



## Turnaround Management Executive Leadership Programme

Creating a business  
transformation culture in India



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## SUMMARY

This Turnaround management programme is unique in addressing the specialist skills required to create a business transformation culture in India. In recent years, there have been increasing instances of companies in India underperforming, failing to meet their debt obligations and eventually going bankrupt. Apart from high profile examples such as Kingfisher Airlines, Bhushan Steel, IL&FS and Jet Airways, there are over 4000 companies listed as ailing in India. With the passing of the Insolvency & Bankruptcy Code in India in 2016, banks and lenders have become more involved with the operations of defaulting companies. The challenge, however, is the lack of experienced management who can help to transform these companies. This is creating demand for a set of highly-skilled turnaround experts who can help banks and lenders revive non-performing assets. X-PM, a company specializing in interim business transformation solutions is seeking to bridge the skills gap by bringing this pioneering programme from the University of Leiden in the Netherlands to India.

## WHAT THE PROGRAMME COVERS

Participants will be equipped with practical training focussed on building turnaround management and workout skills based on well-established theoretical principles including those taught at Harvard and via INSEAD's Blue Ocean Strategy framework. This training is a trailblazer in India as it covers diverse aspects of managing corporate turnarounds including the financial, legal, operational and cultural aspects of reviving an underperforming business.

## WHO SHOULD ATTEND?

This programme is invaluable for any stakeholders in the revival and recovery process of troubled businesses. You might be involved in the recovery of funds and revival of distressed assets as a

- CEO
- CFO
- Banker
- Accountant
- Lawyer interim management professional
- Consultant
- Turnaround advisor
- Investor
- Professional in the private equity industry
- Member of a regulatory body or chamber of commerce

Anyone looking to develop global turnaround management skills and apply them with confidence to transform companies in India should attend.



## WHAT WILL YOU LEARN?

The foundation of the programme is financial management in turnaround situations and the core principles of turnaround management. In addition, you will explore the nuances of why businesses fail, management's role in handling failure and crisis stage models. The concepts of effective stakeholder management and International Association of Restructuring, Insolvency & Bankruptcy Professionals (INSOL) workout principles with special reference to the Indian context are expertly explored.

By the end of the programme, you will be able to:

- Lead and create change to transform a business
- Value and assess the viability of a company in distress
- Understand a leader's psychological role in the turnaround process
- Re-organise and restructure the finances of turnaround situations including cash and cost management, forecasting, planning and control
- Negotiate and communicate complex, effective turnaround workouts with creditors, vendors, suppliers and capital providers
- Implement downsizing and cost-reduction plans
- Develop and apply processes for revenue and margin optimisation

Detailed case studies of turnaround management in India and Europe, including Ford, Levi's, Malaysian Airlines and other reputed brands will be covered. Practical case studies on cause analysis, concepts and frameworks to achieve a successful turnaround plan and financial restructuring are analysed, along with a simulation game focussed on saving a distressed company, based on a real-life example.

## PROGRAMME STRUCTURE

The programme is structured as a 3-day course with 3 sessions per day. Each session has been meticulously planned to keep participants engaged with the emphasis on a highly practical and interactive approach to learning. Participants will receive a certificate from the University of Leiden in the Netherlands on completion of the training.



## WHO YOU'LL LEARN FROM?



**Professor Jan Adriaanse**

Professor Jan Adriaanse is Head of the Department of Business Studies at Leiden Law School at the University of Leiden in The Netherlands. He is a pioneer in the field of turnaround management and his courses have won awards in recent years. He is also a seasoned practitioner with hands-on experience as a founding partner of BFI Global, an independent data-driven financial advisory and investigation firm specializing in business failure investigations, turnaround advisory, corporate investigations, dispute valuations, commercial disputes, D&O issues and business failure prevention.



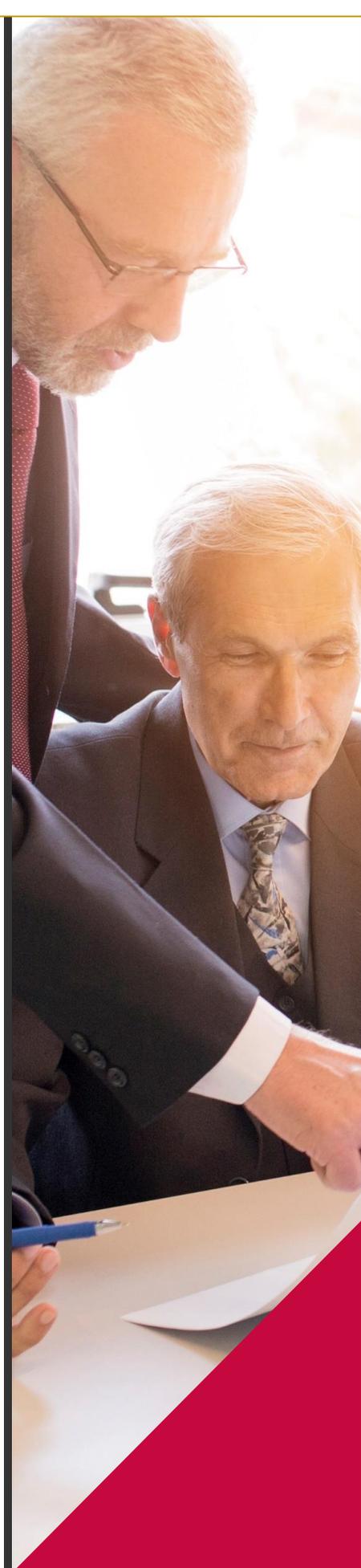
**Marc Broekema**

Marc Broekema obtained a bachelor's degree in economics and master's degrees in marketing management, economics (valuation), and law. Afterwards, he completed post-master education to accomplish an accreditation as certified business valuator (Register Valuator) and forensic (judicial) expert witness. In 2016, he co-founded BFI, an independent boutique firm, based in Amsterdam, with an international focus specialized in valuations issues, (forensic) investigations, economic damages assessments, disputes, bankruptcy related financial analyses, and turnaround business reviews.



**Robin Banerjee**

Robin Banerjee is an award-winning CFO and author with over 35 years of experience in more than 20 countries. He has held senior executive positions at several large multinational corporations including Hindustan Lever, Arcelor-Mittal, Thomas Cook, Essar Steel and Suzlon India and is currently the Managing Director of Caprihans India Ltd. He is a qualified Chartered Accountant, Cost and Management Accountant and Company Secretary and has a Master's degree in Commerce. His latest book is called 'Who Blunders and How: The Dumb Side of the Corporate World.'





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WORLDWIDE INTERIM LEADERSHIP

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## Contact

**Amal K Das**

**Email:** [adas@x-pm.com](mailto:adas@x-pm.com)

**Mobile:** 9820808081

**Rohit Thomas**

**Email:** [rthomas@x-pm.com](mailto:rthomas@x-pm.com)

**Mobile:** 8860194273

**Website:** [www.x-pm.com](http://www.x-pm.com)

**Address:** Suites 209 & 211 Srishti Plaza,  
Off Saki Vihar Road, Andheri (East), Mumbai - 400072

