

Global Solutions
Business Services



Case Study

“We started off with profits of about £20 million in 2005. We’ll have profits of £35 million in 2007, thanks to the hard work of all our people.”

Alan Jones Chief Executive GSL

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Under the leadership of Alan Jones
3 major changes have taken place.
As a result turnover grew 38% and
headcount increased by 25% during
our 3 year partnership.

We bought Global Solutions Limited (GSL), a provider of outsourced services in prisons, schools and hospitals, for just over £200 million in 2004. We sold it in 2007 for £355 million .

The Chief Executive of GSL was approaching retirement when we made the acquisition so we appointed Alan Jones, former CEO of TNT, as his successor.

Mike Welton was the Operating Partner and Non-Executive Chairman. Mike had been the Chief Executive of Balfour Beattie and his experience in the construction industry of government outsourcing and private finance initiatives made him a good partner for GSL's management team.

The first thing Alan did was to reorganise the business into 3 customer-facing divisions, each with its own MD

When he arrived, he was the only person in the organisation with accountability for profit. "I found that quite awkward in a diverse organisation like GSL which embraces so many different activities, so one of the



Alan Jones Chief Executive Global Solutions Limited



Mike Welton Operating Partner Cognetas

New wins in 2007 include the largest investment project in the Republic of Ireland for almost a century, a maintenance contract for schools in Leicestershire and a 25-year contract with the Churchill Cancer Treatment Centre in Oxford.

first things I did was to create 3 profit accountable divisions and that has been one of the main enablers of our success.” There are now no divided responsibilities. The people who bid for contracts are also responsible for executing them.

Alan also instilled an ethos of high quality service throughout the business by introducing a set of measures on which the organisation reports monthly

“If you’re in a hospital, nutrition is an important part of a patient’s recovery so we take great care with our catering. And cleaning is vital too. We do the cleaning at the Nuffield Orthopaedic Centre in Oxford, and I’m pleased to say it has the second lowest rate of MRSA in the country.”

A new commercial policy has helped GSL win new business

“We’re bidding for complex contracts, worth hundreds of millions of pounds over a life span perhaps of 25 years. Each one is tailor-made for the customer and you have to have a robust solution. These guidelines ensure we win, with a profitable contract.

Cognetas has been involved in this and Mike Welton also came up with good ideas which we built in.”

A reputation for high quality service has enabled GSL to renew existing contracts and successfully bid for new ones. New wins in 2007 include a 25-year contract with the Churchill Cancer Treatment Centre in Oxford, a maintenance contract for schools in Leicestershire, further contracts to run prisons in the Middle East and immigration centres in the UK and, last but not least, building the new Dublin Courts – the largest investment project in the Republic of Ireland for almost a century.

Corporate activity included the realisation of £63 million from non-core investments, and various in-fill acquisitions in the UK and Australia. Strong cash flow and improved profitability allowed us to refinance the business ahead of the sale.

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