



## Managing Corporate Turnarounds

Determine what caused a company's financial distress and implement a short and longterm turnaround strategy

**NEW!**

Companies end up in financial distress for a variety of reasons and in different degrees of severity, ranging from 'plain loss' of shareholder value to liquidity crisis and (eventually) bankruptcy. Management and/or turnaround professionals – at any point along the path of decline – try to avoid further deterioration of financial distress and subsequently regenerate value for old and new stakeholders by turning the business around and restoring its cash-generating capacity.

## How you will benefit

Being able to sail a ship through a storm makes you a better captain, even in calm waters. So, even if you never end up in a turnaround situation, you will benefit from the insights of this course and will be better equipped to optimize your business.

You will learn to:

- ✔ Diagnose causes of decline | Learn which actions and circumstances bring companies into decline; how they can be foreseen or prevented.
- ✔ Assess turnaround situations | Evaluate how critical the situation is and estimate how much time is left to execute a turnaround.
- ✔ Develop solutions | Define short-term actions for survival while working on a long-term recovery plan. Create a turnaround plan by relating financial restructuring to operational restructuring.

As part of your learning material, you will receive lecture notes on topics such as 'negotiating with

The course uses a web-based simulation that will take you through the various stages of a turnaround process (of a car manufacturer). The simulation is designed to enhance your understanding of the connection between financial and operational processes, and the trade-offs between short-term survival and long-term recovery. Even if you will never end up in a turnaround situation, this course will substantially increase your understanding of how companies work and how to manage cash.

stakeholders', 'pre-assignment due diligence' and 'short-term cash flow forecasting', as well as a comprehensive summary.

## Who should attend

The **Managing Corporate Turnarounds** program is developed for both financial and operational executives who want to better diagnose and assess turnaround situations in order to define short-term actions for survival while working on a long-term recovery plan. This program is especially beneficial to:

- General managers with P&L responsibility
- Finance managers wanting to understand operational processes
- Professional advisors, e.g. consultants or accountants
- Entrepreneurs

## Faculty



Joost de Haas is an Adjunct-Professor of Entrepreneurship at INSEAD since 2009, where he teaches 'Managing Corporate Turnarounds' in both the MBA and EMBA programs.

Joost has (co)founded a number of businesses in various industries, has acquired and turned around several companies and has been active in turnaround management since 2001. Until recently, Joost was the CEO of Roto Smeets Group and Executive Director of one of Europe's leading printing and multimedia companies.

After graduating with an MBA from INSEAD in 1986, Joost joined McKinsey & Company. Upon leaving McKinsey he has held several executive and senior management positions in mostly FMCG and telecommunications companies, before turning an entrepreneur in 1994. His core skills include restructuring companies through operational and financial engineering, as well as growing and financing fledgling companies.

Joost holds a Master's degree in Quantitative Business Economics and a Bachelor's degree in Law from the Erasmus University Rotterdam and an MBA from INSEAD.

# Program Content

We will use the Saab Simulation Game, as the core of this course. To complement the simulation, we will discuss cases focusing on specific turnaround skills and situations. Saab – an iconic car manufacturer- was acquired by Spyker in February 2010 and filed for bankruptcy in December 2011. Over six rounds, your team steps in the shoes of the Saab management and will try to guide the company through the challenging and turbulent waters in the months that follow. Be aware, although the starting point is based on actual numbers and documents, the events that unfold during the simulation are not (exactly) what happened to Saab. The objective for the student teams, obviously, is to not default but to turn the company around.

The simulation is web-based and needs to be played as a team. In each round you will receive new information and need to make (increasingly complex) operational and financial decisions. The aim of the simulation is to practice your turnaround skills and to enhance your understanding of operational and financial turnaround management. During the simulation you will learn to make trade-offs between short-term survival and longer-term recovery plus balance operational and financial decisions in a turnaround situation.

## Day 1 | Morning session

The morning session will introduce you to turnaround frameworks and some general principles when dealing with companies in distress. We will use several mini cases to discuss the differences between various turnaround situations, enhance particular turnaround skills and perform stakeholder analyses. We will give you some pointers on short-term cash flow modelling. The morning session ends with an introduction to the Saab Simulation.

## Day 1 | Afternoon session

You will convene with your team and prepare to start the simulation. At this stage you should have a clear understanding of the operational processes of Saab and be able to make a (simple) financial model to predict your future cash flows – the necessary background information can be found in your pre-reading & SAAB manual.

## Day 2 | Morning session

We will start the Saab Simulation. You will have the morning to play Rounds 1, 2 and 3. At the end of Round 3 we will convene all teams and discuss strategies and decisions taken.

## Day 2 | Afternoon session

The afternoon session will focus on determining stakeholders' positions in a turnaround. We will use the Brouwer Group case as an illustration. The Brouwer Group was a large printing group that was taken over just before bankruptcy. A detailed stakeholders' analysis was essential for the turnaround plan.

## Day 3 | Morning session

This morning you will play Rounds 4, 5 and 6 – the final rounds of the Saab simulation.

## Day 3 | Afternoon session

You will have time to prepare a presentation for the Saab Board explaining your strategy, your actions taken (per round) and your lessons learned. We will ask three teams to present, after which the results will be shown (and a 'winner' announced). The course will end with a summary of the lessons learned.

🕒 3 days

📅 Check AIF.nl for dates

💰 € 3,700



CFA Society  
Netherlands

vba

This program is eligible for **18 CE credit hours** as granted by CFA Society VBA Netherlands

# Enrolling & Practical Information

## Enrollment requirements

AIF considers each enrollment application carefully to ensure the quality and level of the program is maintained and that participation of candidates is beneficial to both themselves and their organizations. The general prerequisite for all AIF programs is the possession of an academic or equivalent degree, as well as proficiency in English and practical experience.

## Accommodation

AIF has special corporate rates available for participants at a number of hotels in central Amsterdam.

## Certificates

An AIF certificate of attendance is awarded to all participants who successfully complete the program.

## Program location

The programs are held in the center of Amsterdam, within an easy walk from Amsterdam Central Station, and within 30 minutes from Schiphol international airport.

## Program fees

Program fees include tuition, all comprehensive program materials, books, and any software that is required for the program, as well as luncheons and daily refreshments. Accommodation is not included.

## In-company programs

For information on how AIF can add value to your organization via a tailored in-company program, please contact AIF directly at: +31 20 520 0160.

**Ready to learn more? Find your program and reserve your place at [AIF.nl](https://www.aif.nl)**

## About Amsterdam Institute of Finance

AIF is a global financial innovation and education institute headquartered in Amsterdam. Through our open enrollment programs in Amsterdam and our in-company programs throughout the world, we connect ambitious professionals with the best minds in finance and other related topics. Taking part in one of our programs is a direct investment in your personal future and the success of your organization.

### This is what makes the AIF experience unique:

- We believe in responsible, sustainable and inclusive finance
- Our clients, rather than profits, come first
- AIF is an independent and not-for-profit foundation, which allows us to cherry-pick our faculty from the world's leading business schools, such as INSEAD, Oxford, Kellogg, Cambridge Judge and others
- AIF delivers top quality programs. Our alumni give our faculty an average rating of 4.6 out of 5.0
- Enrollment in one of our programs means you become part of the AIF network, connecting you to professionals from more than 1,200 organizations in over 110 countries

