



RECRUITING & INTERIM MANAGEMENT

A European whole-sales company suffering from unexpected stagnation in a particular region for a longer period of time despite an otherwise growing market was unable to force a turnaround, even after using all kinds of measures on the perspective local management. Since two or three members of his staff had already left the firm on account of mismanagement and more staff members threatened to leave, immediate action was required. Despite difficult circumstances the central sales management thus was forced to fire the local executive at very short notice. Our firm was called in to establish an interim management since an internally elected successor was out the question, and - in swift continuation - to find a qualified manager and two substitutes for the otherwise vacant positions of this specific region. We provided an interim manager and stabilized the critical situation. We soon started a recruitment process and succeeded in replacing all vacancies in a short time. Simultaneously we worked out a business plan to reboot the company thereby providing a foundation for the new manager to work on. Today this company is flourishing more than ever before.

Situation and Challenge

Our customer is a provider of technical capital goods and, in his branch, a world market leader. One of its subsidiaries in a minor marketplace in Central Europe suffered from stagnating sales, although it was an otherwise prospering market.

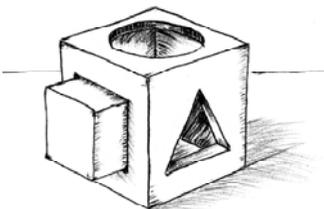
While in most European marketplaces the number of new market segments acquired kept rising, in this specific market only two traditional segments had to be served. There was considerable market share, but

no indication of growth.

In the absence of any sales strategy this small company seemed to be occupied with itself, hampered by internal problems followed by slow reaction to market

developments. After stagnating for years and with no sign of growth on the horizon a negative result could be expected sooner or later.

The high fluctuation of agents was a definite factor for the unusual performance of this office. After three members of the staff had already left and more loss of personnel was expected, action was required, especially since this region was known for its shortage of qualified personnel.



After a change of management positions in the European head office not even a strong effort by leadership could change the situation. Nothing could be achieved and the regional managing director had to be replaced.

Our task was to prevent the rest of the staff from leaving, to keep the business running and to prevent further image damage. Quick action was demanded from us to provide a rapid and sustainable new beginning.

Approach and Solution

We were in the position to provide one of our own partners as interim manager. He enacted his influence as an integrative personality with leadership qualities and could persuade the remaining members of the team to stay within the company. This was not an easy task, because these people had been intimidated, and were afraid that their office was on the verge of being liquidated.

We were supposed to act on three fields:

- ▶ Providing the Management of the local company through our own personnel in order to consolidate the personnel situation and to reorganize the unit.
- ▶ Immediate recruitment for long term replacement of the managing director and the vacant sales managers.
- ▶ Writing a new Business plan for Restructuring and turnaround of the company, including a

detailed master plan to guide the new managing director through his first 100 days.

Results

- ▶ The fluctuation of staff members was completely stopped after the interim manager had been appointed, productivity rose sooner than expected through positive work atmosphere caused by a new perspective for the team.
- ▶ Within a time span of 8 weeks the new long-term manager could be contracted and one of the two sales managers had already been trained and appointed before and a second one was found at the same time the CEO started. After only six months the Key Account Manger was appointed as well.
- ▶ The new CEO has meanwhile been promoted to join the top management as junior executive.
- ▶ In the remaining 5 months, our original expectations and engagements despite the temporary weaker sales force and additional need for investments were even slightly overachieved. In the following year our already high ambitions were surpassed - more than we had expected - by 20%.

