



In challenging economic environments, businesses must maintain a focus on protecting a competitive advantage and executing strategic objectives with disciplined processes. To accomplish these goals, it is imperative to align the human resources function with overall strategy and underlying processes. To ultimately succeed, businesses must attract, develop and retain key talent.

With challenges such as shifts in corporate growth initiatives and changes resulting from global competition and increased governmental regulations, business leaders must consider the following key questions:

- ***What is our HR strategy and how does it impact our business strategy and operations?***
- ***What are the current costs related to HR?***
- ***How do productivity, effectiveness and cost of managing our HR functions compare with companies that are similar to ours?***
- ***What role should HR play within our business? Can it serve a more strategic function?***
- ***What are the major improvement opportunities that HR must address?***

To design and implement plans that effectively improve the HR function, organizations need a greater understanding of the impact HR practices, policies and procedures have on operational and financial performance.

Alvarez & Marsal (A&M) helps you to design and implement pragmatic strategies to achieve the fundamental goal of improving business performance. Our senior HR specialists bring a proven track record of working side-by-side with management to bolster the potential of human capital and drive effective organizational change.

THE A&M ADVANTAGE

Alvarez & Marsal, a leading independent global professional services firm, provides an entirely distinctive approach to working with clients – a program we call *Rapid Results*. This action- and results-oriented approach, honed from an operational heritage spanning 25 years, drives and accelerates profitable growth and performance improvement for immediate impact.

A&M's HR professionals bring deep expertise and a sense of urgency and accountability to every assignment. Our experienced team has led HR operations, and served in interim management and internal leadership roles

with large corporations. We have assisted clients across a wide range of industries, including engineering and construction, energy, consumer goods, public sector, retail, manufacturing, real estate, financial services, healthcare and software.

OUR SERVICES

- **Human Resources Strategy and Operational Improvement**
A&M identifies and assesses opportunities to positively impact the effectiveness and efficiency of the HR function.
- **Performance and Rewards**
A&M identifies solutions designed to strategically assist organizations in linking business objectives with reward strategies to maximize the return on human capital.
- **Talent Management**
A&M assists organizations in designing and implementing strategies to manage human capital throughout the career lifecycle – from sourcing strategies to retaining and developing leaders at all levels, to helping employees transition out of the company.
- **Change Management**
A&M identifies important steps an organization can take to transform its functions, optimize performance, close gaps and achieve results, with minimal disruption.



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HUMAN RESOURCES SOLUTIONS SUCCESS STORIES

Urban School District

A public school district with more than 60,000 students, 120 schools and more than 10,000 employees, was in a state of financial and operational disorder. In dire need of a business transformation to its HR and payroll functions, the school district turned to A&M.

But when Hurricane Katrina hit in 2005, the size of the district was dramatically reduced and dominated by organizational chaos.

A&M turned on a dime and stepped into interim crisis management roles. Our professionals were largely responsible for operating, managing and transforming the HR and payroll functions across the school district. Over the ensuing 18 months, A&M re-established initial business objectives and assisted in transforming HR and payroll functions to effectively serve the district's business plan and HR strategy.

As a result of A&M's efforts, the district maximized its ability to deliver high-quality education to students at a significantly lower cost, while rebuilding for the future.

Consumer Goods Manufacturer and Distributor

The largest wholesale baker and distributor of bread and snack cakes in the U.S., which operated 53 bakeries nationwide and employed more than 32,000 union and non-union employees, had a staff of 275 HR professionals in multiple cities across the country.

A&M streamlined its HR function to more closely match business strategy, enhance core processes, redesign policies and procedures, and identify key talent. A rapid and detailed analysis of the company enabled A&M to implement changes to stabilize operations, while renegotiating with outsourcing providers to obtain improved definitions of service level adjustments and charges as the business was restructured.

As a result of A&M's efforts, the company realized significant cost savings of more than \$12 million per year.

Manufacturer of Waste Management Products

A privately held manufacturer of waste management products recognized its need to reduce operational costs by streamlining its HR function. It called upon A&M to centralize and standardize the HR and payroll functions, recruit key talent within the HR department and the company's product lines, and implement a systematic risk management and reporting system.

By assuming interim HR management roles, A&M professionals carried out reduction-in-force activities, enabling the company to address plant closures with consistent communications and exit processes.

In addition to savings in operational costs, A&M's efforts resulted in process improvements related to workers' compensation and claims processing, consolidation of divergent benefit plans and improved use of technology related to payroll.

Independent Refining and Marketing Company

A Fortune 200 independent refining and marketing company, with approximately 4,000 employees and revenues of more than \$18 billion, entered into two simultaneous asset purchase transactions to acquire a refinery and branding / supply rights and 140 retail stations.

The company hired A&M to assist in the planning and execution of integrating the purchased assets into its current processes and systems. A&M developed an integration methodology that could be used in future acquisitions, while leading the overall program management office and providing change management services across all aspects of the integration.

A&M's efforts enabled the company to address disparate compensation and benefit plans, communications and training strategies in an effective manner. This, in turn, allowed the combined entity to retain key talent and avoid significant labor issues.

As a result, the client successfully achieved a smooth Day One transition, with minimal interruption to production, customers and employees. It is now on-track to achieve its synergy targets.

ABOUT ALVAREZ & MARSAL

Since 1983, Alvarez & Marsal has set the standard for working with organizations to solve complex problems, boost operating performance and maximize value for stakeholders. A leading independent global professional services firm, A&M draws on its deep operational and turnaround heritage to help companies across the industry spectrum improve operating and financial performance, and to navigate business, litigation and tax matters with speed, responsiveness and unmatched quality.

Whether serving as business advisers or in interim management roles during periods of change or transition, A&M stands for leadership, problem-solving and value creation. A&M clients range from multinational to middle-market companies around the world that are both publicly held and privately owned. With a bias toward action, implementation and results, Alvarez & Marsal professionals serve large and mid-cap private equity firms, company management and boards and other stakeholders aiming to drive sustainable results up and down the balance sheet.

A founder of the modern day restructuring industry, Alvarez & Marsal has been honored numerous times by the Turnaround Management Association and has been recognized as one of the Best Firms to Work For by *Consulting* magazine.

For more information, visit
www.alvarezandmarsal.com



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