programmes.
  - ▶ A variety of tools and techniques including a project management audit process which is core to Chaucer's diagnostic approach.
  - ▶ Database of project information on a variety of complex projects covering a wide geographic distribution.
  - ▶ Tailored approach to suit client specific needs and to reflect the prevailing macroeconomic market circumstances.
  - ▶ Unique expertise in project comparison analysis.
  - ▶ Ability to benchmark current project management activities against The Chaucer Way<sup>®</sup>.
- ▶ Our approach has been used on more than 3000 projects in the following areas:

<b>Oil and Gas E&amp;P Projects:</b> <ul style="list-style-type: none"> <li>▶ Offshore</li> <li>▶ Onshore</li> <li>▶ Pipelines</li> <li>▶ Terminals</li> </ul>	<b>Infrastructure/Construction Projects:</b> <ul style="list-style-type: none"> <li>▶ Tunnels, Bridges &amp; Buildings</li> <li>▶ Railways</li> <li>▶ Water</li> <li>▶ Airports</li> </ul>	<b>Power Generation Projects:</b> <ul style="list-style-type: none"> <li>▶ Gas</li> <li>▶ Hydroelectric</li> <li>▶ Nuclear</li> <li>▶ Alternative Energy</li> </ul>
<b>Process Plants:</b> <ul style="list-style-type: none"> <li>▶ Refineries</li> <li>▶ Basic Industries</li> <li>▶ Chemicals</li> <li>▶ Food</li> </ul>	<b>Aerospace and Manufacturing:</b> <ul style="list-style-type: none"> <li>▶ Aircraft</li> <li>▶ Shipbuilding</li> <li>▶ Car Plants</li> <li>▶ Automated Factories</li> </ul>	<b>Non Engineering / Construction Projects:</b> <ul style="list-style-type: none"> <li>▶ Information Technology</li> <li>▶ Business Transformation</li> <li>▶ Organisational Change</li> <li>▶ Merger &amp; Acquisition</li> </ul>



## The Middle East

Nick Laslett is the Head of Chaucer Consulting in the Middle East. Nick relocated with his family to Dubai in 2008 and allocates much of his time travelling between the different countries within the Middle East, in order to meet and support new and existing clients.

Nick has been with Chaucer for over 15 years during which time he has worked on many business change and business performance projects including European and International programs for major global enterprises.

Chaucer Consulting has worked for many clients in the Middle East since 1992.

The many consulting assignments successfully executed by Chaucer have included projects and programs in oil / gas and petrochemicals, manufacturing, banking and financial services, utilities, engineering and construction.

### Chaucer provides management consultancy for clients including but not limited to:

- ▶ Strategy Implementation.
- ▶ Mergers & Acquisitions Design/Delivery.
- ▶ Project & Program Management.
- ▶ Enterprise Risk Management.
- ▶ Change Management.
- ▶ Operational & IT Excellence.

- ▶ Business Transformation.
- ▶ Strategic Procurement.

Chaucer's unique expertise and experience in project and program management has provided the basis for the successful delivery of difficult and complex business change projects to the significant benefit of many Chaucer clients during the past 22 years.

Chaucer has also worked on many large cross border Merger, Acquisition and Joint Venture programs.

Chaucer Consulting has provided support to clients throughout the Middle East including companies and organisations in the following countries:

- ▶ Bahrain
- ▶ Egypt
- ▶ Kuwait
- ▶ Oman
- ▶ Qatar
- ▶ Saudi Arabia
- ▶ Turkey
- ▶ United Arab Emirates

Chaucer's consulting assignments have been both varied and complex, including specific country projects as well as pan-region and global programs.



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# Reducing Costs NOW

Deborah Feakins



Reducing Costs is an essential part of managing any business. Reducing Costs at any time is important but reducing costs in today's financially constrained environment is vital, even **essential to secure survival.**

Chaucer is often asked by its clients "how to" reduce costs in business. Many organisations have already been through multiple cost cutting exercises and it can seem that there is little else to prune.

Quick wins have been identified and delivered in earlier iterations making the task of scoping further cost reductions more challenging. This is where Chaucer can help.

There are, of course, many ways to reduce costs in a business.

One point to consider before embarking on cost reduction reviews or implementation is whether this activity may impact business as usual.

Keeping day to day activities running is crucial to ensure that the benefits from the cost cutting exercise are not eroded by a shortfall in delivery elsewhere in the organisation.

A further consideration is whether the activity can be managed and delivered by internal resources or whether third party support may be required.

## Some areas often considered to reduce basic business costs are:

### ► Efficiencies

Costs can be reduced through increases in efficiencies. With our experience Chaucer can help you consider a wide range of potential efficiencies. Sometimes these may involve the use of third party suppliers and services.

### ► Process

Business processes can often be simplified. Or best practice processes emulated and implemented across the business. The fitness of business processes needs to be looked at regularly in our world of perpetual change. Processes can quickly become inefficient and costly. Regular reviews to consider options for automation, outsourcing or other new techniques should be part of an ongoing program of improvement.

### ► Continuous Improvement

This can be one of the most cost effective ways of reducing costs quickly within a business organisation especially where there are many operations and/or processes that need to operate as part of business as usual. Chaucer has helped its clients set up fruitful CI programmes that have incrementally led to significant cost reduction.

### ► Performance Improvement

Can be based upon a variety of productivity improvement methods such as lean, six sigma, etc.

A Performance Improvement project can be targeted at a specific area of a business where it has been identified that major or significant cost savings can be made. These cost savings may come from various individual sources or there may be serious cost savings to be made in a linked array of processes or operations.

Chaucer has frequently managed Performance Improvement for a variety of clients, which have primarily focussed on cost reduction and have involved:

- ▷ Leadership or support of cost reduction initiatives
- ▷ Development of lean six sigma programmes
- ▷ Operational efficiency reviews
- ▷ Metrics systems development
- ▷ Development of performance management
- ▷ Development of competency regimes

#### PRODUCTIVITY

Productivity is a composite of:

<b>Effectiveness:</b>	Doing the right things
<b>Efficiency:</b>	In the right way at the right speed
<b>Cost-effectiveness:</b>	At the right price
<b>Resource utilisation:</b>	Making full use of all resources

- ▶ "What gets measured gets done"
- ▶ Productivity monitoring at an individual and team level
- ▶ Short interval scheduling
- ▶ Targets and personal productivity plans
- ▶ Whiteboards or equivalent
- ▶ Competitions and events

#### ACTIVE SUPERVISION

Performance is driven by active supervision:

The key to operational excellence is the deployment of well trained and informed active supervisors. Supervisors need to be provided with good, fact based information on the performance of the operation and the individuals within it. It is the supervisor's role to:

- ▶ Walk the patch, watching and listening in
- ▶ Mentor and coach
- ▶ Cajole
- ▶ Drive performance – productivity, quality and service
- ▶ Manage priorities
- ▶ Co-ordinate continuous improvement

#### MANAGEMENT CONTROL SYSTEMS

An effective MCS is crucial to success:

- ▶ To enable productivity to be measured and monitored
  - ▶ To objectively assess the staffing levels required
  - ▶ To provide up to date performance information to supervisors
- Chaucer can provide a simple MS Excel based tool to capture inputs and outputs, calculate Work load, performance and staffing requirements and to enable simple resource forecasting

At Chaucer we recognise that it can be difficult to identify cost reduction possibilities especially when involved in the day to day operations.

This is particularly true where a business has already cut staff so pressure to complete business as usual has to take priority. In today's workplace there are often limited or no resources available to focus on cost reduction.

At Chaucer we have been involved in many cost reduction and process improvement projects as well as project managing business process simplification and efficiency increase programmes.

The use of a low cost management consultancy such as Chaucer Consulting can often bring significant benefits that can make a business more efficient and hence more profitable. It could be the differentiator to take a business from being a loss maker or breakeven business into a profit generator.

# How serious is it? – Pandemic Planning



*"We should build a memorial, but not to sing praises, either for the people or their fighting spirits. The purpose should be to give warnings so that people will forever remember this disaster, the dead and their families (including medical professionals) and the lessons we learned."*

China Law & Governance Review Interviews  
- January 2004

The Fighting SARS Memorial – Hong Kong

Photo: Brokensphere May 22 2007

## The best memorial should be your plans

On assignment in Hong Kong recently, I came across the SARS flu pandemic memorial in the business district, nearby the Bank of China, and was moved to tears by the faces of the young doctors – so motivated, so positive, staring back from the memorial – they gave their lives combating the pandemic. Irrespective of the outcome of the current swine flu pandemic, the best corporate response should be your global plans.

## What will happen if you do nothing?

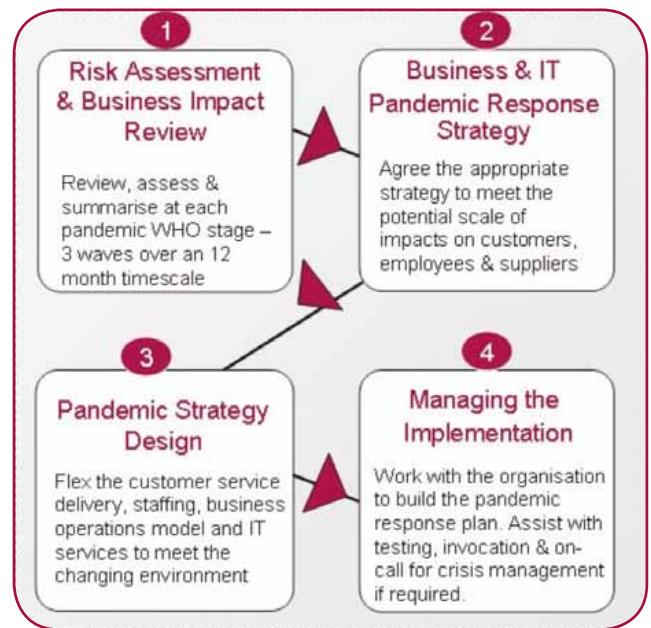
**The specific challenges that a pandemic presents over the next 12 months:**

- ▶ Up to 50% reduction in staff through illness or caring for dependants.
- ▶ Transport disruptions hit raw materials, workforce, goods & services.
- ▶ Supply chain failures impact production and service provision.
- ▶ Customer frustration & anger as service is hit; queues exceed SLAs.
- ▶ Customers switch to electronic means or to competitors.
- ▶ Organisations compete for shared standby sites, & latecomers lose out
- ▶ Experts who run your business are no longer available.
- ▶ Cash flow comes under severe pressure and the risk of business failure spirals.
- ▶ Competitors take your market, in the battle of the fittest.
- ▶ At the centre, your corporate negligence.

## Updating your plans – a tailored response

The governments of the world are doing their part. You are doing yours; 'catch it, bin it, kill it,' hand-washing and staying isolated if unwell. So what should your organisation do?

You may well have built a plan several years ago, but today your organisation is radically changed, so will it work? This pandemic planning approach fits within your existing business continuity framework. It meets best practice standards for pandemic planning and focuses on the actual needs of your organisation.



## Will your contingency plan succeed, in a pandemic?

**Scenario testing against your organisations capabilities, flexibility and resilience:**

**Organisational considerations include:**

- ▶ Changing HR policies.
- ▶ Increasing staff work-flexibility & cross-training.
- ▶ Guaranteeing raw materials & supplier services.
- ▶ Ensuring transportation arrangements.
- ▶ Flexing technology services to meet anticipated changing demands.
- ▶ Pre-prepared communications.
- ▶ Proactively changing business operating models and re-modelling.
- ▶ Reacting to reduced business demand and increased social needs – earning customer/client long term goodwill.
- ▶ Invoking force majeure legal terms – as a last resort.

# Merger, Acquisition and Divestments

**We have seen in recent time, and in my view rather surprisingly and alarmingly big business enter into major M&A projects 'apparently' without too much or if what is reported is to be believed hardly any formal preparation or due diligence.**

Companies considering acquisitions or other similar activities would do well to commence some pre-emptive due diligence. By this I mean getting all the various departments in the organisation to pre-prepare activity checklists and plans in readiness for any potential M&A activity.

In addition to checklists, departments or business units and service functions can prepare other tools which will significantly help in assuring that everything is reviewed, checked and approved before any decisions are taken. These tools can be plans or schedules, roadmaps, interface or interdependency matrices as well as more conventional checklists.

The value of being prepared from a governance, compliance and prudent business perspective are inestimable and therefore must not be undervalued or ignored however tempting it maybe to 'cut-corners', take short cuts or make decisions on poor quality data, lack of data or inappropriate data.

**The following are some areas that need to be addressed pre day 1:**

## ► Structure

A key component to the success of any acquisition is to put in place a structure that will both drive and control the post merger/acquisition integration with pace to ensure the synergy benefits are achieved as early as possible and that the newly acquired organization is sustainable going forward.

## ► Regulation

It is essential to understand the present and future regulatory landscape for the merger or acquisition. Pay close attention to HSE, competition law, security, statutory reporting obligations, etc.

## ► Acquisition Target

It is essential to fully understand any new acquisition. This must include due diligence on all subsidiary companies and organisation structures, operating practices, markets, processes, locations of work, technologies, suppliers and customer relationships.

## ► Competitive Advantage

Ensure that you have a detailed plan for the realization of synergies in any merger or acquisition including the expected values of the synergies to be realised and when they are to be realized as this is vital for financial forecasting etc.

## ► Communications

A rigorous internal and external communications and engagement plan from pre Day-1 is essential.

## ► Governance

How will the governance of the new entity be established and

implemented, what delegations of authority sit with whom and what controlling processes will be established. A key element of governance is the scope of the MI reporting.

## ► Technology

How integrated are the technologies, is it easily achievable and is it a key benefit of the M&A business case?

## ► Supply Chain

Do you understand the full supply chain for yourself and your newly acquired or merged entity?

## ► Branding

What brand will you retain or discard and how will this be achieved without loss of value in respect to any merger or acquisition.

## ► Change Program

Have you got a change program ready for Day 1 spanning people, processes and technology?

## ► Profit

In the newly acquired entity how will profit and investment be treated?

An acquisition may have significant tax benefits that can be used to the benefit of the acquirer, these need to be identified and not lost.

It is better to be prepared and be capable of doing due diligence in a very timely manner to ensure uncertainty and therefore risks are not entered into. The value of being prepared is very significant whereas the danger of acting or making decisions without proper preparation can be catastrophic.

Even if not used the time and effort in producing a checklist can often bring other benefits such as the discovery of hidden assets or unrealised value.

If fact in doing a relatively straightforward checklist in readiness for any possible M&A activity can often uncover inefficiencies when reviewing business processes or discover issues and problems that can then be addressed and rectified or maybe changes made that will result in cost savings and/or greater efficiencies.



Bob Laslett

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# How serious is it? – Pandemic Planning

Continued from page 7

## The WHO outlook:

- ▶ Summer 2009 (Mild) – 4 months
- ▶ Winter 2009 (Severe) – 4 months
- ▶ Spring 2010 (Recovery profile) – 3 months

Roger Baker



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# CHAUCER RUGBY

So that our readers do not think we are just a Football (Soccer) company please find below photographic evidence of our Rugby sponsorship which is for the current season. This particularly fine Rugby club is based in North America.

