**Case 5: MBO with Asset Hive Out on Three Location SME**

**Some elements in common with Case 1; failing SME with potential transitioning into new ownership.**

The job that first gave me a taste for working on a day contract basis. Whilst running my own SME and at a point (post 2008) where most of the battles had been won, I met the MD of another SME in the same sector. His was a three location set up that he had fought back to breakeven and was party to an MBO.

His difficulty lay in resolving the final details of his MBO, whilst moving on witha workforce that had fallen into seeing breakeven as success. After a number of conversations he engaged me to do a couple of workshops with his four managers and FD.

Largely informal and very intense the workshops drew out many issues and some good development ideas, whilst carefully repositioning the MD from hatchet man/outsider to best option/business saviour.

Further engagement with the FD and MD moved the process forward and led to discussions with the owners of the business and the successful finalisation of the MBO agreement.

Clear focus and planning gave better traction and in a relatively short period the business moved into significant profit.

*My involvement in this business had huge impact both on the business and myself and was an invaluable experience. Not every change program can deliver successful outcomes but clarifying the aims and objectives of all concerned is a basic requirement for a chance of success.*

*Sometimes two or more parties can, with the best of intentions, trap themselves in a cycle of inactivity and the input of an independent third party can be invaluable. Should this kind of input be seen as critical advice, Emperor’s New Clothes or nothing more than stating the obvious?*

*There is no doubt that, however you describe it, external facilitation can deliver massive change.*

*If you think we can help you move your business forward please contact us.*

*AP*

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