

## Independent Management Consultancies Network IMCN

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European

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Professional

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Personal

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*Name of the firm*

**Van Oortmerssen Organisatie-Advies**

*Full address  
(incl. phone, fax etc.)*

**Koningin Emmaplein 7  
3016 AA Rotterdam  
The Netherlands  
Tel +31 10 4360746  
Fax +31 10 4369782  
E-mail [van-oortmerssen@attglobal.net](mailto:van-oortmerssen@attglobal.net)**

*Established*

**1992**

*Responsible person for the  
network*



**Willem Van Oortmerssen**

*Name of managing partner(s),  
executive director(s)*

**Willem Van Oortmerssen, chief executive**

*Total number of consultants*

**2**

*Number of associate  
management consultants  
(at least one entire assignment  
together)*

**20**

*Assistant*

**Sam Borst**

**October 2008**

(The profiles of the members are permanently updated. Please ask for the latest version.)

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### Van Oortmerssen Organisatie-Advies

*Specialisations  
(FEACO classification/  
main fields of activity)*

**Strategy & structure**  
**Corporate finance**  
**Mergers & acquisitions**  
**Marketing research**

**Van Oortmerssen Organisatie Advies' consultancy products:**

- Boardroom counselling profit sector
- Strategic management
- Analysis
- Business review
- Restructuring
- Counselling the implementation of change with hands-on experience

*Type of clients/branches  
(industry areas)*

**Industrial branches**  
- Packaging  
- Mechanical industry  
- Engineering & production  
**Financial services**

*International practice  
(foreign countries where assign-  
ments were completed;  
in order of priority)*

**Europe, in particular**  
- Scandinavia  
- France  
- Germany  
- United Kingdom  
- Benelux  
- Switzerland  
**USA**

*Language ability in the firm*

**Dutch**  
**English**  
**French**  
**German**

*Professional membership  
and cooperations*

**OOA (Orde van Organisatiekundigen en -adviseurs / Dutch Consultants  
Association with 1500 members)**

*International certification*

**CMC (Certified Management Consultant)**

## Independent Management Consultancies Network IMCN

### Van Oortmerssen Organisatie-Advies

*Mission statement / consulting philosophy*

Improving the organisation of business processes and its focus on a changing environment.

Consulting activities are offered in connection with complementary expertise. An acquisition is supported by market analysts, international lawyers and accountants in the negotiation stage. Furthermore we include dedicated disciplines such as labour & jurisdiction, human resources specialists, market research. Instead of looking for projects related to our personnel, we find outside sources of know-how related to our clients needs. We do this very much on a tailor made basis with hands-on experience.

*Credentials (short description of some typical assignments)*

- Type of client / branch (industry area)
- Field of activity
- Assignment summary and results

#### **OFFSHORE CRANE INDUSTRY**

**Corporate strategy organisation design and coordination of the whole complex project**

*Restructuring an offshore crane firm owned by Incentive AB in The Netherlands, a Sweden based venture capitalist owned by Wallenberg. Ensuring a successful future through a management buy-out (MBO).*

Analysing the firm, the competition and the future of the industry; showing that the existing structure of the firm would never meet the required standard of 20 % ROI; generating new opportunities for future development (focus on engineering, assembly and service activities instead of complete production of offshore platform cranes; outsourcing all steel related production activities toward worldwide subcontractors); focussing on the restructuring solution by a MBO; development of new structure and strategy of the firm; negotiation between stakeholders / coordination between contract parties and due diligence investigators, coordination of the varied specialists (lawyers, accountants, corporate finance experts etc.) and their results; developing new job descriptions and helping renew the human resources; major consulting during the whole change process including the change of ownership. The result is favourable for the former owner as well as for the new «stand alone» firm which is very competitive and profitable in its niche.

#### **LEADING PACKAGING INDUSTRY**

**Corporate strategy, merger & acquisition and human resources activities**

*Creating break-up value of a Dutch packaging group by developing and implementing a sale of divisions to strategic buyers*

Evaluation of the strategy of the group; visualising the limits of the existing holding structure of this group and showing advantages of a focused and careful restructuring; developing synergies and attractive opportunities for the future success of the different units (flexible packaging systems, folding carton division, packaging machinery systems, adhesive division) within the group by considering cooperation with specialised firms outside the group; search for relevant European partners; initiating contacts and opening relevant negotiations; coordination of the due diligences (lawyers, accountants, corporate finance consultants, environmental experts etc.); carrying out two management buy-outs and the sale of units to six contract parties. The results are a clear future for each unit of the former holding and the creation of a break-up value of 80 million Euro.

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### Van Oortmerssen Organisatie-Advies

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*Selection of important and well  
known clients (location)*

**ABN-AMRO**  
**Atlas Venture Capitalist**  
**Berenschot**  
**Hak pijpleidingen (Pipe laying)**  
**Hans Wiebus (Consulting firm)**  
**Heijmans (Construction)**  
**Kenz-Figee (Offshore-/Harbor cranes)**  
**Keltic (Packaging)**  
**McKinsey**  
**Nauta Duthil (International law firm)**  
**PricewaterhouseCoopers**  
**Q8 - Kuwait Petroleum**  
**Schut Packaging Industries**  
**Simmons & Simmons (International Law firm)**  
**Smit Towage firm**  
**Vogelaar (Consulting firm)**

*Partners / senior consultants  
short profile*

**DRS. WILLEM VAN OORTMERSSEN – chief executive strategic management**  
Willem van Oortmerssen started consulting in the field of industrial policy on behalf of an employer's confederation with over 40.000 members. As a business economist he graduated in 1980. From 1985 onwards he was involved in consulting strategic management on behalf of industrial companies within Coopers & Lybrand mainly in the shipbuilding, packaging and pipeline industry.  
Education and research:  
- Erasmus University Rotterdam, economist, 1980  
- Lecturer Rotterdam Business School, international management, 1984  
- Author of papers concerning:  
- Export constraints small/medium sized industry, 1984  
- Export credit financing, 1990  
- Make or buy decisions, 1994  
- Research about success factors and failures of mergers and acquisitions, 1998  
- Changing role of workscouncil in strategic moments, 2000  
- Founder «Windkracht 9» support office international workscouncil in cooperation with know-how unions, 2003  
- Venture capital support mergers and acquisitions, 2007