



Crisis Management

Oxford Dictionary: „A crisis is a difficult or dangerous time in which solutions must be found and decisions have to be taken, quickly. “

Often, in a crisis, the head office management team is stretched and unable to support group subsidiaries fully. This is particularly true of the current COVID-19 crisis and especially significant for Japanese subsidiaries.

Changes to government rules and regulations are poorly managed and require interpretation. The processes for applying for government support for staff and the business are complicated and require judgement. Supply chains are interrupted, cash flow is reduced or stopped, and the company is unable to produce.

Local management is often unprepared for these challenges, unable to explain the situation clearly or has not learned or been empowered to manage with the necessary authorization. This creates a paralyzing effect in a crisis, especially in case of Japanese companies, which are naturally hierarchically structured.

CBI can support your local team in meeting their challenges, allowing you to continue to focus on the challenges facing the global business. By getting involved, with commitment, we empower your team to take the correct actions.

All decisions have consequences and need an experienced eye to evaluate the situation and choose the right option. Legal, financial, customer-related and many other dimensions, need to be considered and managed.



A crisis is always followed by opportunities

CBI's experience

CBI's interdisciplinary team has deep experience in the management of crises. We have the expertise to guide the team to the right decisions. The effective, practical implementation of these decisions is equally important. The team has to follow-through with the right resources and create the desired outcome even in a highly challenging environment. To achieve this, they need commercial, financial, legal, HR, change management, technical and negotiation-expertise.

Types of crisis we have managed:

- Turnaround of losses
- Downsizing
- Insolvency
- Divestment, sale of company
- Price and cost-recovery, negotiations with customers
- JV negotiation deadlocks
- Quality Spills, Recalls
- Team and company environment rebuilding following poor leadership
- Big projects which have got out of control
- Capacity gap filling
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How we work:

We get a short-term mandate to analyse the situation, execute interviews, research with all stakeholders and develop suggestions for improvements. Clients can choose to implement the improvements with CBI support or internally. In most real crisis situations, we join the management team in order to achieve the necessary leverage with all stakeholders.

CBI has acquired crisis-management expertise by managing the fallout in Japan from one of the most significant insolvencies in German automotive history, Karmann, by successfully restructuring numerous companies, managing downsizing after the Lehmann Shock and by keeping businesses operational after the Tsunami in 2011. We know how to negotiate major deals with customers and how to align teams towards new targets. In all our projects we apply our holistic approach, a combination of technical, HR, finance, legal and market-specific customer know how.

Please contact any or our managing partners for more information and initial discussions:

www.cbixborders.com

