

DRIVING THE
CHANGE TO
PERFORMANCE
EXCELLENCE



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FAIRFABER SERVICES PORTFOLIO

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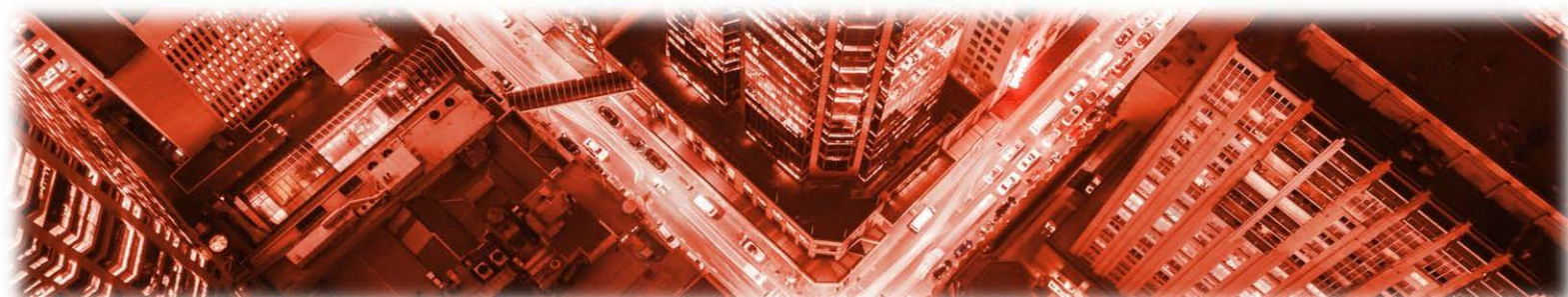
Supporting global operations with excellent management services

Introduction

Organization is the most valuable asset to every company and this is the reason why organization management entails complex and critical processes. The quality of management processes has huge direct and indirect consequences on business performances. The range of competences and skills necessary to manage effectively a business organization is wide and difficult to acquire. Management competences cannot be gained by way of simple education or training, a broad experience is needed, especially when key resources are involved or when strategic projects have to be implemented. Operations start-up, M&A projects, realignment of strategies and structures, turn-around and others complex transformation plans require to be entrusted to the responsibility of experienced managers able to roll out corporate strategies on the field.

Multinational firms which operates on a global scale and whose structures are spread over large regions are often in the necessity to manage small and lean structures. In these situations corporate functions may be tempted to turn to consultancy companies which have normally just very limited hands-on experience on operations management. Fairfaber specialise in providing external management services, leveraging our strong background within large and complex multinational firms.

We take care of all organization management processes. Whether big or small, operating in any industry with any business model all companies need to manage their organizations effectively in order to achieve business results, implement company strategies and roll out corporate programs. We operate on site at client premises assuring constant feedback to corporate head offices.



Fairfaber is your local business partner. To every mission we assign dedicated and international minded senior professionals to ensure full alignment with client's cultural and organizational framework and guarantee a 7/24 assistance. We are proud to be recognized as trusted advisors of our long term clients. We base our business model and operative behaviors on building trust, confidence and reliability. No matter whether we are tasked with highly strategic or day by day operational processes, we always take care that every client's train runs safe on time.

Especially for medium and small business organizations flexibility is a greatly valuable asset. That is even more true in the case of high level skills and competences. Fairfaber goal is to build long-term partnerships assuring continuous while agile support and assistance. We work on part-time or temporary basis, intervening on site according to customers' needs and preference.

**Some consultancy firms
specialize on the soft side of
management practices;
while some others specialize
on the hard side.**

Fairfaber Services Portfolio

Our services portfolio covers the full scope of Organization Management. Ranging from the core day by day operational focus to the more strategic change agent role we can support our clients on all operations accountabilities. Fairfaber implements specifically designed programs consistently with client's strategic framework.



STRATEGIC PARTNERS

We advice company mngt on organisation strategies, define and implement corporate organisation programs. We advice on performance management and leadership programs.



CHANGE AGENTS

We implement change management programs, lean organization projects, post-merger integrations, operations start-up and performance recovery plans.



COMPLIANCE

We check compliance with group polides and national regulations. We execute independent audit and due diligence.



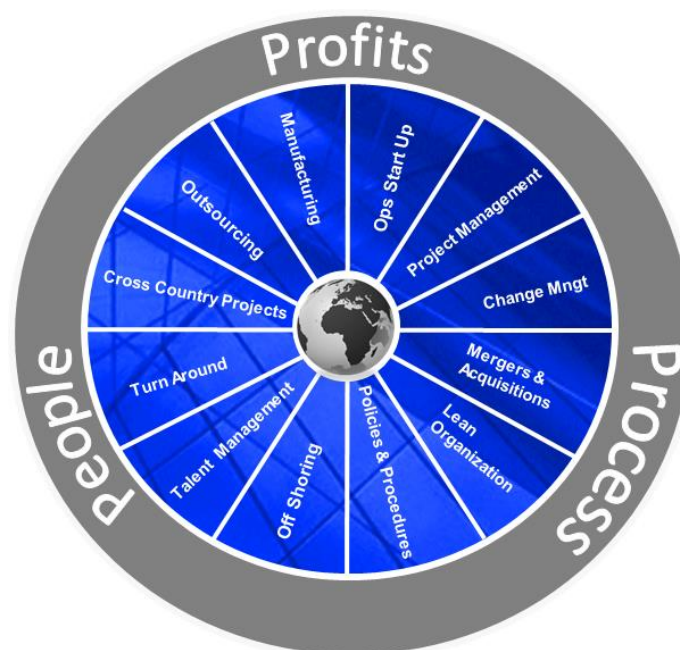
Organization Mngt

We execute all practices concerning employee and labor relations. We manage hiring and firing and negotiate company agreements. We manage international assignment and restructuring plan.

Organization Excellence Programs

Fairfaber's organization excellence programs are managed by dedicated account managers in charge of the individual client. The way this kind of programs are normally handled by traditional consultancy firms fails to provide expected results since a back-seat management approach is what is up in most of the cases. Intervening with a hit-and-run approach and missing the necessary knowledge about client's business, those projects turn out to be ineffective and superficial. Fairfaber operates according to an innovative and different model. We take responsibility for long term results, managing all organization process and advising clients on the most appropriate strategy to pursue.

Indeed only by way of deep understanding of organization's working rationales it is possible to deliver significant management programs, especially when organization transformation initiatives are part of much wider strategies as M&As or turn-around plans. Then it is possible to consider the most appropriate actions on the base of a profound understanding of business needs instead of merely keep on peddling the same ready-made programs to every customer. Just let's think about the many available options for operations' staffing. You have to choose the right balance between internal staff and external contributors, temporary workers, staff leasing, BOP, off shoring, ect. In order to strike the right balance a superficial analysis of the organization it is definitely not enough.



CHANGE MANAGEMENT AND TURN AROUND



Globalization, disruptive innovations, new business models and many other causes force companies to change organization, behaviors and processes. The success of change programs is fundamentally linked to changes in people behaviors and that is why they are normally very difficult exercises to perform. If we look at people after coronary-artery bypass grafting two years later, 90% of them have not changed their lifestyle. Personal health is overtly much more important than any possible business program. So how it is possible to change people mindset?

This can be achieved by targeting the drivers of organization behavior. At most our personality and rational motivations can explain a 30% of our choices. The remaining 70% is explained by the underlying environment in which we operate. That is why organizations turn out to be far more resilient than executives generally think. Organizations are like tropical forest, no matter how many efforts you make to tame it, it keeps regenerating over and over again. People mindset cannot be changed as a machinery set-up. People need to feel they are in charge to gain the purpose of action. Fairfaber consultants bring to clients a wealth of experience on organization transformation projects and can both advice company management or manage directly clients' change projects.

ORGANIZATION DEVELOPMENT



Effective Organization Development strategies are fundamental to assure competitive business performances. OD is indeed a catchword for a vast arrays of tools and programs aimed to align structures, competences and process with business strategies. This is achieved by structured medium and long range goals planning which has to be implemented by means of clearly defined initiatives ranging through training plans, leadership programs, communication, performance management tools and overhaul of management processes. OD programs are often expedient to change management plans.

MERGERS & ACQUISITIONS



Every day it seems there is a new merger and acquisition deal splashed across the headlines and all are portrayed as glamorous solutions that will lead to huge increase in shareholders value. Unfortunately many M&A ventures result in value destruction. For this reason the demand for management advice and guidance is

steadily on the rise. Although many agree that poor strategy and overpayment are often responsible for unsuccessful M&A deals, poor integration planning and execution is a third important cause of failure.

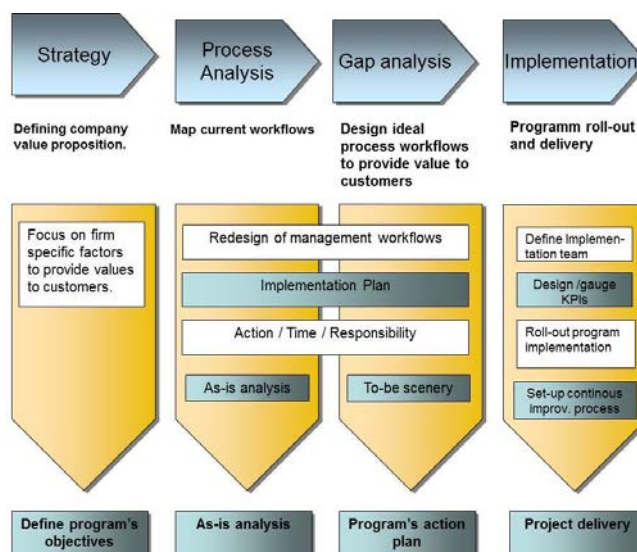
Indeed organization issues are fundamental in any merger or acquisition scenario. Fairfaber is the partner of choice to implement the key steps of post-merger integrations, from delivering an effective communication plan to the redesign of organization structures and realignment of management and company values.

PERFORMANCE RECOVERY & LEAN ORGANIZATION



The ultimate goals of any performance recovery plan is to provide more value to customer. Value is simply what customers are willing to pay for. Waste is everything else. As simple as these concepts may sound they need to be clearly defined in order to serve as strategy compass all along programs roll-out. Indeed by exactly understanding the value proposition we intend to offer to our customers we will be able to steer program activities appropriately. A value proposition has to be something that can be easily understood and defined. It is indeed nothing more than what a company actually produce or process. If you produce pencils, or shoes or design buildings then everything else you do in your company, however smart and fascinating, it will not be paid by your customers.

Once the business value proposition has been defined it will be clear which are the processes and activities that need to be improved in terms of efficiency or quality standards. Managers are usually keen to concentrate their efforts on what they reckon to be company's weakness, and this sounds perfectly reasonable, although focus on improving existing key factors and differentiation firm-specific resources can often grant even greater pay-back in term of long-term competitive advantages.



Targeted processes have then to be precisely identified, in terms of start and end point, trigger mechanism, responsibilities, input-output, resources and methods.

Even at a very initial phase it is normally possible to spot a number of interesting low hanging fruit:

- Bottlenecks in the workflows that reduce business efficiency;
- Unclear roles and responsibilities which generate organization waste and reduces attention to efficiency / quality standards;
- Inaccurate reporting that provide a distorted perception of business operations.

Different analysis methods may be employed during data gathering activities. Fairfaber experts normally proceeds with an extended Process Flow Analysis - which allows an accurate tracking of documents and information as they move through the value stream. These methods are expedient to check every kind of organization waste.

EMPLOYEE AND UNION RELATIONS



We take care of all practices concerning employee and union relations. From hiring to retiring we manage the entire course of employee's life cycle. Selection, onboarding, training, leadership development, disciplinary actions, dismissals, etc. You can assign all these burdensome management and transactional practices to your trusted and professional Business Partner. If you are a small or medium business, or if you are in charge of a lean outfit which is part of an international company, external professional solutions will be definitely much more efficient and cost effective than setting up dedicated internal competences.

Fairfaber is the best solution to secure tight confidentiality to sensible processes as performance management, salary review or succession planning.

Union relations is one of our key competence. We have a strong record in the negotiation of company agreements, social plans and any other kind of collective agreements.

HR TRANSFORMATION



Your HR department is breaking down under pressure? Your staff lack necessary competences and skills to implement company projects? Or you simply need to supplement your internal capabilities. Fairfaber experts can deploy timely and temporary support and **tutorship** to help junior HR officers to acquire the necessary expertise. We put our management background available to get your HR operations back on their feet and provide advice on HR leadership development actions.

POLICIES & COMPLIANCE



Design of internal policies or compliance control of statutory regulations require constant attention. Those activities cannot be performed by line managers and are hence frequently neglected and poorly implemented. However they may have far reaching consequences and influence business results in a very significant way.

EXPRESS YOURSELF **TEAMBUILDING WORKSHOP**



Lack of a shared sense of belonging, shortage of cross-cultural leadership skills, globalization and virtualization of the work environment. These are just a few root-causes for very serious business deficiencies. Not infrequently companies focus solely on superficial aspects of problems and try to solve them with passing quick fixes. Actually the lack of teamwork skills and a poorly inclusive organization culture may be at the heart of the problem, hence only appropriate initiatives aimed to build up strong teamwork capabilities can provide effective solutions.

Fairfaber **ExpressYourself** teambuilding workshops are unique experiences which combine rational and emotional forces to melt organization behaviors forming strong company culture based on a shared vision and on shared values.



It's PRIME time

Profitable Reputable Innovative Medium Enterprises

Among principal Fairfaber's missions there is a strong commitment to support small and medium enterprises to develop top-class organization programs. Small and medium companies - but often also big corporations - face chronic difficulties to roll-out people engagement initiatives or organization development programs. Profitable companies, possessing outstanding reputation on the market and with strong innovation drives need corresponding level of excellence on the management of internal organization processes.

Even the most successful medium or small enterprises faces enormous challenges keeping its high talents and key people from being poached by bigger corporations which can usually offer more career opportunities and better development programs. Fairfaber devotes significant resources to develop people development strategies targeted to PRIME organizations. We help PRIME companies to benefit from top class OD programs, suitable to sustain their long term business strategies.



Private Equity

Private Equity Funds are today among the most important players shaping the global economy. The private equity market is globally experiencing a resurgence; after the market slowdown in 2008 and following years, from 2013 there has been a significant increase in aggregate capital investments. PEF track records on HR management issues show however quite mixed results. Private equity firms have been widely criticized for cutting jobs and killing workplace cultures. On the other side they have been sometimes praised to tackle business issues, including HR management, head-on, and to align very effectively business results with employees' rewarding.

Generally PEFs have progressively developed their HR management capabilities and deploy today state-of-the-art organization development programs. Fairfaber collaborate with Private Equity Firms taking care of the HR side of Buyout operations and provide assistance on benefit schemes, employee engagement and employee communications. We master the nuts and bolts of post-merger integration plans, management realignment and performance recovery initiatives.



Legal Firms

Legal firms deal with complex corporate projects which most of the times entail critical organizational issues. To this respect it is certainly expedient to secure the availability of reliable partners in the capacity to provide global operational support. Fairfaber is partner of legal firms in the execution of global business projects, Turn Around plans, M&As, etc.

We understand the complexity of legal issues and can implement practical solutions to every kind of organization problems. We execute HR due diligence, manage TUPE processes and negotiate collective agreements. We roll out on the ground organizational strategies designed by legal experts.

About Fairfaber

Fairfaber provides full-scope organization management services to big and small organizations. We operate as temporary or long term business partners. Our ambition is to provide clients with innovative and reliable management processes. We execute project management assignments and provide advisory services concerning all domains of organization management. We are proud to ensure long-term reliability, strict confidentiality and the highest ethical standards. We collaborate with corporate Head Office managing global off-shore structures.

You may send an email to info@fairfaber.com for more information about our management services or contact our offices:

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