

## John Dunning

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As some of you may have heard we, and especially Mara, just had a reality dose from the auditors. I regard this as an opportunity - to wake up and address issues that are conspiring against us towards less favorable outcome than I believe we are capable of.

I have 30 days to come up with a Reorganization plan. Business theories espouse such things as reengineering and other fancy terms but the bottom line is this: There is significant tension in our company right now and if not addressed things will get worse. These are difficult and challenging times, mainly due to forces beyond our control, i.e. the market itself, but we have to be strong on those areas where we can influence the outcome. If we position ourselves in the most beneficial way we will in better shape to control opportunities when the market reverts to good.

I am seeking input from all. Not only will it be interesting, but satisfies my belief that this is a team working towards a team solution. I would appreciate well thought out contributions within the next two weeks (if you treat this as a school assignment and slap something together in 5 minutes, please don't bother....I want thought, insight etc....). This exercise will be treated with absolute confidence. Please address to me in confidential letters or by E-Mail on June 17 ( I am out of the office until then).

No holding back, be critical (even of me) and harsh.

Some of the areas to focus on include;

- What are the problems facing the company
- How would you propose improvements or solutions
- Look beyond your own area of activity; what do you see
- What is working
- Focus on revenues, costs, collections
- How do you currently see the structure of the company; how would you change it?
- Challenges???

Don't be restricted to these points only; think of other useful things to add.

*Steve de Marco*