CRH | Consulting en Ressources Humaines
Human Resources Consulting

Client Stories

Restructuring a business and search for a buyer

Situation

In 2003, a leading security inks and systems company needed to streamline its packaging inks business in Europe. The Group Management Committee decided to restructure the business unit by first closing production sites in Europe, transferring production volumes to a new site under construction in Belgium and then finding a buyer.

CRH received the mandate to manage the human resources (HR) phases of closing the production sites and lead the HR due diligence of the business for future divestment.

Solution

Working with all business divisions, the CRH consultant established plans for closing production sites in the Netherlands and the United Kingdom, impacting more than 200 employees. Retention plans were established to retain key business and technical skills as well as key people and talent.

The CRH consultant then lead negotiations with works councils and unions in the Netherlands and the consultation process with the personnel commissions in the United Kingdom. Social plans were accepted very quickly given the carefully thought out severance conditions and the comprehensive re-training and re-skilling programs offered to all employees.

Finally, CRH conducted the HR due diligence process by analysing and preparing data on the company's HR policies and practices for the data room. The CRH consultant also responded to potential buyers' inquiries on human capital assets and liabilities.

Result

Within 5 months, the packaging inks business was restructured. The main benefits were:

1. Manufacturing sites were closed without a strike or any disruption to production capabilities

2. In the months prior to its closure, the productivity of the Dutch site increased by 10%

3. Key business and technical skills as well as key people were retained

4. A buyer who could develop the business' industrial and technology assets was identified

Please refer to the page "Client Testimonials" of our website for client comments on this project.