

## **Interim CEO ( PPS Ltd – Leading European Business Services Group)**

### **Ability to integrate into the client company**

“Phil Cooper was brought into the company by the private equity investors that acquired the assets of PPS from the administrator. Phil’s role was to manage the turnaround of the business and achieve an successful exit for the investors.

### **Impact on the business / bottom line**

In a period of 11 months, Phil transformed the Group from a mismanaged jumble of loss making business units with little or no value into a profitable business with clear propositions to the market. The investors was able to successfully exit the business.

### **Overall contribution / achievement of objectives**

In order to achieve a successful sale and create value for investors, devised and implemented a new strategic plan that:

- ✓ Restructured the operating businesses, focusing on developing core fee generating activities such as business consulting, interim resourcing and recruitment. Divested or closed non core, unprofitable businesses.
- ✓ Eliminated over 50% of central overhead costs by streamlined Group organisation structures, reducing headcount and layers of management.
- ✓ Restructured the existing management team, developing and leading a new management team capable of delivering profitable growth. Introduced new management reporting processes that focused on margin, asset utilisation and profitability targets.

### **Working style**

In contrast to a previously highly bureaucratic management culture, Phil enabled a flatter working style, bring more hands on business leaders into strategic decision making processes. By de – layering tiers of senior management, business leaders on the ground felt empowered to make decisions and focus on profitable growth.

### **Leadership / people management skills**

Phil’s great strength was his ability to identify problem areas and successful execute the solution to each problem. This involved challenging long cherished values and beliefs held by the previous management team as well as removing long serving and senior managers and directors. Phil also identified talented junior managers and promoted them into senior positions.

### **Any other comments about the interim manager**

The key achievement was to transform the business from a unstructured jumble of businesses into a coherent package that could be sold.

Interim CEO business services group p1c