



## *Telecoms Company – Case Study*

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“My first experience of working with A2Z was during and immediately after a Chapter 11 bankruptcy event where there was a high probability that the business would be shut down in the UK. Fortunately that worse case scenario was avoided, but not without significant restructuring and reduction in work force.

A2Z walked us through this whole process, minimising the initial negative impact on the remaining workforce whilst assisting the company in negotiating the legal pitfalls associated with this extreme situation. On completion of that exercise, A2Z played a key role in building the workforce back to a strong position in the marketplace, enabling us to meet our strategic objectives.”

### **- International Service Director**

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The parent company is based in USA and has been in business for over 100 years. It has enjoyed considerable success over the years, but immediately prior to our involvement had over stretched its reach and fallen into a period of crisis.

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The major issues facing this company were:

- The parent company was under bankruptcy protection in the US (Chapter 11) and Belgium (Concordat)
- The FD in the UK had resigned
- The entire finance department, bar one, left due to the turbulent financial situation
- The HRM in the UK resigned
- The above circumstances created an internal crisis of confidence, where no staff felt safe and everyone began to look for other work
- In this situation it was almost impossible for the company to attract new customers and new staff
- Existing customers also felt uncomfortable and considered taking their business elsewhere

#### Results:

- Secoded new leadership to the UK by transferring in a senior US Director as the new Regional MD
- Assisted the new leader in bringing stability during the period of crisis
- Rebuilt the UK finance department
- Advised Senior Management on the restructuring in Ireland
- Consulted with staff and two separate Irish unions (SMAUI and SIPTU) re this restructuring
- Facilitated growth of the EMEA business, contributing to the company's emergence from Chapter 11 protection
- Supported the Regional MD to substantially grow the business and increase its value on the open market
- Enabled the smooth TUPE transfer of staff when part of the business was sold to the global market leader in the sector