



Briefing No. 3

Project Briefing



International Airline Restructure and profit turnaround

The airline, which has both passenger and cargo operations, had been making losses for many years and was further exposed by the events of 9/11.

TFG worked with airline's chairman and representatives of its principal shareholder to restructure the company's Board, negotiate a code share agreement with another airline, reduce debt, and establish new governance and accountability arrangements.

The end result has been a \$A16 million turnaround in net profit over the last 12 months.

Major Engineering Consultancy Sale of Facility Management Contracts

TFG International has been engaged by a leading Australian engineering consultancy to advise on the strategy, tactics and hands-on implementation for the sale of two substantial facilities management contracts in NSW valued at more than \$100 million.

TFG has assisted with all stages of the transaction, including identifying potential purchasers, evaluating bids, selecting the preferred bidder, and advising on contractual terms and conditions. TFG also advised on the detailed negotiations between the parties to set the platform for contract novation.

GHD Preparing for 2006 Asian Games

In a project led by Australian firm GHD, TFG is assisting Qatar to organise the 2006 Asian Games.

The project involves frequent visits to Doha by TFG Director Sandy Hollway, with work centring on the preparation of a unique Master Plan.

The document is unprecedented in its size and scope, and draws on expertise gained from the highly successful Sydney Olympics.

The project's next stage involves assistance to Qatar on specific organisational challenges.

Large UK Bank Strategic advice on PPPs in Australia

TFG International is advising a major international bank on its participation in public/private infrastructure projects in Australia.

TFG's assistance includes identifying infrastructure projects likely to be pursued by Government, providing intelligence on Government policy in the area of public/private infrastructure projects, facilitating introductions to senior Government officials, and assisting to position our client as a thought leader in the space of social infrastructure public/private projects.

Repatriation Commission Review of hospital purchasing

Each year the Repatriation Commission spends \$1.4 billion purchasing public and private hospital services for entitled veterans and their dependants.

In late 2002 the Commission engaged TFG International to conduct an independent review of the arrangements for purchasing these services, including identifying the associated costs, benefits and risks. The report, which included options and recommendations for future purchasing arrangements, was completed in April 2003.

US Global Services Corporation

Due diligence on South Korean subway project

Subway Line 9 is South Korea's first attempt at outsourcing its subway operations as part of a Public/Private Partnership project. Our client needed to ascertain the project's viability and to consider whether an equity position was worthwhile.

With its unique international and practical experience of urban rail operations, TFG was engaged to undertake due diligence on the project's operations and maintenance plan, financial structuring arrangements and risk management strategy.

Australian University

Manage relationships with property developer

TFG International was retained by an Australian university to manage its relationship with a leading property developer on a \$1 billion joint tender bid.

TFG's role was to help develop the bid, manage the university's response and deliver to the developer the maximum cooperation possible. As well as easing the way on the cultural differences between the two partners. TFG also helped handle the Federal and State political issues involved. The bid was successful.

New Zealand Government

Defence system: accountabilities and structural arrangements

A TFG Director recently chaired a year long study of the central organizational arrangements of the New Zealand defence system. The purpose was to pinpoint the causes of problems which had developed both within and between the civilian and the military arms of the system, and to suggest alternative structures and more effective accountabilities.

By working closely with the NZ Prime Minister, the Minister for Defence and senior officials the subsequent report was in large part accepted by the New Zealand Government and machinery has been set up to implement it.

Multinational Food Services Company

Strategic advice

TFG International is retained by a very large multinational food services and facilities management company to provide strategic and political advice across the entire range of its activities, mainly in Australia but also occasionally in Asia-Pacific.

The retainer has involved helping the company define its strategy as it consolidates its Australian operations, and identify emerging opportunities, especially in the Health and Education sectors.

In addition, TFG also provides 'trouble shooting' assistance for the company's existing businesses.

Major International Bank

Representations to Government

A major international bank had been trying to secure a level playing field for the taxation treatment of its Asian investment funds by the Australian Government.

Although the Government had announced plans to amend, there were long-standing differences of view between agencies and the Interdepartmental Committee considering the matter had not drafted the Cabinet submission.

TFG International was able to make appropriate representations and the proposal was put to Cabinet, agreed and passed into law.

Austrroads

Public policy analysis

TFG International was commissioned by Austrroads to report on the public policy framework that would need to be considered by the various Australian jurisdictions if the Intelligent Access Program went ahead.

The IAP, which allows heavy commercial vehicle compliance to be monitored by using satellites to track their location and report on other associated data, has now been endorsed by Federal State and Territory transport ministers and is proceeding.