

A long, hard road ahead

Business model change in the UK property & construction sector



Contents

Foreword

Do existing business models still deliver the goods?	2
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From the Economist Intelligence Unit

Introduction

Defining the business model	3
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Executive summary

A long, hard road ahead	4
-------------------------	---

Findings

Anxiety beneath the confidence	5
Tough medicine	8
An emerging opportunity	13
Venturing overseas	14

Conclusion	16
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From Grant Thornton

Business models – the challenges

Expert opinion on what to do next	17
-----------------------------------	----

Seize the moment

Put business models on the board agenda	20
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Contributors	22
---------------------	----

Do existing business models still deliver the goods?

Most property & construction companies need to review, and possibly renew, their business models. This report, written in cooperation with the Economist Intelligence Unit, reviews issues around the resilience and robustness of business models in the sector over the past 18 months and how they may fare in the future.

A key finding of the research indicates a lack of urgency, even complacency, among two-thirds of respondents, when faced with the need to change the ways they do business.

Most property & construction businesses surveyed turned to cost-cutting at the outset of the recession, and only a small percentage appear to have taken opportunities to better position themselves as the upturn comes. Having taken aggressive measures in

the past two years to adjust their cost structure, property & construction companies are now focusing their attention in particular on their target markets.

We believe that this report will stimulate board room discussions about strategic options, and trigger the move from retrenchment to fresh thinking to capture the fleeting opportunities available.



Clare Hartnell
Partner
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Defining the business model

For the purposes of this study, we identify five components of the business model:

1. The value proposition:

or the benefits that a company's products or services provide to its customers.

2. Target markets:

the customer segments and product and geographic markets a company aims to serve.

3. Revenue-generation mechanisms:

an organisation's revenue and pricing models – for example, its decisions to earn revenue through direct sales, licensing, franchising, subscription or other mechanisms.

4. Cost structure:

or the balance of fixed, variable and other costs within the organisation.

5. Value chain:

combining a company's supply chain and the sales and distribution channels it uses to deliver its products and services to market.

fresh thinking

About the research

The analysis in this study – one of a series of four reports on business model change in the UK and Ireland – is based on a survey of 60 senior executives of property and construction companies. This was part of a larger cross-industry survey of 465 executives in the UK and Ireland conducted by the Economist Intelligence Unit in October-November 2009, commissioned by Grant Thornton.*

All content was written by the Economist Intelligence Unit, with the exception of the foreword and other perspectives presented elsewhere in the report. Please note that not

all survey data shown in the charts add up to 100%, because of rounding or because respondents were able to provide multiple answers to some questions.

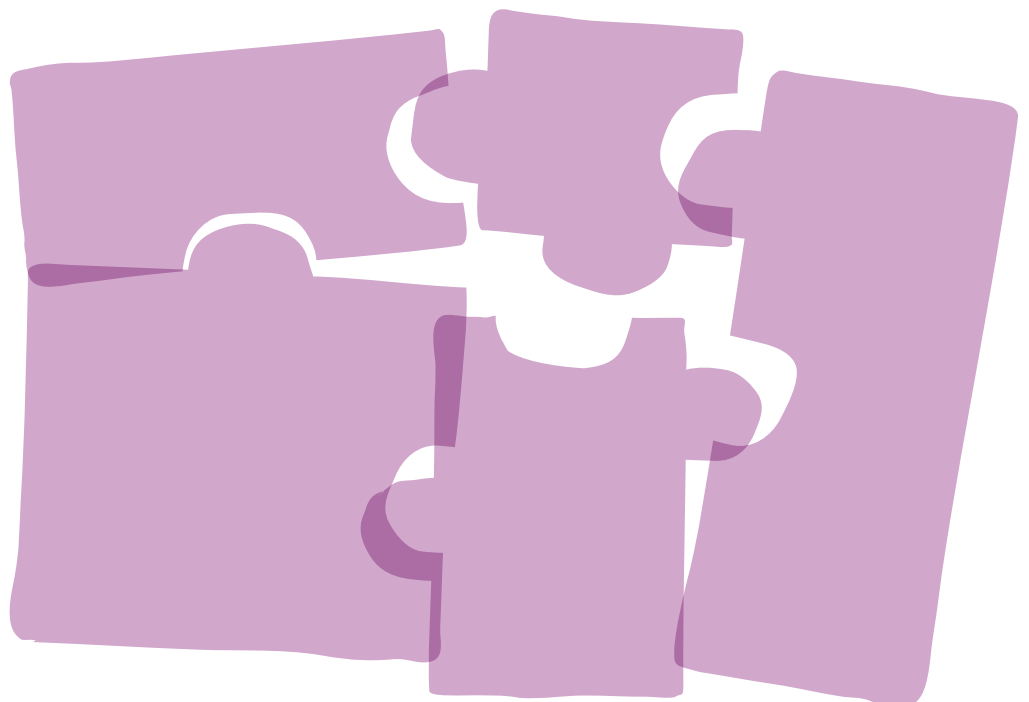
*See Retrench or refresh? Do existing business models still deliver the goods? Available at www.grant-thornton.co.uk/refresh

A long, hard road ahead

Few sectors in the United Kingdom have suffered more in the recession than property & construction. Building activity has fallen precipitously from pre-2008 levels in virtually all sectors, with the partial exception of public infrastructure projects. Suffering commensurate falls in revenue, many construction companies have slashed costs (and workforces) viciously as a result. Significant renewed growth in private building markets is not on the near-term horizon.

This makes it all the more surprising that executives of property & construction companies surveyed by the Economist Intelligence Unit are confident that their business models are sufficiently robust to see them through another tough 18 months to come. Are industry executives over-optimistic? The Economist Intelligence Unit finds other areas – for example in expectations of early market recovery – where their hopefulness is probably not justified by the reality on the ground.

However, while corporate leaders may not feel their business models need to be overhauled, most plan to make significant changes to specific model components beyond adjusting the cost structure. In particular, the value proposition is under review as some companies shift away (at least temporarily) from construction to the provision of support services. Others look to expand into overseas markets. And many constructors are experimenting with a new model of partnering with local government authorities to develop major social housing projects.

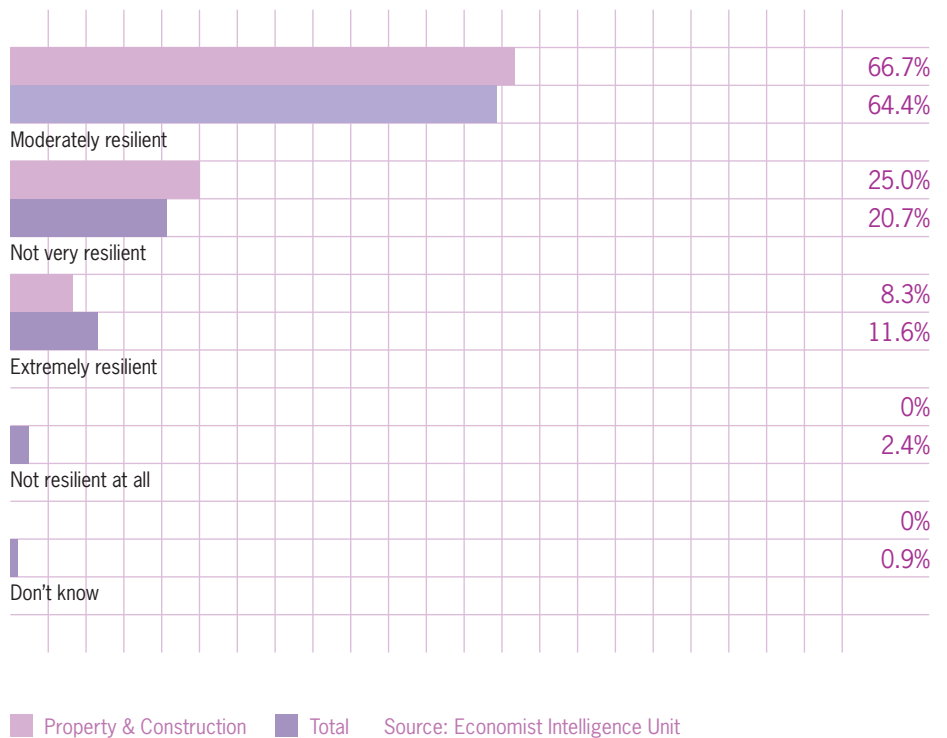


Anxiety beneath the confidence

Given the dire state of their markets, property & construction companies in the UK display a remarkably high degree of confidence in the viability of their business models. Over 90% of industry executives in the survey – a higher share than in any other sector – believe that their models had proved ‘resilient’ in the downturn. An identical number believe their business models are robust enough to allow them to ‘succeed over the next 18 months’. This is notwithstanding the reality that the collapse of property & construction markets has been spectacular, and that banks’ reluctance to loosen their lending criteria might well mean the market has changed permanently.

Few, if any, industry experts claim to know when private property markets will recover, or at what rate they will grow going forward: executives of house-builders such as Barratt and Persimmon agree that recovery depends upon mortgage finance becoming available again – but they do not know when that will happen.

How resilient would you say your company's business model has proven to be during the recent economic downturn? (% responses)

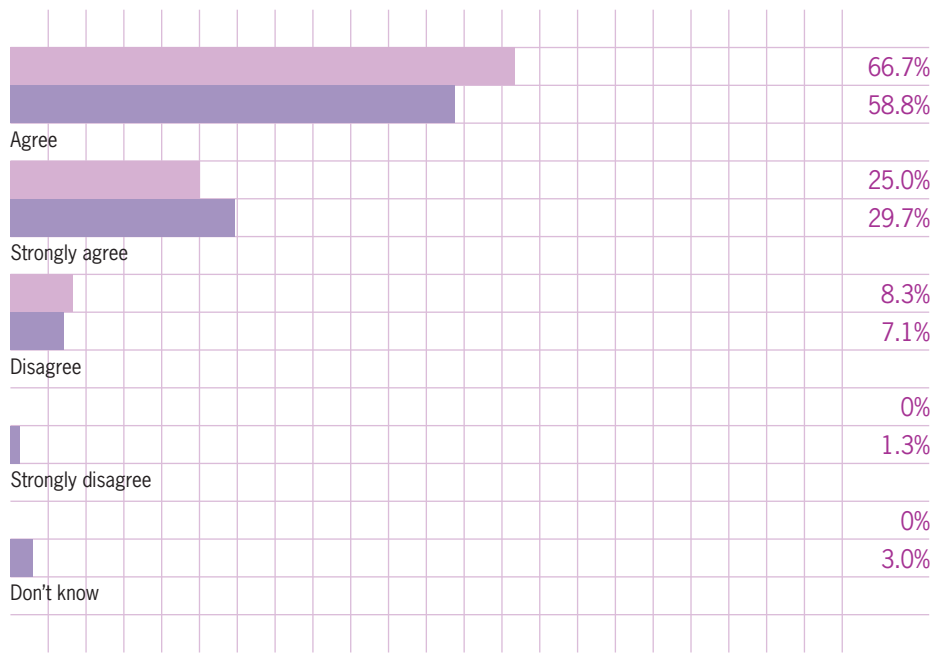


In interviews, however, executives suggest that while they may be satisfied with the overall state of their business models, many are nonetheless looking to make significant changes, especially to the markets and market segments they target. There is acceptance, for example, that there will be more partnerships between public and private sectors, reflecting the increasing importance of social housing projects. Says Mark Clare, Chief Executive of Barratt Developments: “In the boom years we could maintain volumes by ourselves. Now we are looking to partnerships with local authorities that already have land for development. This massively reduces the costs for us, and mixed developments [combining private and social housing] can increase build volumes.”

Mr Clare is not alone: 62% of survey respondents from the construction and real estate sector say they plan to make significant changes to their target markets over the next 18 months. Confident they may be, but most seem to realise that the uncertain future of their markets requires serious thinking about their business models.

Our research also suggests some hopefulness regarding the state of demand. Nearly half of respondents expect to see ‘full economic recovery’ in their industry within the year, with close to three-quarters confident that construction will recover within 18 months.

Do you agree or disagree with the following statement? Our existing business model is set up to enable us to succeed over the next 18 months. (% responses)



Property & Construction Total Source: Economist Intelligence Unit

“The demand is still there,” says Barratt’s Mr Clare. “There is still an acute shortage of housing, especially in the south-east. People still want to buy houses, if they can get a mortgage.”

House builders may have a different view on when markets will recover, as their lead times are considerably shorter than those of large infrastructure companies. They say they have plenty in their land banks for the next few years and are ready to respond quickly when the market recovers. However, companies working in areas with longer lead times may see little currently in the pipeline, and therefore be less optimistic about short-term recovery.

There may be a need for more housing, especially as private housing output fell by 41% in 2008 and then by another 26% in 2009; however, this does not mean that previous prices and build levels are sustainable. “I’m not sure [house-building] volumes will ever recover,” says Noble Francis, Economics Director at the Construction Products Association (CPA), an industry body, who also thinks that prices could fall further.

Some sectors will continue to experience particularly weak demand, believes Mr Francis. Industrial building fell by 44% in 2009 and is expected to fall another 8% by end-2010; volumes then will be 60% lower than in 2007.

Commercial new builds are expected to have fallen by over 40% in the three years to end-2010, with office new builds down 55% in two years.

Those are frightening numbers, although the CPA does expect a rebound in some of the worst-hit sectors: private housing output should grow by 24% in 2010, for example. Still, Mr Francis says: “We estimate overall construction sector output to have fallen by 15% in 2009, and expect no renewed growth until 2011.”

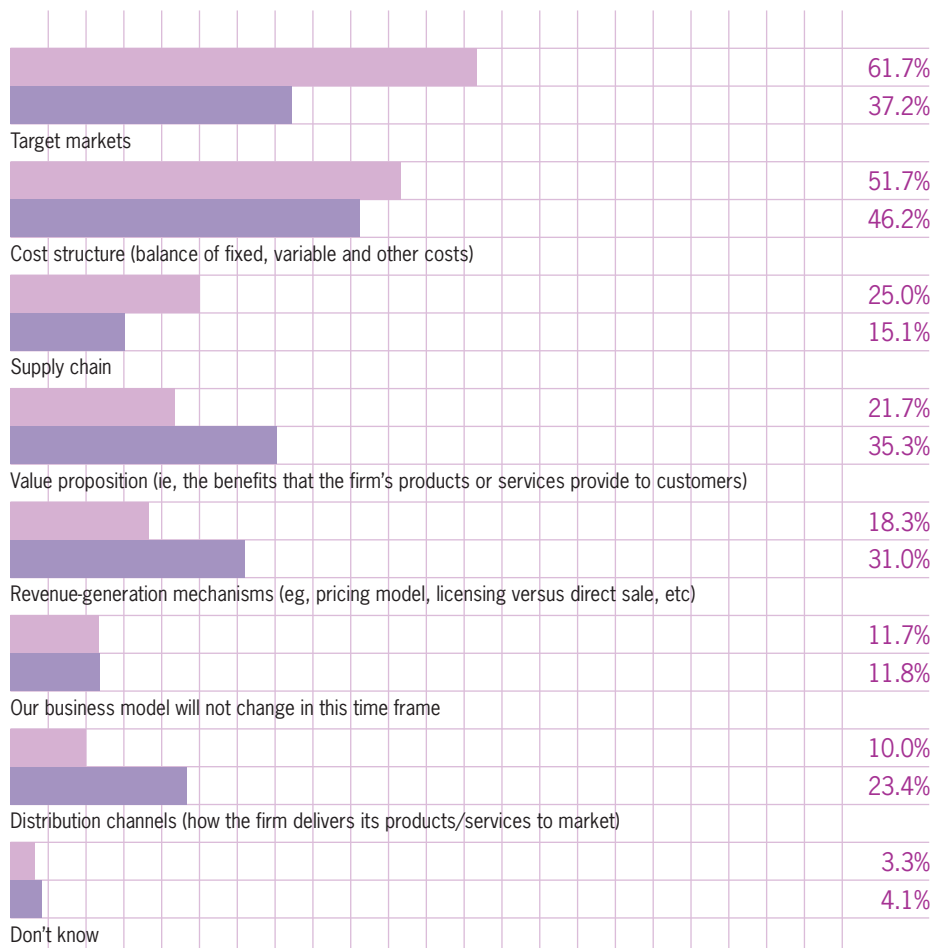
Until recently, public sector work helped to mitigate the collapse of private markets, with the state throwing money at everything from the Olympics to school building in order to support growth. But stretched government finances mean the public sector market is already starting to stumble, with the CPA expecting falls each year between now and 2013. Mr Francis fears the reduction in public spending “could lead to another big drop in construction activity over the medium term.”

Findings

Tough medicine

The property & construction sector’s confidence in their existing business models possibly reflects some very bruising cuts made over the past year, with companies shrinking to survive in a smaller market. But it is probably also true that constructors are only just starting to think about where they go from here after two years of focusing on survival. This may explain the 52% of survey respondents from the industry who confirm that their company’s cost structure will remain a primary focus of change over the next 18 months, even though many, as mentioned above, also plan to revisit their target markets. This is certainly true of house-builders, perhaps the hardest hit of the constructors. Companies such as Barratt and Persimmon saw their revenues collapse by over 40% in the course of a year, meaning they could only survive by becoming smaller. “We had to shrink our balance sheet,” explains Mr Clare. “We laid off around half of our workers, stopped buying land and even stopped developing existing sites as mortgages and buyers disappeared. Financially, we’ve concentrated on slashing debt levels and will try to keep them low from now on.”

In which of the following areas does your company plan to make significant changes to its business model in the next 18 months? Select all that apply. (% responses)



Property & Construction Total Source: Economist Intelligence Unit

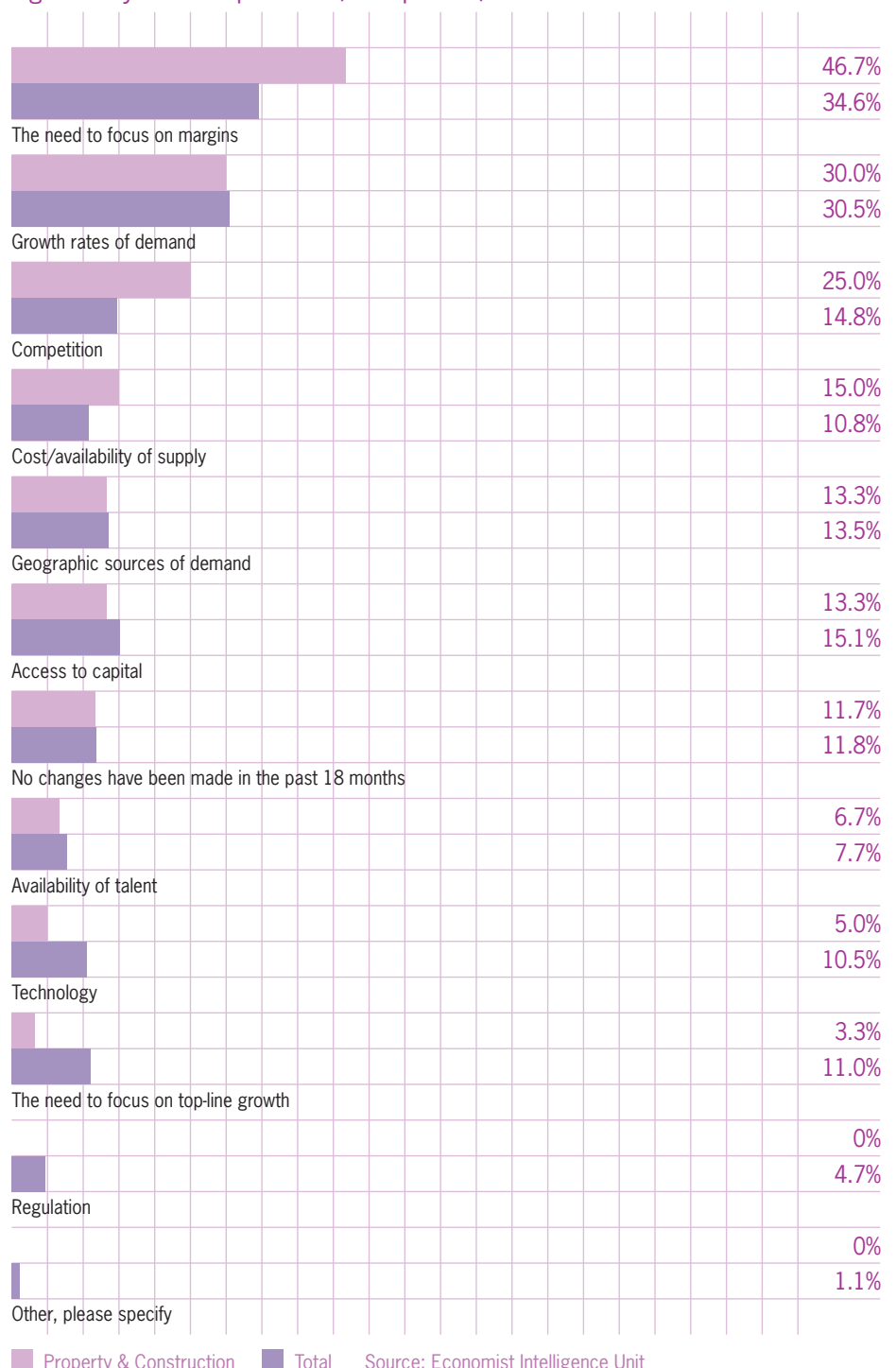
Case study

Willmott Dixon follows its customers John Frankiewicz, CEO of the construction company Willmott Dixon, sums up the prevailing view: “We have faced the worst recession since the war, and now we are going to face some difficult years ahead.” Taking cost out of the business is certainly not a bad strategy.

Ultimately, the creation of new, more competitive business models is the natural result of companies doing what they should always do: following the customer as closely as possible. He continues: “If cost control is the necessary internal response to a recession, getting closer to clients is the external one.” Indeed, a truly customer-focused organisation will almost inevitably adjust its business model in some way.

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Available at www.grant-thornton.co.uk/refresh

If your company's business model has undergone a major change in the past 18 months, in which of the following areas have the assumptions changed most significantly? Select up to two. (% responses)





Case study

When facing rapidly crashing demand, as did Mike Farley, Group CEO of construction company Persimmon, with unit sales dropping by 46% in two years and no letup in sight, sometimes severe cuts – including dropping headcount by over half – are the only option.

Enough has been done to salvage short-term results, with both Barratt and Persimmon expecting to remain profitable from 2010 onwards. But Mr Clare and others in the industry concede that their recent strategy is not sustainable: they have started to buy land again, for example, although not enough to sustain even present, truncated building levels.

However, other lessons learned during the financial crisis are sticking. House-builders are clamping down on costs to improve margins, with lower wages and better site management saving up to 15% on build costs. And they are switching away from low-margin flat-building towards more expensive houses, in a response to the disappearance of first-time buyers. The survey reveals that 33% of respondents say their companies are concentrating on increasing margins over the next 18 months, compared to only 5% who will prioritise top-line growth (or higher volumes).

After fierce cost cutting, where next for Barratt?

The turnover of Barratt Developments, one of the UK's largest house-builders, was a little under £2.3bn in the year to 30 June 2009. The previous year it was £3.6bn. Half of the staff have been made redundant, and the company stopped buying land and building new houses as it sold off stock. It is a stark, but typical, example of the impact of an unprecedented collapse in the private housing market.

“We expected a downturn,” says Chief Executive Mark Clare, “but didn't predict the extent of it.” He blames the collapse of the mortgage market for the extraordinary fall in the number of houses being built, and sold. “The demand is still there but people cannot get finance,” he says. Barratt completed just 13,000 homes in 2009, down from 18,000 the previous year.

Spending on land slumped by three-quarters as the group crashed to a £679m loss. But with the difficult work of cost-cutting done, Barratt expects a modest profit in 2010 – a remarkable turnaround when your market has

shrunk by 40% – aided by an equity issue that helped to halve debt.

Looking forward, there are two strings to the company's strategy. First, it will wait for an upturn in the private housing market, with Mr Clare hoping that government incentive schemes for private buyers will tide it over until the mortgage market recovers in one or two years. “Meanwhile, we can operate profitably in the reduced market,” he says.

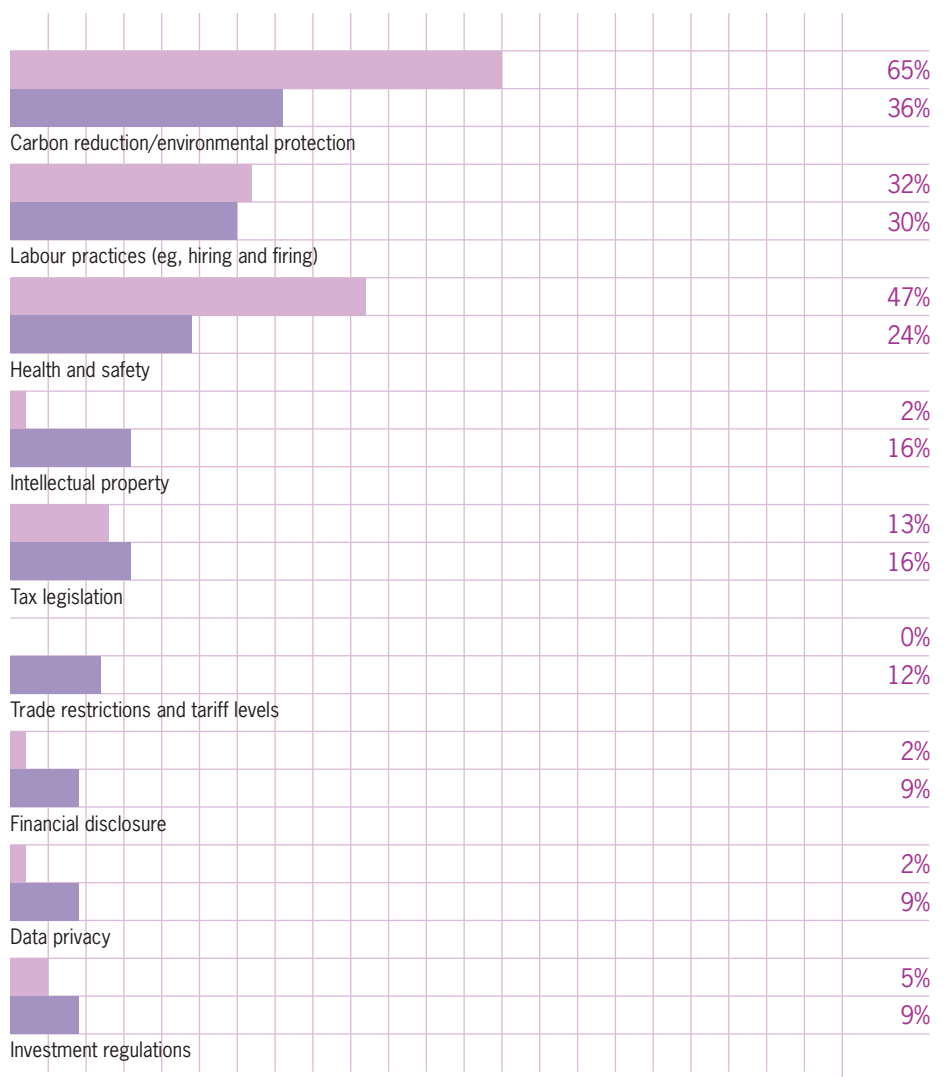
But a more fundamental change, dictated by the severity of the downturn, is also under way. Barratt will look to increase the number of partnerships it runs with local government bodies, a marked shift away from the days when private builders seemed reluctant to enter the social housing market directly. “I see our presence in this market doubling,” says Mr Clare, “so that it accounts for a quarter of turnover over the next couple of years.” He believes that the limited private housing market means house-builders must look to more of a hybrid model, mixing public and private developments, for volume.

Regulation – impact on environmental protection and carbon emissions

Even in downturns, governments do not desist from new regulatory initiatives. Although many regulatory changes affect competition, most – happily – are not of the business-model-changing variety. Green regulation expected over the next two years, however, may prove to have just such an impact for many British and Irish companies.

Sixty-five percent of property & construction respondents believe that regulatory initiatives on carbon emissions or environmental protection are likely to lead them to modify their business plans, the area of regulation which they see as most likely to force change. That such regulation might affect business models indicates that carbon reduction now means more than just changing light bulbs: it will involve reorganising supply, production, delivery and even product elements of business models to – at the very least – make them more energy efficient.

Changes in which of the following areas of regulation are most likely to affect your business model over the next 18 months? Select up to two. (% responses)



Property & Construction Total Source: Economist Intelligence Unit



Case study

Regulation can provide opportunity

Rather than sitting back and waiting to hear how new, more stringent carbon-emissions rules will affect them, some property & construction companies are moving ahead with green initiatives for good business reasons. For one thing, they promise to help the bottom line. More importantly, the interest of consumers and other companies in reducing their carbon footprint opens up whole new product opportunities.

According to Mr Frankiewicz, Willmott Dixon is sure that new environmental regulation will come, but believes it represents one of the company's biggest opportunities. The company launched an entirely new business in 2007 called Re-Thinking, a consultancy that helps clients incorporate sustainability into construction projects. It involves substantial R&D spending and the hiring of employees with different sets of skills – “more academic, theoretical people who can look at new technologies,” says Mr Frankiewicz. He sees the fit with the group's construction companies as a natural one, though. “Once carbon is a currency, government and other players will have to reduce emissions. We have a huge part to play in that process.”

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An emerging opportunity

Bubbling beneath the surface of the housing sector turmoil is a potentially significant market shift: if private markets are broken and private houses still unaffordable, then state housing must plug the growing housing gap. For house-builders, that means co-operating with the state and local authorities to recover lost volumes. This is a reality managers are starting to face up to on the ground.

Charities such as Shelter have long highlighted the rising problem of homelessness, with growing numbers of people in temporary state accommodation because they cannot afford to buy. Central government reports that only 80,000 houses were completed in 2009, the lowest level since 1924 and less than 40% of what it says is necessary to meet a growing demand for housing. Things are as bad in public housing, despite the government spending £1.5bn to fund schemes designed to make house buying more affordable. So despite the need for a spending crunch, the government needs to invest still more money in social housing if it is to double the number of

new houses being built and thereby curb homelessness.

Squaring this circle presents house-builders with a chance to boost volumes. Government bodies, especially local authorities, have land but no cash for development. (Up to one-third of land fit for development is state-owned, according to Barratt's Mr Clare). Contractors, on the other hand, can develop land, but find it scarce and expensive. So it would make sense for the two sides to form a joint venture, with the council paying for its share in land and sharing in the profits from development.

"This is a big change of attitude," Mr Clare admits. "Councils have long complained of constructors' reluctance to become more directly involved in social housing." One example of this new willingness is Barratt's £95m development in London's Swiss Cottage, where it has teamed up with Camden Council and a commercial investment partner, Dawnay Day. As well as a residential development mixing private and social housing, a new leisure centre is being built along with a community centre and doctor's surgery.

Mr Clare is cautiously optimistic about such public-private approaches: "This is the model for the future, although such schemes have been slow to take off. Uncertain property prices have made budgeting difficult, for example. But that is changing."

It is an idea that can be applied beyond house-building. Take Tilfen Land, an investment and development company owned by two charities. Finance director Peter Runting reports that "The crunch led to heavy write-downs and sharp cuts in new investment over the past couple of years, but we're now looking for fresh investments." With prime property in the south-east still over-priced, he says, the company is looking to retail and warehousing property. And for the latter in particular it is considering joint ventures with local authorities, often on brown field sites. In search of steady rental streams it has teamed up with local councils in Greenwich, for example, to develop warehousing and light industrial units around the Thames Gateway.

Findings

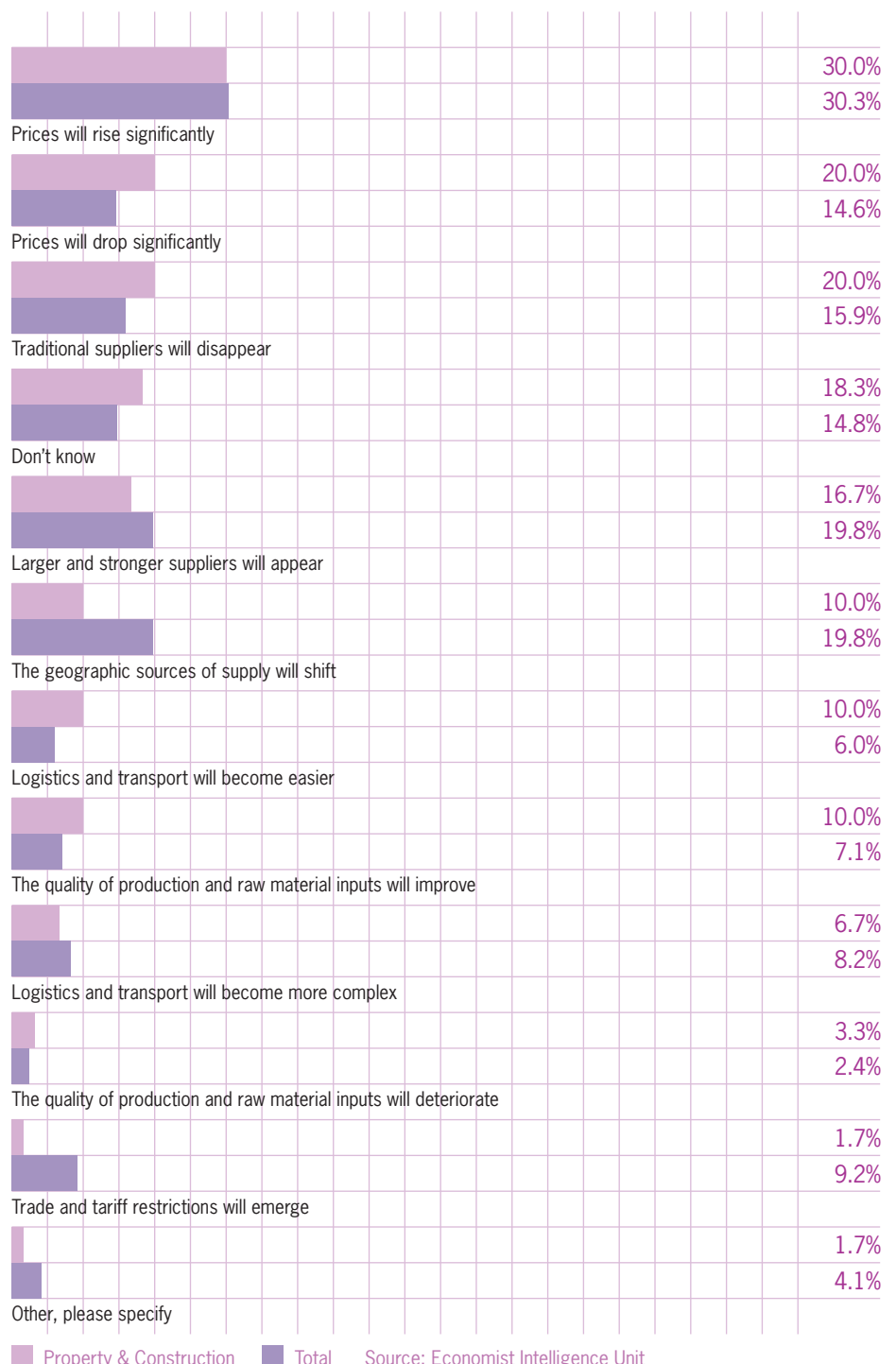
Venturing overseas

Giant infrastructure developers are also becoming more active in the government's joint venture programmes, with companies taking part in large urban regeneration schemes such as Carillion PLC's development in Croydon in south London. Both Carillion PLC and John Laing increased their profits last year, meaning they feel no immediate need to alter their business models drastically. But with UK government investment threatening to dry up after 2011, the industry accepts that there is considerable uncertainty over future demand.

"UK investment could fall," says Carillion PLC's Strategy Director Staffan Engstrom, "so we are increasingly looking at expanding into foreign markets to escape our stagnant home market." Many of the large contractors are looking abroad for growth, accepting that the UK offers limited potential. John Laing now gets over a quarter of its revenue from abroad, and Carillion PLC is looking to build up its existing presence in countries such as Canada. "We are not looking to the UK for new projects growth," says Mr Engstrom.

Large contractors are also increasingly focused on higher-margin support services such as facilities management rather than on pure construction. John Laing, for example, now does no construction work at all, while Carillion PLC does construction only as part of an integrated offer and says the margins on service work are triple those for construction. Focusing on management, rather than construction, is also smart as 30% of property & construction survey respondents believe that the cost of raw materials will increase significantly in the next 18 months.

How are conditions most likely to change for your company over the next 18 months when it comes to the supply of key resources for your business? Select up to two. (% responses)





Case study

Carillion looks abroad for growth

UK construction and support services company Carillion PLC has weathered the recession well: in 2009, underlying operating profit grew 33% to £72m on revenues up 17% to £2.7bn. It is a big player in areas such as school building and rail infrastructure, where UK public spending remains robust. But it has made a large shift away from construction into support services, typically long-term contracts for building maintenance, which are less likely than building projects to be cancelled in tough times.

Considering the state of public finances, the government must start to rein in spending, and Carillion PLC is preparing for that to happen. It has sold off several investments to reduce debt, and no more big acquisitions are planned for the near future. (In recent years, it had purchased its way into

new markets such as defence building through acquisitions of companies including Alfred McAlpine and Mowlem.)

More fundamentally, it is accelerating its efforts to find new markets. “We have been diversifying away from our reliance on UK construction,” confirms Strategy Director Staffan Engstrom, “in favour of higher margin support services and international operations.” Construction, he says, now contributes just 13% of profits and one-quarter of revenue. “Margins on construction work are just 1.5% compared with around 5% for support services and international.” Unlike some competitors, Carillion PLC has stuck by construction, though. “It is part of an integrated offer,” says Mr Engstrom.

As suggested above, the company is also seeking growth abroad rather than chasing volumes in the UK. Around 90%

of revenue still comes from the home market, but substantial resources are being devoted, says Mr Engstrom, to expanding relatively new foreign beachheads. The strategy, he reports, is to increase its presence in the countries where it already operates, such as Canada and the Middle East (where revenues surged 78% to £322m in 2009), rather than trying to break into entirely new markets such as the US.

For a one-time UK constructor, this is a significant shift in business model – away from domestic construction and towards international service provision.



Conclusion

Despite appearing relaxed about the viability of their business models, leaders of many UK property & construction companies acknowledge that some important changes are necessary to the way they operate if they are to “survive the recovery”. Having taken aggressive measures in the past two years to adjust their cost structure, constructors are now focusing their attention in particular on their target markets. Judging by the

interviews conducted for this study, some executives properly question whether their company will ever be able to serve their traditional market segments in the ways that they previously had. Local government partnerships, overseas markets and diversification into services offer some builders hope of finding new sources of sustainable revenue and profit growth. Their search for solutions must not end there.

Expert opinion on what to do next

Clare Hartnell,
Partner, Global Head of
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The property sector has been through a torrid time. Lack of liquidity has caused significant issues for businesses, coupled with the overall fall in property prices. Due to sterling exchange rates, the UK has become an attractive playground for wealthy overseas investors, with the result that it is difficult for property businesses in the UK to mount successful bids on limited stock that is coming to the market.

A number of businesses have re-emerged in other guises – either as asset managers or as fund operators. They have sought to consider other ways of proceeding in a far tougher market.

Others have sat like rabbits in the headlights as they have seen their banking covenants get breached, and seemed to be waiting for a fairy to wave a magic wand to make all their problems disappear... businesses need to be honest with themselves – it's only once they have identified any issues they have that they

can then address them. The sooner they are identified, the greater chance there is to resolve them.

Availability of finance is now not just in the hands of the banks – some have sought to enter joint ventures to bring together differing skill sets and to bridge any finance issues where one party has surplus cash for their existing needs.

Going forward the businesses that will blossom in the next decade are those that foresaw the market turn and cashed in properties early (not too many in this category!), those that really understand the economics of a transaction and the various drivers on value in economic terms (as opposed to the “hunch”), and those that can stand out from the crowd (such as focusing on more emerging areas such as energy efficient property and managing to build this into a brand).

The construction sector has always had the issue that house builders command large margins compared to the lowly mainstream construction company. Unusually, we have seen house builders hit and the winners now are those with central and local government contracts, particularly infrastructure work. We expect to continue to see strong performance in major infrastructure, eg roads, and as this is a difficult area for new entrants to join will still be dominated by a few. However, my discussions with industry leaders indicate that they realise that the smaller-end government work will be hit. They expect to see a reining in of government expenditure regardless of the outcome of the next UK general election.

As the research shows, developers have to look to the future; they will need land banks as things start to move. However, lenders are reluctant,

to release land at the moment to avoid making a big loss on their investment. I do not expect this stalemate to change in the near future with lenders, although the Irish NAMA project may end up in more land being released. If it does there will be an immediate, albeit possibly short term, correction downwards on land prices.

The industry is well-known for its optimism, but when you talk individually to businesses in confidence you can see that there is concern with order books after 2011. Furthermore, historically the industry is always the ‘last to feel the pain’ – usually construction ‘feels the pinch’ as everyone else is coming out of recession – as shown by recently released insolvency data.

The larger companies are always better able to ‘ride the storm’ but we are seeing a rise in small

to medium businesses feeling the pinch and we would expect to see a big increase in business failure for these going forward. Perhaps government assistance for smaller businesses will help to prevent this.

The recent government summary of their consultation on “false self-employment in construction” made the helpful comment that “...the Government recognises the effect that the economic downturn has had on the construction industry. It is the intention that the test developed as a result of this further work with stakeholders will take effect when the industry is in a stronger position.” Heartening news, but still Damocles’ sword.

There has been a great focus on cost-cutting in the recession, which is a natural reaction to this situation. While 'trimming off the fat' can help a business to survive in the short term, the way in which business leaders go about it needs to be carefully considered.

Cost-cutting across the board is not always beneficial – it can hamper a business's ability to survive, for example, by restricting cash to innovative projects that could deliver a new product or service or by cutting key drivers of the business.

The current economic environment could be the new 'normal' where the economy does not return to previous highs. Businesses need more than ever to focus on revenue growth and how they can adapt their business models to the challenges presented by this market (ie little credit available and a lack of bank finance). The thinking which was used to arrive at the current situation will not be successful in developing a plan to thrive in this environment. This is when non-executive directors and other external influencers can play a key part in developing new thinking and new behaviours.

Businesses which find themselves in difficulty need to apply their business model in new ways; they need to identify strategic opportunities that will allow their businesses to grow, and then develop a clear implementation plan.

The small and mid-cap quoted sector, which the Quoted Companies Alliance represents, has been hit hard by the downturn. The QCA is working hard to ensure that companies continue to be able to access equity and debt capital to finance their business, whilst providing opportunities for quoted businesses to engage with their shareholders across a range of events.




Tim Ward,
Chief Executive,
Quoted Companies
Alliance

Regardless of what sector you are in, survival means gaining an edge on your competitors. And the best way to do this is by investing in innovation – developing new products, services or business models which create value for your customers. NESTA's research shows that those companies which invested in innovation – measured by the percentage of sales from new products - grew twice as fast as non innovative firms and they saw a 10% growth in turnover, in contrast to 5.8% for non-innovators.

Companies are under enormous pressure to get products brought to market quickly, and this must be reflected in having a nimble approach to idea generation and product or service development. This means structuring

your workforce and resources so that you can respond quickly to challenges, take on board new ideas, and then move to exploit opportunities. Look to take a bite out of markets that were previously not open – the downturn has meant a change for everyone. All companies are now considering new options to save money, provide a better service to customers and to break into new markets. Where there is change there is opportunity for the business leader who is open to innovating. Successful innovation is often less about 'magic bullet' breakthroughs – and much more about core attributes such as adoption, flexibility and agility.



Jonathan
Kestenbaum,
CEO, NESTA

Seize the moment

Put business models on the board agenda

Our research shows that most property & construction companies need to review, and possibly renew, their business models.

Here are some suggestions from our own experts on the areas that you might wish to table:





Assumptions

Review those made when the model was last discussed – are they still valid or do you need to revise them?

Focus

Is it too internal or on the right customers?

Customers

Are you satisfying the needs of an ever more value conscious, more demanding market?

What changes do you need to make to ensure competitiveness of your product/service offering?

Can you better involve customers in new services/product development?

Markets

Are you in the right markets, product/service/geographic – are there new growth opportunities to be exploited?

What new technologies might you use to kick-start growth?

What M&A opportunities exist? eg from competitors in distress.

Competitors

How have your competitors responded to the downturn?

Have they focused more on innovation and growth than pure cost-cutting?

Funding structure

Is it still appropriate or are there alternatives available?

Resources

How flexible is your organisation in adapting to the changes brought about by the recession?

Could you source supplies from a lower cost country?

Are outsourcing options available?

Financial performance

How cash generative is your business?

Where could you improve margins?

Have you identified surplus costs?

What opportunities exist to improve your operational efficiency?

Should you reduce overheads and shut down or mothball unprofitable workstreams?

Talent

Are you acquiring, identifying and nurturing the best people?

Do you have the right leadership and people in place to take your strategy forward?

Relationships

How are you protecting relationships with customers, staff, suppliers, stakeholders?

Are you communicating transparently with them?

Contributors

Grant Thornton wishes to acknowledge the contributions made to the research by the 60 property & construction respondents, and the following who commented on the findings:



Mark Clare	Chief Executive, Barratt Developments
Staffan Engstrom	Strategy Director, Carillion PLC
Mike Farley	Group CEO, Persimmon
John Frankiewicz	CEO, Willmott Dixon
Jonathan Kestenbaum	CEO, NESTA
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