



WIL Group: Private Equity Industry Sector

EXPERIENCED PEOPLE ► DELIVERING RESULTS

WIL Group
WORLDWIDE INTERIM LEADERSHIP



1

PRIVATE EQUITY & CASE EXAMPLES

2

ABOUT WIL GROUP

Solution for Private Equity

- The WIL Group specialises in Private Equity
- We provide the best management solutions at every phase of a private equity transaction – from evaluating a potential acquisition, through to building the portfolio company, to selling it at the right price.



PRIVATE EQUITY

- **Evaluating a potential portfolio company, its management and operations**

Our experts will obtain the right information to make the best assessment about the current and future enterprise value. They have the knowledge and expertise to assess the management team, the operational processes and the specific business issues. We can also deliver non-executive directors or a CFO to prepare an acquisition, or a CEO to lead a management buy-in.

- **Early days of owning a portfolio company**

We can provide senior executives who can implement a 100 day programme aimed at performance improvement or business turnaround. All our interims coach or replace the management team at short notice, when time is critical.

- **Midlife of owning a portfolio company**

At this stage our clients may need to create value through Buy & Build strategies, find suitable add-on acquisitions and integrate them into the business, develop new international markets or replace a CEO to reinvigorate the business, and we can help at every step. We provide experienced people with the right skills – from integration managers to CEOs with Private Equity experience.

Solution for Private Equity

- The WIL Group specialises in Private Equity
- We provide the best management solutions at every phase of a private equity transaction – from evaluating a potential acquisition, through to building the portfolio company, to selling it at the right price.



PRIVATE EQUITY

- **Exiting a portfolio company**

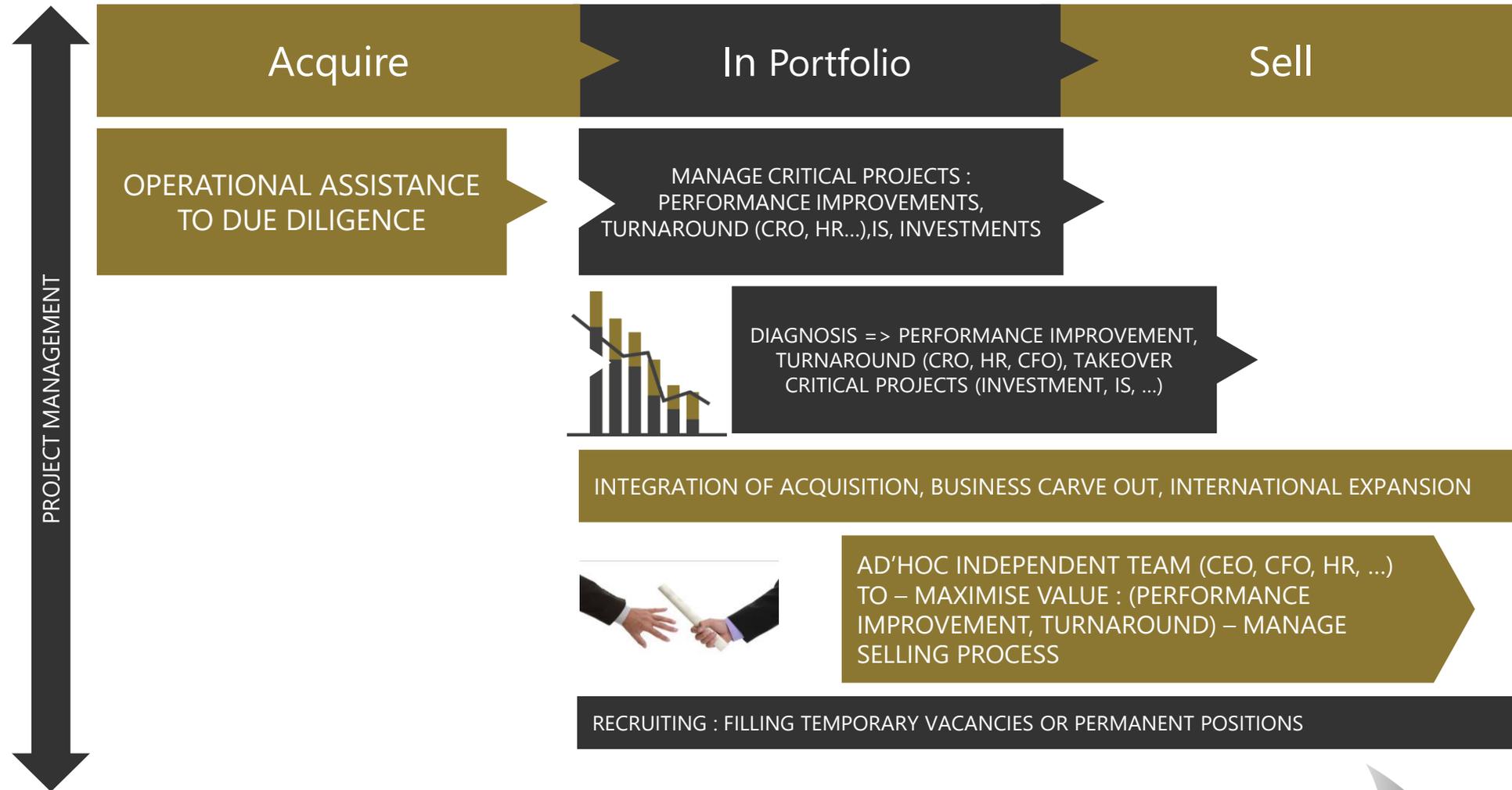
Whether this involves other investors or the company being floated on the stock market, or both options being considered at the same time, the management team can be reinforced or rebalanced to create the best value at exit.

We can deliver experienced executive interim leaders at short notice to oversee lasting change. These executives can assume various responsibilities. They might be an experienced CFO who can help prepare for a public listing or an executive manager to support the exit transaction and make sure that management is aligned with the owner's and/or seller's agenda.

These individuals can replace or supplement your existing management team, working seamlessly across national borders if necessary.

PRIVATE EQUITY

Typical Assignments



The French subsidiary of an international industrial services company, 50% owned by a Dutch PE firm, needed to be reorganised

Situation

- After benchmarking the operations of the French subsidiary with the other subsidiaries of the group, the Board decided to downsize the French activity to 50% capacity.
- This downsizing required that the legal procedures for collective dismissal were strictly adhered to.
- Given this situation, the company requested a crisis manager with in depth knowledge of the French labour market and the ability to communicate with the Dutch HQ.
- Given the international nature of the customer base, it was of the utmost importance that social conflicts were avoided or at least kept to a minimum.

Solution

- Through its international network, the WIL Group proposed a Belgian Crisis Manager with extensive experience in France and mastering both French and Dutch.
- The Interim Manager was responsible for analyzing the local situation and rolling out the restructuring plan according to the French legislation.

Results

- After a thorough analysis, the Interim Manager concluded that the French subsidiary was no longer viable. Subsequently, the Board decided to shut down the activity completely.
- The Interim Manager rolled out the procedure for the shutdown in accordance with the local legislation (book 1, book 2,).
- Through a clear and open communication with the Workers' Counsel, the Crisis Manager realized to avoid social conflicts.
- The shutdown was therefore concluded in an orderly manner within the timeframe and budget approved by the Board.

To “Carve Out” food and beverage operations from PE owned garden centre group (the UK’s largest) and revamp restaurant business

Situation

- The Garden Centre Group, owned by Terra Firma Capital Partners, is the UK’s largest garden centre operator with 140 sites and brand names such as Blooms and Wyevale.
- Recently, the group saw a big opportunity to create exciting new restaurants for customers and look to double the revenue from £65m per annum; and create a concept that could be rolled-out to the other 2,000 + independent garden centres.
- They needed a food expert to advise them on various strategic options, and implement the plan.

Solution

- Through its international network, the WIL Group proposed an Interim Manager who had been working as VP Food Retail for M.H.Alshaya Co Group in Kuwait; an international expert on franchise operations.
- The Interim Manager was responsible for analyzing the situation, filling a leadership void and giving direction to the restaurant division (in essentially a DIY business)

Results

- Immediate impact by getting out to the stores, showing leadership, analysing the business operations and preparing business cases.
- Signed up Costa Coffee under a franchise agreement.
- Joined the Group Board.
- Put together new menu for the restaurants.
- New customer attraction levels at + 20%.
- Vastly improved stakeholder relationship between PE firm and investment company.

Interim transformation team restructure PE owned Spanish machinery business

Situation

- HUNE, is the second largest Spanish company in the machinery and platform lift business.
- It is owned by the global PE firm Advent International.
- Current debt structure rise to more than 25 times EBITDA.

Solution

- Engaged as Interim Chief Financial Officer (CFO) and Restructuring Advisor (CRO).
- Appointed new CEO of the company.

Results

- Worked with management to implement rigorous cash, management processes and controls enabling the company to survive without injection of new cash.
- Designed and Implemented a collection structure improving customer insolvency by 80%.
- Company Internationalization (Saudi Arabia, Colombia).

Interim CRO engaged to strip out cost in concrete company under PE ownership

Situation

- PRETERSA, is a company dedicated to the design, manufacture and assembly of precast concrete structures.
- Owned by Magnum Capital.
- Since 2007 the concrete market had been progressively collapsing.

Solution

- Engaged to diagnose Company Viability.
- Appointed as Chief Restructuring Officer (CRO).

Results

- EBITDA stabilization due to cost reduction policies implemented.
- Secured working capital financing in order to enable the company to manage its seasonal cash requirements.

Norwegian PE firm seeks out Interim CIO to handle major IT change programme in the UK.

Situation

- Smedvig Capital was set up in 1966 to manage the family's asset portfolio of approx. NOK 10 billion.
- Their UK business **Exchange Group** operates a national network of over 30 skills training centres in public libraries and other public locations.
- A lack of investment in the core Learner Database and ERP system had led to major performance issues across the network.

Solution

- An Interim CIO was selected from the UK talent pool .
- An Information Technology & Business Executive with extensive commercial experience in blue chips and specifically in eLearning and software services. Exchange Group is the largest network of Microsoft IT Academies in the UK.

Results

- Leadership injection into the IT team
- Commission & Complete Database Review
- Project Implementation plan
- Learner database review and transformation plan.
- Resolve critical issue with current network services provider.
- Complete IT staff role & capability review; and staff performance appraisals.
- Alternate network service provision tenders .

Exit of a Scandinavian-German transport company 100% owned by a PE investment firm and Management

Situation

- The existing owners decided in early 2014 to investigate the opportunity to sell the Company in the near term.
- Contacts with several financial advisors and lawyers had been initiated but not selected.
- In parallel, the Company needed to strengthen the strategic business control competence.
- Given this situation, the PE owners requested an interim Senior Advisor with extensive CFO experience to manage the sales process and build competences.

Solution

- The WIL Group proposed a Senior Advisor with CFO background and extensive experience in managing a company sales process.
- The Interim took charge of the sales process incl.: data room build-up, prospectus and presentations, advising and coaching the entire Management team incl. the MD & CFO, and developing the strategic business control (e.g. tenders) and a matching reporting package.

Results

- After quickly getting up to speed on the Company, the Interim identified additional required actions including finalizing and getting Board approval of the Business plan, change of Bank and introducing IFRS accounting.
- The Interim also took over as CFO during the sales process.
- A leading Infrastructure fund acquired a majority stake of the Company in the fall of 2014 with closing expected in Q4 .
- The Interim is continuing as CFO until a permanent solution is in place.

The subsidiary of an international consumer goods company, 100% owned by a French PE firm, needed to be restructured and turned around

Situation

- After a management review the CEO decided to replace the current MD and to restructure and turn around the operations.
- The company needed to implement a broad change program incl. revitalizing sales, reduce costs, reduce debt, restructure logistics and relocate the head office and at the same time keep the co-workers motivated and customers 'unharméd'.
- Given this situation, the company requested an seasoned Interim Managing Director with a strong background in front-end retail sales.
- Owners also decided to put the company in reconstruction and speed up relocation.

Solution

- Engaged an Interim Manager with a strong track record in driving sales from supplier to retailer combined with top leadership and people skills.
- By being transparent from day one and providing incentives the Interim quickly won the acceptance of all employees despite major lay-offs.
- By lifting up young managers that believed in the plan to senior positions the broad experience base of the Interim was fully leveraged.

Results

- The Interim Manager reduced costs with close to 2/3 and reset the capital base.
- Moved distribution and logistics abroad and relocated HQ to a major metropolitan area.
- Introduced a revised business model with a strong sales focus.

A privately owned company with a distinguished past needed new capital and new owners

Situation

- Despite a strong brand going back to the 1850's, and an international sales reach with 90% exports, the Group results were negative several years in a row.
- The losses and apparent inaction made the financing bank require an immediate change of CEO.
- Given this situation, the owner requested a turnaround manager with in depth knowledge of the industry and restructuring experience.

Solution

- Engaged an Interim CEO with extensive relevant experience from a PE environment.
- The Interim CEO was assigned the task to develop a comprehensive turnaround plan and urgently implement actions to secure ongoing operations and cash-flow. In parallel, the CEO made an in depth analysis and action plan incl. financial plan
- Concluded that regardless of new financing was required

Results

- The CEO implemented the change plan and in parallel looked for new financing/new owners.
- The owners decided sell the Group as they could not provide any financing.
- In the eleventh hour, managed to get PE backing for a MBO with full support from the original Bank.
- Successfully carved-out the Group.
- A lot of work remains but the company is on the right track.

Performance of a PE owned international logistics service provider had to be drastically improved

Situation

- The customer is a large European logistics service provider which operates in more than 140 countries. It is 100% PE owned.
- While the company was growing through acquisitions in many countries, working methods had hardly evolved to adapt to the changing environment and profitability dropped.
- An extensive program aiming at radically changing some fundamental processes was launched. Specifically, the objective was to implement cross-cutting actions between countries instead of trying to optimize the results of each country.

Solution

- The interim manager role was primarily to help country managers and major segment of business leaders to identify concrete actions to improve performance. These actions focused on operational processes designed and deployed internationally (instead of locally) to make the company offer more attractive and to increase revenues.
- Also set up shared service centres in a European country where labour costs are lower, creation of a Group Purchasing team, and overhauling the core system and developing digital technologies to improve CS.

Results

- The X-PM interim manager was so successful that he was hired as CRO and Group HR Director, member of the Executive Committee, a few months after he started the mission. He concluded that new financing was required.
- This success enabled WIL Group to be selected for two other missions necessary to continue the transformation of the company: management of the Information Systems for 18 months and of the Purchasing Group for one year.

1

PRIVATE EQUITY & CASE EXAMPLES

2

ABOUT WIL GROUP

BUSINESS CHALLENGES

WIL Group helps boards of directors, management teams and owners overcome extraordinary business challenges

Our Mission

The WIL Group mission is to help owners, their representatives and management teams to overcome extraordinary challenges, implement their ambitions and to build an alliance that attracts and develops the best interim leaders worldwide



SOLUTIONS

We bring solutions in five areas built upon the function expertise from more than 4500 vetted Interim & Transition Leaders

GENERAL MANAGEMENT	FINANCE	MARKETING & SALES	SUPPLY CHAIN
R&D	IT & TECHNOLOGY	PROGRAM & PROJECT MANAGEMENT	HR AND OTHER GROUP FUNCTIONS

EXPERIENCED PEOPLE ► DELIVERING RESULTS

Performance Improvement

- Reducing costs and working capital
- Improving supply chain, outsourcing, moving factories, build new factories
- Rejuvenating an underperforming company, business unit, factory or operational function

Growth & Business Transformation

- Open up new markets, channels or specialty areas, at home or overseas
- Managing a major acquisition, merger or to acquire new technology
- Renewing your products or service portfolio and launching them successfully

Turn around & Restructuring

- Handle financial stress or distress
- Refine a company
- Divest part of the company

Program & Project Management

- Managing program offices
- Implement major IT (ERP/PLM) investments
- Secure critical international projects

Solution for Private Equity

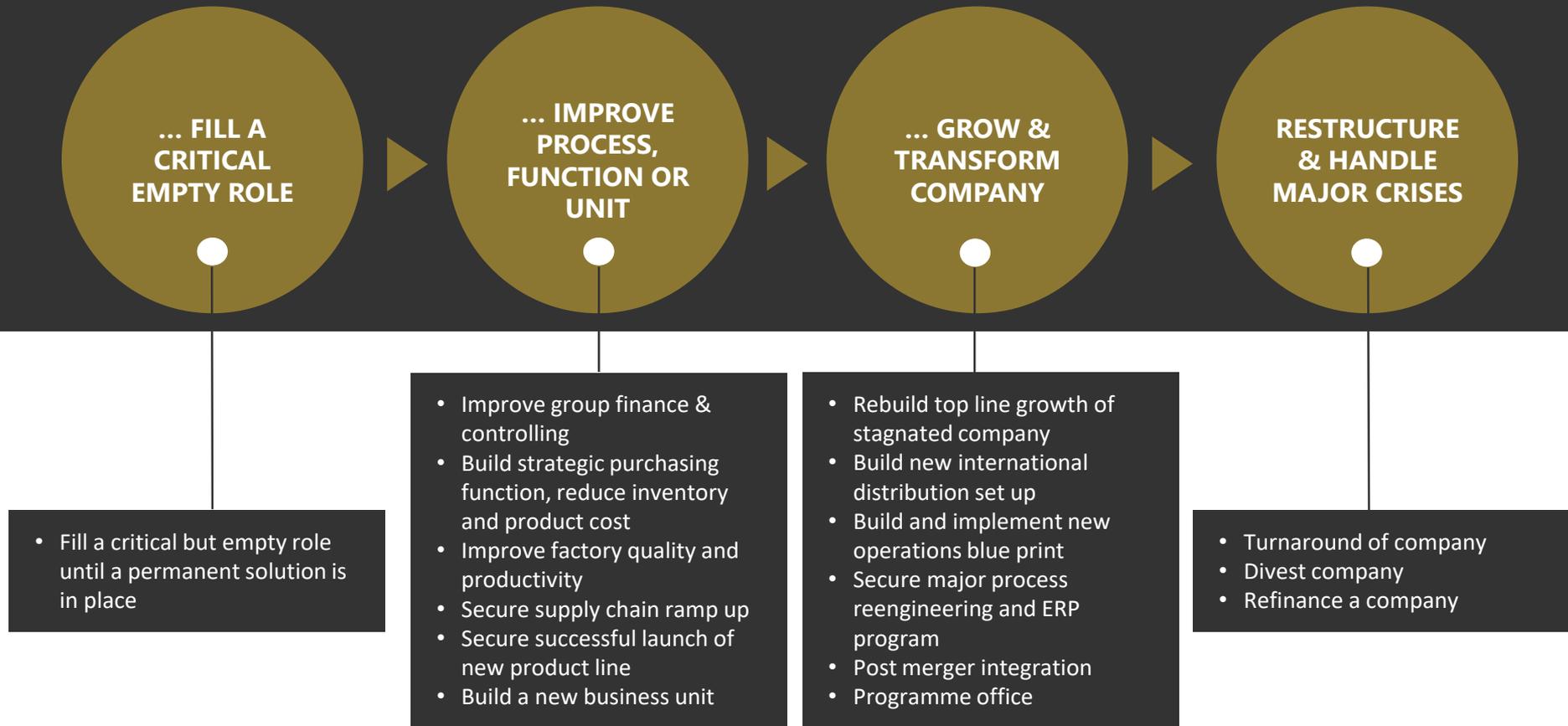
- Evaluate a company or its management team
- Implement the 100 day program
- Divest and sell
- Temporary managed critical functions



EXPERIENCED PEOPLE ► DELIVERING RESULTS

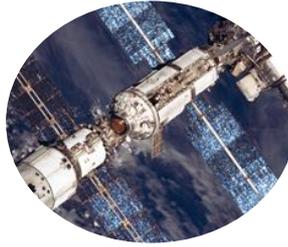
SOLUTIONS

Our Solutions are used in many different situations



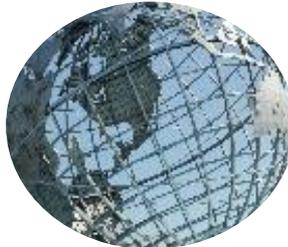
SOLUTIONS

We are unique due to our size and our ability to bring together leaders & experts from around the world to build sustainable solutions



Industry & functional expertise

With more than 4.500 vetted Interim Leaders & Experts and 30.000 in the total talent pool we bring functional and industry expertise no one else can bring



Multi-country & Multi-sourcing service

WIL Group is the first company to offer interim and transition management solutions on a truly global scale. Completing 400 assignments every year, it is the largest group of it's kind, offering a unique "international multi sourcing" model



Local cultural insights

The company has unrivalled expertise as it comprises 13 interim and transition management companies who are established leaders in their national markets together with 70 Operational Partners understanding local needs, differences, laws and culture



Sustainable & Innovation solutions

We bring innovative and customized solutions and operate flawlessly across international borders; no other organization can do this

CASE EXAMPLES



We helped a Swedish automotive Tier 1 company to downsize and improve its German plant



We helped an Austrian company with operations in France to turn the operation around



We helped a British manufacturing company to close a factory in Nigeria



We set up a complete team of 3 people at an Asian factory to improve quality and secure ramp up



We helped a large French multinational company with an important factory in Scandinavia to improve its efficiency and delivery rate



We did the Post Merger Integration for a Spanish lift maintenance company that had bought a competitor



We strengthened the management team of a large Sports company in Singapore during a construction phase of a huge complex



We set up the supply chain structure for a Russian company

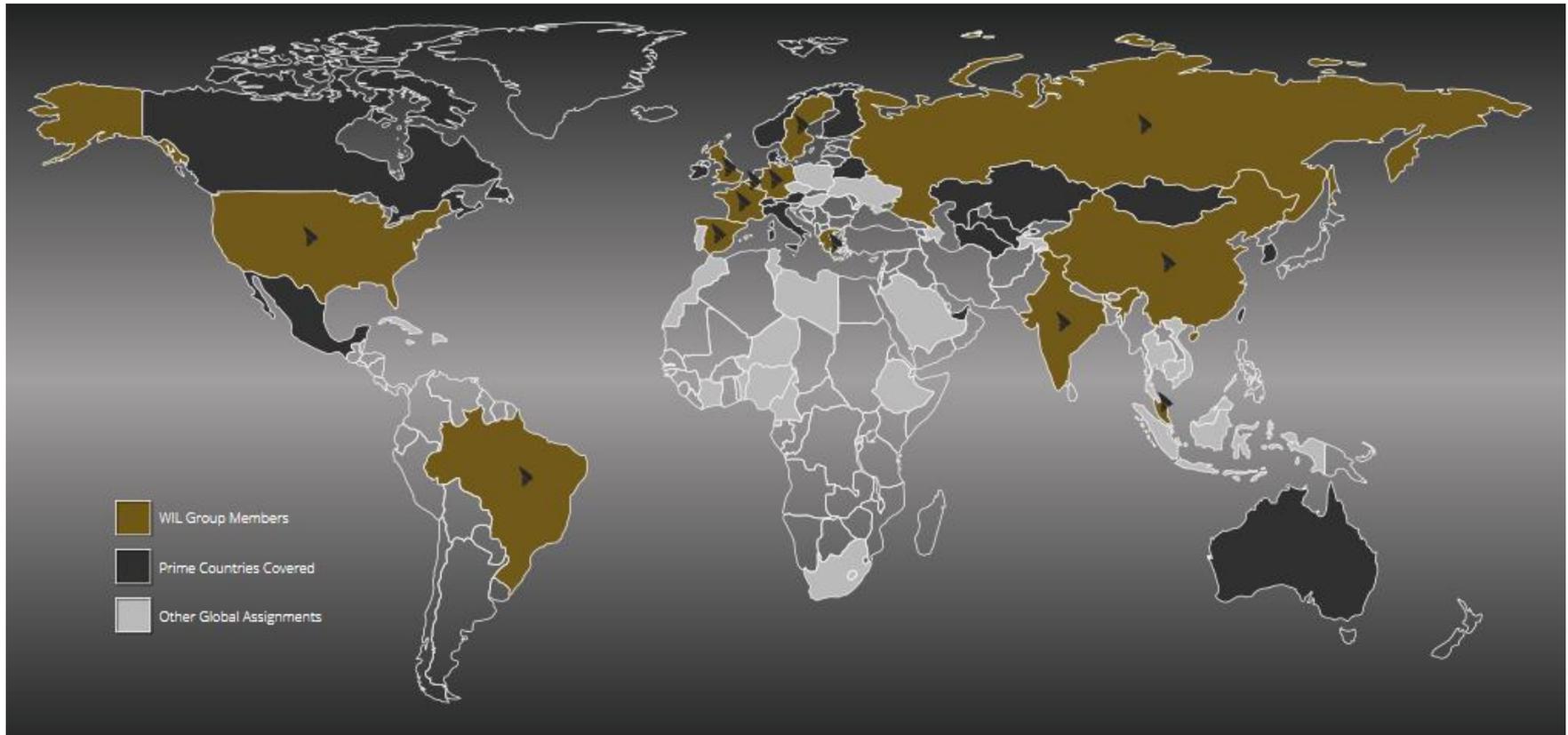


We built the strategic purchasing function and saved cost for a Dutch Medtech company



We helped a French healthcare insurance provider to overcome the server challenges they had with an acquisition in Canada

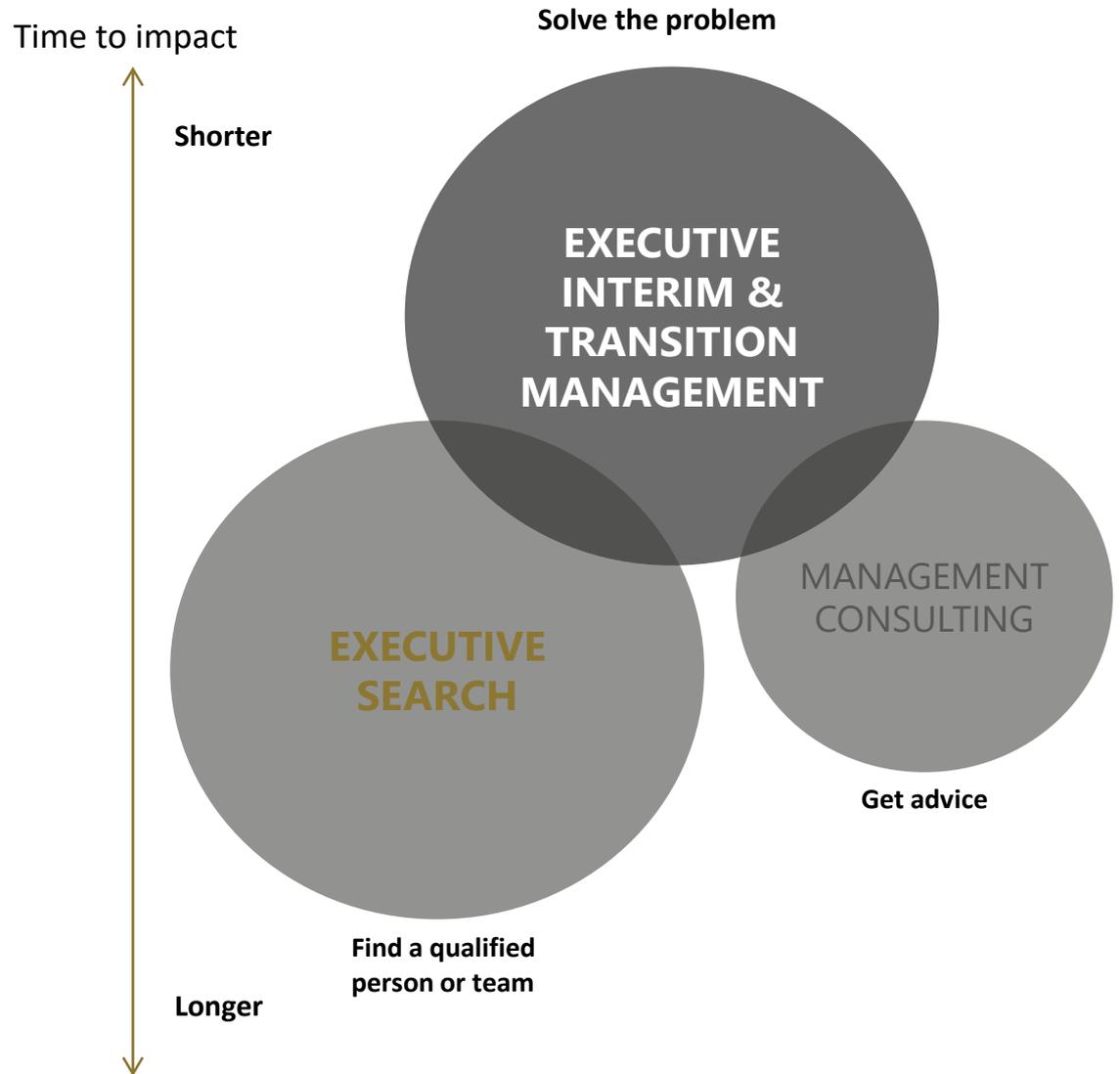
EVERYDAY THE WIL GROUP RUNS MORE THAN 200 ASSIGNMENTS IN PARALLEL



EXPERIENCED PEOPLE ► DELIVERING RESULTS

SERVICES

Our customers appreciate our services as we are faster than others and can create impact and bring relevant expertise as the best of two worlds



WITH AN INTERNATIONAL OFFICE IN THE CENTRE OF LONDON,
AND MORE THAN 70 OPERATIONAL PARTNERS COVERING
OVER 30 COUNTRIES, WE ARE HERE TO HELP

TOGETHER WE ARE THE WIL GROUP

- Number of operational partners: 70
- Number of support staff: 60
- Turnover (2013): \$65m
- International Office: One Pancras Square, London
- Number of countries covered: 31
- Number of assignments per year: 400
- Core vetted leadership pool: about 4,500
- Total talent pool: about 30,000

