

# HR Business Partner Case Study



is the largest independent converter of PET in the UK, with a wide ranging European customer base. The business is highly competitive, working within a price sensitive industry. It has ambitious growth plans and required Hillyer McKeown's (HM) assistance to integrate and consolidate operations following the strategic acquisition of a competitor.

## How We Helped: HM Business Partner Remit

Our team was able to provide the company with innovative 'hands on' on-site advice and assistance. We put 'boots on the ground' and worked closely with Esterform to deliver a full change management program.

As Esterform had no dedicated HR function, our team was on-site, taking the lead and managing the process alongside the company's other strategic partners including existing stakeholders and financial institutions.

## Change Management: The Full Story

Continuing business performance and production was paramount to the success of the acquisition. It was also important to retain and develop the highly valued and prized customer base during the period of integration.

While operating in a unionised environment presented challenges, by working closely with Esterform, our team achieved:

- the planning and execution of a full site closure
- collective redundancy exercise
- a full change management program.

### Reducing operating costs

We reduced the company management team burden by freeing up time and energy to focus on operations and the financial performance of the business.

Our team also reduced the company's operating costs in line with its objectives, successfully integrate two competing businesses and managing the associated risks.

“David delivered a large scale HR restructure following the acquisition of a major competitor.

His advice was technically excellent. He is personable and provided safe 'hands-on' support on site. He is not afraid of having 'difficult' conversations and successfully represented the business in a separate tribunal.”



## Value Created

Improved cash flow  
Streamlined HR processes  
'Hands on' on-site service delivery  
Innovative solutions

## Contact



**Justine Watkinson**, Head of Employment & Partner  
jw@law.uk.com

01244 616609 or  
07961 075124



**David Jones**  
Associate  
dbj@law.uk.com  
0151 666 0747 or  
07584 147 404