

# HR Business Partner Case Study

**AFGlobal** is a world-leading technology and manufacturing specialist providing integrated manufacturing capability to clients across the world. To maintain profitability during a global downturn in oil prices, the company sought Hillyer McKeown's (HM) advice and on-site presence to carry out the day-to-day actions needed for a restructure.

## How We Helped: HM Business Partner Remit

The company was undergoing a period of significant change. As its HQ is in the US, the client did not have the UK based expertise for the restructure. HM was retained to act as the client's HR business partner. Our team managed the entire process from consultation to delivery, including being on-site at the client's premises.

## Change Management: The Full Story

The global collapse in oil prices led to a dramatic fall in orders for oil and gas subsea connectors and technology. AF Global was facing challenges providing products and services to clients including oil and gas, industrial, aerospace and power generation industries. Our team provided strategic planning, input and execution to guide the business towards profitability and stability.

In April 2016, a UK subsidiary was on course to make £1,000,000 EBITDA profit. By December 2016, this profit would have been almost eroded due to the downturn in work. To maintain profitability and consolidate its market position, as business partner to AF Global, HM sought to restructure UK operations which comprised three sites.

We guided AF Global through complex challenges which included a:

- full site closure
- headcount reduction of over 60%
- series of executive terminations, relocations and ERC negotiations.

### A stronger foundation for the future

Through consolidation, AF Global has built a strong platform for business growth. The company continues to provide products and services through more than 20 facilities on four continents from its headquarters in Houston, Texas.

*"David Jones is one of the best solicitors in labour and employment law that I have ever worked with. He quickly built trust between the employees at all levels. There was no disruption in operations and no legal issues going forward."*

**Jack L Foster**

*Executive Vice President*

*Human Resources*



## Value Created

Specialist profitability advice  
Focus on ingenious solutions  
Smooth change management  
Solid platform for future growth

## Contact



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