

# BE-PACT

Impact-to-Implement™

## Company Brochure



# About BE-PACT

**BE-PACT** stands for **B**usiness **E**xcellence **P**rofit **A**nd **C**ash Turnaround. We are an **independent** management team and consultancy that specialises and has experience in successfully turning around European companies that operate the manufacturing and business services sectors.

At the request of our clients, we identify and implement turnaround strategies for companies in distressed or loss-making situations - often caused by adverse financial and/or operational conditions, despite enjoying a good market reputation and position - and manage the business back to financial health. Underperformance could have been the outcome of strategic and/or succession issues, changing industry conditions, resulting in a declining operating performance and cash flow.

**BE-PACT** offers the same approach to healthy companies in their quest for Performance Excellence - often triggered by changing industry conditions (competition) or the company itself (expansion).

Additionally, we can support expanding companies in *Business Development* activities, both Greenfield and Brownfield.

If required, **BE-PACT** is prepared to consider participating and (co)-investing, either on a standalone basis or in co-operation and partnership with other interested (financial) parties.

With our proven track record in successfully turning around unprofitable businesses, our experience in a number of industries and our cohesive team, we can provide a rapid and effective solution.

**BE-PACT** is a valuable partner for turnaround situations in the quest for Business Excellence.

## Focus

**BE-PACT** focuses on businesses across the manufacturing and service sectors that match the following criteria:

The **Business focus** is on industrial manufacturing and services in a business to business (B2B) environment and discrete manufacturing production (piecework and series production). **BE-PACT** focuses on automotive, domestic appliances, aerospace and construction sectors. These are sectors in which the team gained significant experience, knowledge and/or industry relationships. Targets are normally companies with an annual turnover ranging from €150m and upwards.

Whilst Lean Thinking has a long and successful track record in manufacturing industries, it is newer to the service industry and public sector (such as medical institutes). By applying Lean principles, the **BE-PACT** team can bring the required value added also to these sectors.

The **Geographical focus** is throughout the whole of Europe, with a special emphasis on the Benelux countries, Germany, the UK, Ireland and Scandinavia as the team has either a local presence or gained experience in those areas.



# Services

## BE-PACT

### Company Assessments

Identify the potential for value creation through undertaking operational due diligence

A cross-functional team is mobilised to analyze and understand the current state of the operation and its key business drivers

An independent evaluation 'Quick scan' or a more in-depth assessment

Identify the potential for improvements to transform the business to an ideal (future) state

#### Key elements:

- Understanding of the customer's needs, strategic needs for change
- Lean assessment
- Assessment of Management and the Organization
- Strategy Review
- Margin/Profitability/Portfolio analysis
- Costing analysis
- General overheads assessment
- Description of the future (ideal) state

## BE-PACT

### Turnaround Strategies

Develop a Master turnaround plan to restore and/or improve profitability

Identify what is needed to return the business to early profitability

Identify what needs to be embedded to provide the long-term sustainable success of the business

Focus is on the business processes and the introduction of Lean principles, taking a value stream approach

Recognise and employ a small number of appropriate, meaningful and critical metrics (KPIs)

All processes and projects are based on a fully-embedded Plan-Do-Check-Act cycle (PDCA)

#### Key elements:

- Roadmapping
- Identifying concrete actions/projects
- Ownership
- Timeframe
- Definition of Measurables (Key performance indicators, KPIs)

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### Turnaround Implementation

Implementing the Master turnaround plan

The BE-PACT team is operating in parallel (effectively as a shadow team) with the company's management

The BE-PACT team supports, coaches and mentors management on site, assisting with the rapid implementation of the turnaround plan

Progress is reviewed and measured against the KPIs

Generate cash as the fuel for growth (Business Development)

#### Key elements:

- Strategy Deployment and Alignment
- Engagement of the Workforce
- Value Stream Mapping
- Execution of Actions and Projects
- Training
- Monitoring, Auditing, Assessments
- Regular Review sessions of projects and change
- Plan-Do-Check-Act (PDCA) approach on processes, projects and organizational level

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### Business Development

Greenfield and Brownfield Business Development based on Business Excellence principles

The BE-PACT team can support expanding companies in the business planning and development of greenfield and brownfield facilities

#### Key elements:

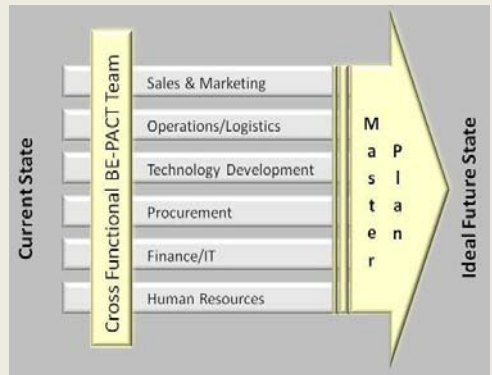
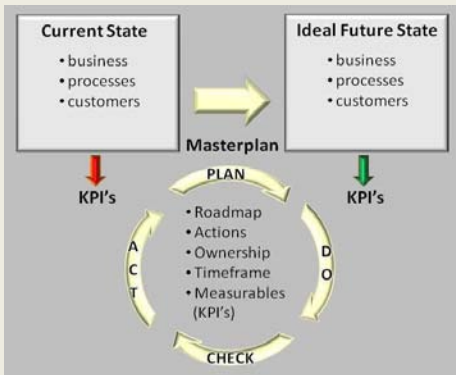
- Conceptual business design
- Project Management
- Project Planning
- Financial business planning
- Operational business planning
- Scenario analysis
- Layout planning
- Complete Lean supply chain design
- Operational due diligence
- Company assessments
- Project implementation and follow up
- Start-up/launch management

# Approach

**BE-PACT** follows a systematic three-step approach to secure a successful turnaround and transform our client's business from the "current state to the ideal future state". These steps identify what is needed to return the business to early profitability, as well as identifying what needs to be embedded to provide the long-term sustainable success of the business.

Our approach is to thoroughly understand the dynamics of the business and the sector(s) in which it operates and to identify the potential for improvement (**Company Assessment**), develop an action plan (the "master plan") to restore or improve profitability, generate positive cash flow and to establish a robust platform for the long-term sustainable success of the business through implementing Continuous Improvement, based on Lean Thinking principles (**Turnaround Strategy**). The **BE-PACT** approach covers this process at every stage from initial diagnosis to final implementation, with the **BE-PACT** team working closely with, and complementing the company's management team during the implementation of the right Lean management system and management practices (**Turnaround Implementation**).

As an additional fourth step **BE-PACT** supports expanding companies in **Business Development**, both greenfield and brownfield. With these four steps **BE-PACT** covers the entire company cycle.

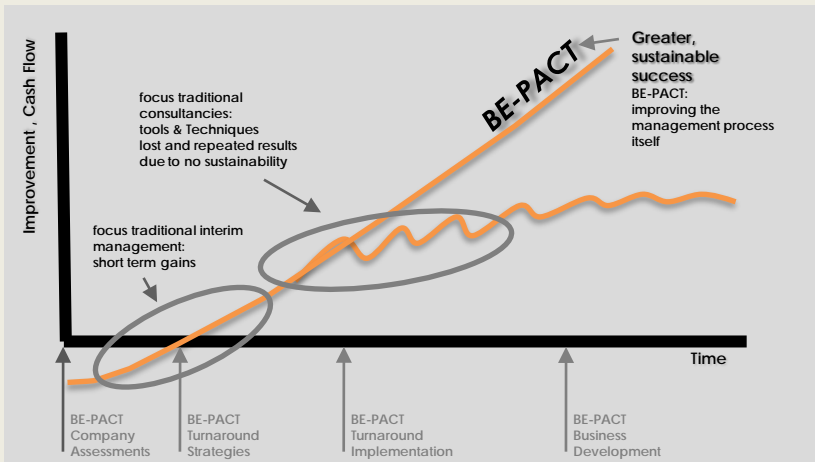


## Impact-to-Implement™

For our clients the key differentiator compared to traditional (Lean) consultancies is that we at **BE-PACT** know from experience that a successful and sustainable Lean transformation is not only about applying tools and improving core processes, but rather about improving the **management process** itself. We believe that a successful turnaround requires the right Lean management system and management practices and management skills. In our opinion, we at **BE-PACT** offer those qualities to prospective clients.

Where traditional interim management takes a short term financial perspective (cost cutting exercises, aiming the low hanging fruit), we at **BE-PACT** identify what needs to be embedded to provide the **sustainable** success of the business, all underpinned by the principles of Lean Thinking.





# Proven Track Record

The **BE-PACT** team has successfully turned around and developed companies in difficult sectors. This includes the automotive and automotive supply sector, engineering/equipment manufacturing sector, manufacturing and steel production.

## Case 1 - Creating a Sustainable Lean Business System within a Multi-National Group Company

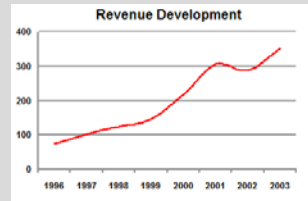
2003-2006  
*Electric motor/generator lamination stamping*  
*Electrical Steel production*  
*Tool and Die making*  
 USD 625 million, 2,700 employees  
 10 Plants in 6 countries  
 Turn around from bleeder to 10% ROS in 18 months  
 Successful and sustainable business improvement by implementing the principles of Lean Thinking

The business case has been described in the Shingo Prize winning publication *Staying Lean: Thriving not just Surviving*



## Case 2 - Business Turnaround and Growth Strategy

1996-2003  
*Automotive Stampings and Assemblies*  
*Tool and Die making*  
 USD 450 million, 2,250 employees  
 Turn around from loss making to 8% ROS in 24 months  
 Tripled sales  
 Greenfields in Germany, UK and Brazil  
 Acquisition in US



# Clients

Our client base typically comprises:

Holding) Companies

- Manufacturing industry
- Business services industry
- Service industry
- Public sector, incl. Hospitals

Private Equity Firms

Banks with Exposure

Company Brokers

Investors

# The Team

The team has worked together successfully for many years and has a proven track record in successfully introducing and implementing Lean Thinking.

For our clients the key differentiator is the shared experience of the **BE-PACT** team members. **BE-PACT** operates as a strong and cohesive team with a unique set of complementary skills, a common vision and shared values. The team consists of experienced hands-on executives and entrepreneurial people who have learned how to work effectively together with all kinds of groups, and in many different environments around the world. The team leaders have worked together for more than 15 years.

The team exhibits the highest degree of integrity in every aspect of their work and has an excellent track record. We have corporate experiences ranging from strong growth to restructurings, turnarounds, mergers, divestments and acquisitions in a variety of industry areas. Through the collective industry experience and achievements of the team members, having been through several business cycles, **BE-PACT** can respond to the challenges of today's business environment.

In addition to the management team, **BE-PACT** has developed a network of like-minded professionals who would be available to support our portfolio companies, providing their own specific knowledge, experience and expertise.





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