

## Case Study

### Outsourced EHS Consulting Support - How the *convergence* Business Model Provides Quality, Flexibility and Business Value



**Client:** \$1+ billion US Global Company

**Sector:** Life Sciences

**Services:** Outsourced country environmental, health and safety (EHS) consulting

**Additional Specialty Focus Areas:** Legal registers, compliance plans, risk assessments, training, liaison with regulatory agencies, incident investigation, vendor due diligence, waste audits, permit applications, product stewardship advice

**Countries Involved:** France, Germany, Italy, Netherlands, Spain, United Kingdom, Japan, Hong Kong, China, Australia, and Singapore

**Value to Client:**

- *convergence* provides country EHS consultants to support the Client's dynamic needs as operations quickly expand worldwide.
- Experienced EHS consultants can expedite development of compliance systems, avoiding delays typical with new hires and start up operations.
- Co-sourcing allows the Client to use in-house EHS staff where they exist and where the needs justify in-house staff, and to use experienced professional resources where they don't.
- The Client does not need to add EHS staff in country before there is justification for a full-time employee.
- With the breadth of *convergence's* global network, the Client can count on experienced professional support wherever the next expansion takes them.

The Client said: "***convergence is our EHS 'gate' into new markets – and helps us manage compliance, risk, and liabilities after we're there.***"

The Client is a newer US based life science multinational. The current operations of the Client are primarily limited to sales, distribution and repair of highly specialized equipment; although in a few countries laboratories and production are also undertaken. The Client is growing rapidly internationally, in particular opening sales offices to reach new markets.

The science behind the company's products changes quickly, so that applicability of regulations is always changing.

The *convergence* business model builds upon an alliance of experienced EHS country consultants to match the Client with the right professional with:

- The required technical expertise;
- Experience in the industry's sector and operations;
- Detailed knowledge of local laws, language and customs; and
- Bilingual skills – speaking and writing.

Highly engaged project management is an important element to a successful outsourcing program.

*“convergence’s responsiveness, on the ground technical acumen, and overall performance helped us get the job done – on time and right.”*

## Client Needs

The Client established international EHS Regional Management and decided regional management required in-country EHS consulting support - “co-sourcing”. The Associate Director of EHS explains, “...*co-sourcing is a long-term strategy for us in certain countries where we do not have dedicated internal EHS resources; for those countries where we cannot justify the cost of hiring a full-time employee with the level of experience and necessary expertise...*”

Business plans require fast mobilization, permitting, program development and implementation. When the company expands into new territories, the initial facilities are often a sales office or distribution facility, and over time perhaps production. If product launches and geographical expansion are successful, there can be additional needs – often on short notice.

The Client requires professional EHS expertise that can identify relevant needs, lead or assist with permitting and other compliance issues, support the Client’s launch into new countries, and continue to help on an as-needed basis. With the fast pace of expansion, the Client needs consultants that can deliver results.

## How It Started

*convergence* was asked by the Client to provide in-country EHS support using our Global Alliance (GOAL) of international EHS professionals.

The initial engagement started with supporting the Client’s operations in France, Italy and the Netherlands.

The successful partnering – a good working relationship between the Client’s Regional Management, and *convergence* Project Management and its in-country consultants – led to project expansion to other European and also Asian countries.

The *convergence* in-country consultant undertakes each specific requested task. The consultants also provide insights in compliance management, potential risks in the event of facility expansion, and advice on training needs that would be required as more people are hired at the facility.

## It Takes Off

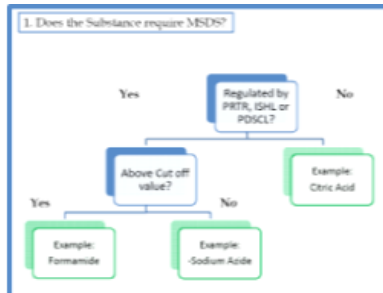
*convergence* has worked with the Client for over two years, in a rapid expansion phase. We have provided EHS support in over 10 countries for sales offices, labs, production, and distribution and repair of highly specialized equipment.

The Client continues to focus on its expansion and development plans while always assured of having experienced in-country and

local EHS support on its team. The Client does so with a reduced overall financial cost since support is provided only when required and there is no need to maintain the EHS staff overhead within its own operations.

*convergence* provides necessary in-country support through our Global Alliance of international EHS professionals. These professionals are managed by a *convergence* Principal to ensure consistent quality and alignment with the Client's culture. EHS support includes:

- Preparation of country and operational specific EHS legal registers;
- Generation of site specific risk assessments and development of compliance action plans;
- Assistance in EHS actions to ensure compliance and risk reduction;
- Delivery of EHS training and coaching to Client local staff;
- Liaison with regulators to compile required reports and apply for permits;
- Investigate accidents and incidents and prepare regulatory reports; and
- Conduct waste management / duty of care audits; and more.



Compliance support.

*“...the co-sourcing with convergence is providing us a ‘gate’ into new markets...”*

The *convergence* model proved ideal for the company to proceed quickly with expansion of operations, and to assure compliance and reduce risks of new operations. The Company has been able to defer hiring full-time, in-house EHS staff in countries until it is justified.

The Client has elected to use *convergence* resources to support business expansion in another six countries in the coming months.

A senior manager of this Client recently recommended us to another large multinational company that has subsequently asked *convergence* to submit a proposal to undertake similar EHS support for them in their countries of interest.

The Client's Associate Director of EHS describes the business value the company enjoys with its relationship with *convergence*; *“...the co-sourcing with convergence is providing us a ‘gate’ into new markets; and once operating in these markets it also provides for the management of risk and liability to the company....”*

The Client highlighted in this case study, as well as other clients that we provide similar outsourcing services, is open to confidentially discuss their project in more detail, or provide a reference. Please contact us at [infomail@cc-global.com](mailto:infomail@cc-global.com) for more details.