



WBS Wits
Business
School

Sculpting global leaders

MANAGING A TURNAROUND AND CORPORATE RENEWAL

23 - 27 May 2011

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Visit our **WBS** website: www.wbs.ac.za

General Information

MANAGING A TURNAROUND AND CORPORATE RENEWAL

This five-day programme (with the last day being a workshop) provides participants with an insight into the various stages and processes of turnaround management: definition, stages of a turnaround, rapid appraisal and detailed analysis, recovery plan development and implementation are covered. The financial, legal, marketing, operations, internal and external aspects; politics and human considerations are evaluated in depth. Case studies from successful South African turnarounds are presented by the persons who led those turnarounds.

THE PROGRAMME OUTLINE / ACADEMIC CONTENT / ISSUES COVERED

- How turnarounds differ from "normal" management
- Typical stages of a turnaround
- Rapid appraisal of a situation, crisis management and emergency actions
- Stabilisation
- Detailed analysis and recovery plan development
- Rehabilitation or "return to normal"
- Leadership styles in a turnaround
- Legal aspects of a turnaround
- Financial aspects
- Marketing aspects
- Operations aspects
- Managing working capital
- Internal and external political considerations
- Change management
- Human resource leadership
- Managing stakeholders
- Early warning signals
- Lessons from bitter experience
- Case studies from private, parastatal and government sectors

WHO SHOULD ATTEND?

The programme is designed for all those individuals, CEOs, Executives and Managers currently involved in, or likely to be confronted with turnaround situations or teaching relevant subjects

FEE STRUCTURE

The R18 210 fee includes tuition, instruction material, a comprehensive new book on turnaround management and corporate renewal, refreshments and lunches.

In case of cancellation or transfer, a supplementary fee of R1 000 (for administration expenses) will be levied.

An "early bird" discount of 10% will apply to reservations made before 31 January 2010.

There will be a 50% retention fee on all cancellations made within two weeks of the commencement date.

ASSESSMENT OF THE PROGRAMME

The programme is not assessed in any way and a certificate of attendance will be issued on successful completion of the programme.

PROGRAMME DIRECTORS

- Professor Neil Harvey
- Frans van Heerden

Please see brief CV's on page 3.

DURATION

1 Programme taking place from 23 - 27 May 2011.

Faculty

PROFESSOR NEIL HARVEY **B.Com, B.Com (Hons), MBA, FCMA,** **PhD**

Course Convenor

Neil is the founder and president of *Strategic Global Investments*, an investment management and advisory company located in the USA. .

Neil has taught Strategic Management to postgraduate students at Rhodes University and International Business to MBA students at the Seidman College of Business, Grand Valley State University, Michigan. His areas of special interest are investment management, strategy, international business and turnaround management and corporate renewal.

He held top management positions with S A Breweries, Wolverine World Wide in the United States (e.g. Hush Puppies, Cat, Merrell footwear) and Anglo American Industrial Corporation.

Neil has published turnaround case studies and articles in Professional Management Review magazine and Accountancy-SA and has written a private paper for the Special Co-ordinator for Africa and the Least Developed Countries at the United Nations.

He has lectured by invitation at universities and business schools in South Africa and the United States. Consulting assignments included Anglo American, South African Breweries, Transnet, and HJ Heinz and Universal EDI in the United States.

Neil led 14 successful turnarounds across a wide variety of industries in Africa, Europe and the United States from 1968 to 1999.

MR FRANS VAN HEERDEN. **B.Admin, B.Com (Hons), M.Com**

Course Convenor

Frans worked for a number of business organisations over a period of 27 years. During this time he held positions in General Management, Marketing and Human Resources. He was also employed as a consultant and lecturer on a full- and part-time basis and has taught at diploma, undergraduate and post graduate level.

His practical experience was gained in major South African companies including Anglo American Corporation, SAB and PE Consulting. He assumed responsibility for the strategy process in a number of organisations and consulted in areas such as quality, sales, business process re-engineering and enterprise resource planning. He also managed the largest management development intervention ever undertaken in South Africa.

Internationally he gained valuable experience whilst working in the Netherlands, USA and Africa.

His current interest is in the field of business strategy, human resources development and organisation renewal. He is currently reading for his doctorate in the field of applied business strategy.

Frans and Neil have convened and presented the Managing a Turnaround and Corporate Renewal programme since 2002.

Workshop details

(These are subject to availability and confirmation will take place closer to the time)

GUEST SPEAKERS

- Dennis Applebee, *ex Anglo American*
- Dana Cooper, *Management Consultant*
- John Evans, *RS Advisors*
- Peter Flack, *FRM Strategies*
- Sandile Hlophe, *TMA-SA*
- Kurt Huber, *VM Services*
- Albertina Jere, *Cape Peninsular University of Technology*
- Rudi Kruger, *Espial Consulting*
- Ntombi Langa-Royds, *Nhtake Consultants*
- Marietje Lancaster, *S A Post Office*
- Eric Levenstein, *Werksmans*
- Petrus Nxumalo, *Chellah Consultants*
- Tony Phillips, *ex Barloworld*
- Mark Peters, *WBS*
- Philip Reynolds, *Deloitte Reorganisation Services*
- Robin Taggart *ex Nedbank*
- Jan van der Walt, *Corporate Renewal Services*
- Olaus van Zyl, *BKS*
- Trevor Volek, *Hayes-Lemmerz*
- Barbara Wood, *Woodlands Media and PMR magazine.*

WORKSHOP CONTENT

The workshop consists of two parts:

Part 1 deals with a case study.

Part 2 deals with techniques and methods to “do the job”.

The aim of this part of the workshop is to sensitise participants about tried and tested techniques that can be applied during a turn-around intervention. The following techniques will receive attention:

- How to understand the environment where the intervention will take place
- Planning the turn-around intervention(s)
- Understanding business processes
- Measuring human resource utilisation
- Working with line managers and other internal stakeholders
- Various techniques and methods for reduction of costs, as part of a turn-around intervention.

UNIQUE FEATURE

WBS was one of the first business schools in the world to introduce an executive education programme in the field of turnaround management. We will celebrate its tenth anniversary in 2011.

Turnaround Management and Corporate Renewal: A South African Perspective is scheduled to be published by Wits University Press in May, 2011. This very comprehensive book is partially based on the WBS programme. Many of the guest speakers mentioned above have written chapters in the book and will be available to sign copies for delegates to the programme.