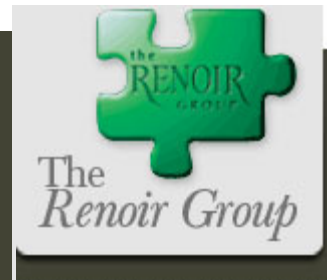


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December 2009 newsletter

Dear Van

Welcome to the December issue of – e-Portrait.



In this Issue:

- [2009's top 10 e-Portrait stories](#)
- [New Dakota Gasification case study](#)
- [Reference letter from Al Habtoor](#)

Most of you probably won't be sad to see the back of 2009. Having said that, a number of our clients had a respectable or even very good year. Some were in fortunate industries and others took quick and effective action.

Renoir has experienced a 30% growth rate this calendar year. This is down from previous years and a large proportion of projects came from clients who already knew us. Positively though, we've experienced a boom in bookings from new clients over the past 30 days, which reflects the increasing confidence that normality is on the horizon.

To round off the year, we'll start this issue with a run-down of the ten most clicked-on articles of 2009. Since you did the clicking, these are **your** favorites.

Some of my colleagues seem to think recycling old content is a ruse on my part to take an early holiday! So I've also included a couple of new items - an updated case study about our work with Dakota Gasification Company and a letter of thanks from Al Habtoor, whose success has been a bright spot amid the turmoil Dubai has been experiencing recently.

All our best wishes for a happy holiday season and a prosperous 2010!

Van Fleisher
Editor

2009's top 10 e-Portrait stories

1. [Optimizing oil and gas costs](#), June

In this article we discussed the importance of developing a culture of performance management, taking a sustainable approach that will allow your organization to weather any storm.

A number of clients in the oil and gas sector took our advice, including Dakota Gasification and BP. Next month we'll be featuring a case study from BP, showing how we helped them.

2. [If it ain't broke don't fix it](#), February

In hindsight this was an ironic title, seeing as almost everything broke in 2009! The article focused on the need to banish this sort of thinking from the management mindset. The other truism we warn against here is "don't sweat the small stuff." To prevent things from going seriously wrong, it's essential to pay attention to detail.

We just finished a project for a cement company that turned in an outstanding performance in 2009. At the closeout meeting the Group CEO commented particularly on the level of detail we'd gone into to ensure the

business's foundations were strong enough to sustain change.

3. [Innovate or perish](#), February

This article garnered Renoir an Innovation Award. It addresses a lot of to-dos and a number of not-to-dos.

One of the pointers was that 2009 was a good time to engage with employees and use their collective knowledge to your organization's advantage. Based on the number of companies that had a good 2009, despite the financial climate, I think a fair few did that.

4. [The shape of the world, post crash](#), April

In this paper we expressed our hope that protectionism driven by politics wouldn't become an issue. Thankfully it didn't. In fact, early signs suggest some lessons have been learned on the world stage during the economic crisis. In facing a common problem it seems some new and fruitful links between nations are being established.

5. [Typical Analysis Report](#), October

It's interesting to see that this entry made the top five. This is an example of a typical Renoir Analysis report, with just the client's identity disguised. It reveals how we go about the first phase of a project - identifying and quantifying opportunities for improvement.

Although we believe most industries have similar lessons to learn, I made an offer to send out sector-specific examples by email. This resulted in an unexpected volume of enquiries, and I'm afraid to say I may have lost track of a request or two. Please [let me know](#) if one of them was yours!

6. [How do they do that?](#), April

This article addressed the confusing issue of massive staff cuts, including how they're actually implemented and why they're usually preceded by a high profile press announcement. One of the negative consequences discussed in the article is the loss of talent. Now, just six months later, the media is full of stories about urgent skill shortages.

7. [New and old talent](#), September

This article was almost a sequel to "How do they do that?" in April. It discusses the opportunities presented by bringing in new talent as well as the importance of getting maximum value from existing staff.

8. [Dakota gasification case study](#), June

This project was the first of two carried out for Dakota Gasification Company, and achieved \$15 million in annual savings. A follow-up project netted another \$10 million (see the new Dakota Gasification case study below).

9. [How to make change happen](#), November

Getting your people on board is essential if you want to bring about lasting change. See the reference letter from Al Habtoor below for an illustration of the benefits to be gained from getting staff engagement from the outset.

10. [The road to recovery is full of potholes](#), July

This paper discussed a very important issue that many of you will now face - the difficulties that can be encountered on the way out of a crisis. If you didn't spend most of 2009 working to understand your organization's capabilities, strengths and weaknesses, we urge caution.

New Dakota Gasification case study

In the November issue we featured an enthusiastic letter of praise from Dakota Gasification Company's Senior Vice President & Chief Operating Officer.

[Click here](#) to read an updated case study about the work we've carried out for them over the past 18 months, and how we helped them achieve sustainable annual savings totaling \$25 million.

Reference letter from Al Habtoor

Al Habtoor is an engineering company based in Dubai, which specializes in large-scale construction projects, such as the Burj Al Arab - the world's tallest hotel.

They contracted us following a period of rapid growth, with the aims of increasing the productivity of their existing workforce and rationalizing transport to and from sites.

We worked closely with their staff on construction sites in Dubai and Abu Dhabi, enabling them to achieve:

- a 30% increase in productivity
- a reduction in bus rentals of almost 100%
- and savings of 135 million AED (equivalent to around \$37 million).

We've recently received a letter from Joe Dujmovic, Chief Operating Officer of the Al Habtoor Leighton Group. In it he says:

'The approach you used (i.e. involving as many of our people as possible) gave ownership to the solutions we jointly developed. We are very pleased with the results achieved, with higher than promised productivity improvement...'

Despite the difficulties Dubai has been experiencing recently, Al Habtoor is going strong and we're now engaged with them on three additional projects.

[Click here](#) to read Joe's letter in full.

If you'd like to speak to one of our consultants about how we could help your organization, please [click here](#).

About Renoir Group

At Renoir we help CEOs across the world to improve the performance of their organizations with specified measurable results. We engage in-house taskforces and work closely with them to identify and address any issues that adversely affect performance or profitability. Cost reductions of 25% are not unusual, and in time frames that might surprise you. In addition to the tangible results, we deliver unrivalled sustainability.

Because we quote up-front and never ask for more, we share the risk with you and have a vested interest in reaching the high targets we set for ourselves. More often than not we exceed them.

[Click here](#) to request additional information about how Renoir can help your business.

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