

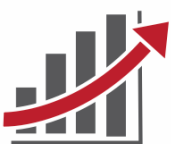


**INTERIM  
MANAGEMENT**

VIENNA | MUNICH | PRAGUE | BRATISLAVA | ZAGREB

## **P+P WHITEPAPER**

CASE STUDIES – INTERIM PROJECTS – MISSIONS



**Executives for Projects and Processes**



## 10 DIVERSE BENEFITS OF CASE STUDIES

**DEMONSTRATION OF SUCCESSES:** Case studies can help demonstrate the successes and achievements of an interim manager. They can show how the interim manager was able to tackle complex challenges and achieve positive results.

**BUILDING TRUST:** By showcasing successes and achievements, the interim manager can demonstrate their skills and competencies and convince potential clients that they are capable of tackling their challenges.

**ILLUSTRATION OF METHODS AND APPROACHES:** Case studies can also help illustrate the methods and approaches of the interim manager. They can show how the interim manager approached challenges and achieved positive results. This can help potential clients understand how the interim manager works and what results they can expect.

**IDENTIFICATION OF BEST PRACTICES:** Case studies can also help identify and share best practices. By analyzing successful interim management mandates, best practices can be identified that can be applied in other situations.

**MARKETING TOOL:** Case studies can also be used as a marketing tool to raise the profile of the interim manager and attract potential clients. They can be used in marketing materials, or in presentations to convince potential clients that the interim manager is capable of tackling their challenges.

**ADAPTATION TO SPECIFIC INDUSTRIES AND CHALLENGES:** By using case studies that relate to similar industries or challenges, interim managers can appeal to potential clients who have similar challenges.

**IDENTIFICATION OF LEARNING OPPORTUNITIES:** Case studies can also help identify learning opportunities. By analyzing successful interim management mandates, learning opportunities can be identified that can be applied in other situations.

**SUPPORT FOR DECISION-MAKING:** By using case studies, potential clients can evaluate the successes and achievements of the interim manager and decide if they are the right candidate for their challenges.

**IMPROVEMENT OF CREDIBILITY:** By using case studies, potential clients can see that the interim manager is capable of tackling complex challenges and achieving positive results.

**SUPPORT FOR POSITIONING:** Case studies can also help position the interim manager. By using case studies, interim managers can demonstrate their skills and competencies in specific areas or industries and position themselves as experts.



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## **JOB TITLE: SUPPLY CHAIN MANAGER**

### **Mission: Ensuring delivery capability in times of crisis**

#### **The client:**

The client is the Austrian subsidiary of a global engineering group.

#### **The situation:**

The company is facing a challenge: The long-standing Head of Supply Chain Management (SCM) has unexpectedly left. In the midst of a flourishing order situation and the additional complexity caused by the Corona crisis, especially concerning the China supply chain, a fast, effective solution is required to ensure delivery capability and delivery reliability to international clients.

#### **The requirements for the interim manager:**

The interim manager should have extensive experience in SCM leadership, especially in matrix organizations, and bring solid ERP knowledge, strong analytical and process skills as well as project management know-how. A goal and solution-oriented personality with knowledge in Lean Management Tools & Methods and business fluent English skills was required to meet the challenges.

#### **The P+P interim manager:**

In just 48 hours, P+P presented the ideal candidate, who started work within eight days. As Interim Head of SCM, he reported directly to the COO and took responsibility for international clients and suppliers as well as reporting and controlling in the SCM area.

#### **The solution:**

The interim manager initiated a comprehensive analysis of the supply chains in China and Europe and initiated the project for logistics optimization and reduction of indirect costs. An action plan was created and implemented, with a special focus on maintaining parts supply to avoid a production shutdown in times of Corona crisis.

#### **The lasting client benefit:**

The fast integration and excellent expertise of the P+P interim manager enabled a seamless bridging of the leadership gap over 6 months. The measures and projects introduced strengthened the company's competitiveness by reducing procurement and process costs. The solid foundation laid during his mandate facilitated the handover to the new SCM leader and ensured continuous improvement and efficiency gains in the supply chain, despite the challenging times of the pandemic and intense competition.



## **Mission: Strategic purchasing realignment**

### **The client:**

The client is a medium-sized, internationally successful Austrian company in the wood industry.

### **The situation:**

With a solid team of several hundred employees, the company had experienced strong growth, which required a strategic realignment of the international purchasing of raw materials, semi-finished products and trade goods. The complexity of the situation was increased by the unexpected absence of the long-time purchasing manager due to illness.

### **The requirements for the interim manager:**

In this critical phase, an interim manager with extensive international experience in strategic and operational purchasing was needed. The requirements included business fluent English, immediate availability and the ability to take on a mandate duration of twelve months. His main responsibilities would include managing the entire supply chain, purchasing controlling and implementing lean management in the purchasing organization.

### **The P+P interim manager:**

P+P presented an ideal candidate within 24 hours. The interim purchasing manager, with an impressive track record in an international context, immediately took over line responsibility in purchasing and reported directly to the CEO.

### **The solution:**

The interim manager implemented internal strategy meetings and revised tender guidelines and bidder lists. He conducted supplier audits and further developed supplier evaluations. His proactive approach enabled the development of new purchasing sources in Europe and Asia and the optimization of inventories, supported by short delivery cycles and consignment stocks.

### **The lasting client benefit:**

The client experienced a transformation in purchasing, supported by the expertise of the interim manager. Reassessment of strategic suppliers and development of new sources ensured the availability of input material quantities needed for continued growth. By implementing efficient processes and structures, purchasing was not only optimized but also stabilized, which strengthened the company's competitive position in the international market. The interim manager's seamless integration and immediate ability to act ensured continuity in leadership and progress in a critical area of the business.



## **Mission: Effective bottleneck management in times of crisis**

### **The client:**

The client is an Austrian automotive supplier with thousands of employees.

### **The situation:**

The company is facing a drop in earnings due to the difficult market situation, the departure of its long-time senior manager of logistics, and a supply shortage for OEMs that is in jeopardy. In addition, there was a need to continue the digitalization of the supply processes after a fully automated shuttle warehouse had been introduced.

### **The requirements for the interim manager:**

An immediate assignment was required, with a mandate of 12 months. The manager should have experience in implementing complex international supply chain and logistics projects, a hands-on mentality, loyalty and communication skills. The responsibility for more than 300 employees and the management of different logistics areas were key tasks.

### **The P+P interim manager:**

Within 48 hours, P+P presented the ideal candidate. With experience and competence, the interim manager took over the management and assurance of resilient supply chains and the control of bottleneck allocations. He was responsible for reducing logistics costs, ensuring parts availability and escalation management.

### **The solution:**

The interim manager implemented measures over 6 months by streamlining organizational structures in logistics and aligning order management, procurement logistics and production planning with the client structure. He sensitized employees to a culture of change and KPIs. Client delivery schedules were overridden and leveled to reflect a realistic demand structure in the ERP system.

### **The lasting client benefit:**

The results were impressive, and the interim manager made a crucial contribution to bridging an extremely difficult period. A seamless takeover of the Senior Manager Logistics function, a restructuring of the logistics organizational unit and the management of daily escalation bottlenecks were efficiently handled. Inventory was sustainably reduced by 22 percent, and the induction of a successor was also ensured.



## **JOB TITLE: HUMAN RESOURCE MANAGER**

### **Mission: Consideration of labor law for plant relocation**

#### **The client:**

The company is an international automotive supplier based in Germany with several thousand employees worldwide.

#### **The situation:**

The company had relocated from Germany to Austria. This led to a number of HR issues that had to be analyzed, designed and implemented. In particular, questions of Austrian labor law had to be clarified in the context of individual projects and the company needed support in implementing these tasks.

#### **The requirements for the interim manager:**

The interim manager should have extensive knowledge of Austrian labor law and experience with company relocations. He should be able to react quickly and effectively to the challenges and develop customized solutions for the company's specific needs.

#### **The P+P interim manager:**

The interim manager is an experienced HR expert with many years of experience in advising companies in various industries. She has extensive knowledge of Austrian labor law and has already completed several successful projects in this area. She was selected by the client from 3 candidates for the project and worked partly on-site and partly in a home office for the duration of 6 months.

#### **The solution:**

The interim manager supported the HR department and the HR manager in analyzing, designing and implementing HR issues. She advised the company on the implementation of labor law measures regarding the relocation and individual measures. She also supported the company in the implementation of company agreements and reviewed shift and working time models. In addition, she conducted a quality check of the HR department.

#### **The lasting client benefit:**

By working with the interim manager, the company was able to resolve HR issues quickly and effectively. The interim manager developed customized solutions for the company's specific needs and supported the company in implementing labor law measures and company agreements. The HR department's Quality Check enabled the company to optimize its HR processes and improve quality. The company was very satisfied with the results of the project and plans to continue working with P+P Interim Management in the future.



## **Mission: vacancy bridging**

### **The client:**

The Austrian plant of an international automotive supplier with HQ in Germany with more than 80,000 employees worldwide.

### **The situation:**

The Austrian production plant with about 500 employees is urgently looking for an interim HR manager to bridge the gap until the new Head of Human Resources is ready to start in 4 months. There are 4 employees in the HR department.

### **The requirements for the interim manager:**

The interim manager should be an HR generalist and ensure proper execution of operational activities at the site. She will report directly to one of the General Managers and will be responsible for the proper execution of all HR processes, advising and supporting the management and reporting to the plant management and executive team.

### **The P+P interim manager:**

Our interim manager takes over the Human Resources department as an external manager. She is not bound to a specific location and will carry out her work in a hybrid manner. She will be on site as long as the task requires it for the achievement of the project goal. She has years of experience in managing HR departments and has been working as an interim manager for ten years in a wide variety of companies and industries.

### **The solution:**

With her broad expertise and experience in HR leadership, the interim manager will ensure the handover of the previous HR management as well as the handover to the future HR management. She will ensure that all HR processes run smoothly during this transition phase.

### **The lasting client benefit:**

The deployment of our interim manager ensured the bridging of vacancies in HR management, kept employee engagement and productivity high. The short-term deployment within a few days and the flexible design of the assignment with mandate extension as well as the successful handover to the successor ensured the seamless continuity of HR processes and thus stability at the site.





## **Mission: Vacancy bridging during comprehensive restructuring**

### **The client:**

A production company of an Austrian automotive supplier with several thousand employees.

### **The situation:**

The renowned company is facing an extensive restructuring, the current Head of HR has left the company at short notice and they are therefore looking for a competent Interim Manager to accompany this project as Head of Human Resources over a period of five months.

### **The requirements for the interim manager:**

The interim manager should not only have overall responsibility for the entire HR core processes, but also design and develop a future-oriented, strategic as well as operational HR management. He/she is expected to act as a proactive sparring partner for the entire management team and guide the leadership team as well as the employees through the extensive transformation process. In addition, he is expected to act as a point of contact and negotiation partner for works councils. As Head of HR, he will lead a team of about 40 people professionally and disciplinarily.

### **The P+P interim manager:**

P+P provides an internationally experienced interim manager with in-depth know-how in leading HR processes and reorganizations of plants of similar size. With strong leadership skills and a strong understanding of HR management in international corporations, he is well positioned to meet the requirements set.

### **The solution:**

The interim manager takes up his role with the client within a few days and ensures seamless HR leadership throughout the transformation process.

### **The lasting client benefit:**

By using the interim manager, the company can efficiently and effectively manage the transition to a modernized and optimized organizational structure. The professional and targeted management of the HR area as well as the successful handover to the permanent successor helps to ensure the success of the transformation process and to position the company well for future challenges.



## **JOB TITLE: CHIEF INFORMATION OFFICER**

### **Mission: Implementing an effective IT-applications**

#### **The client:**

A global company in the plastics industry with more than 15 production sites worldwide.

#### **The situation:**

The company needed a comprehensive overhaul and realignment of its global IT application strategy. Challenges ranged from developing new releases and features to maintaining existing applications in this area.

#### **The requirements for the interim manager:**

The Interim Head of IT should have both operational and strategic skills and be able to develop robust solutions within twelve months. He should also be able to implement effective processes and manage projects to increase productivity and reliability. In addition, he should be able to lead and coach teams and have good negotiation skills for signing contracts with subcontractors.

#### **The P+P interim manager:**

Our interim manager brought extensive IT skills and project management experience in corporate groups. He excelled in leadership and negotiation skills to lead the change process in IT strategy and to attract collaborators. He reported to the Head of Global IT.

#### **The solution:**

The interim manager implemented effective methods, processes and tools to increase productivity, reliability and predictability of development projects. He created a modern application architecture and ensured that new solutions reached a sufficient level of product maturity before being transferred to the live environment. He also implemented IT processes according to ITIL or other IT standards and successfully negotiated contracts and licensing agreements.

#### **The lasting client benefit:**

Implementing this strategy resulted in more efficient IT processes, improved the quality of the solutions developed, and helped reduce operational costs. It also promoted global thinking and team culture, which ultimately led to better service quality and higher user satisfaction. As the client was extremely satisfied with the P+P Manager's target achievements, he was taken on permanently after a mandate period of 12 months.



## **Mission: Post-Merger-Integration of IT-Infrastructure**

### **The client:**

A global leader in the electronics industry that primarily develops and manufactures products for automotive and medical technology.

### **The situation:**

The client faces the challenge of harmonizing the integration of two different IT infrastructures in the course of a post-merger.

### **The requirements for the interim manager:**

The interim manager is to coordinate the infrastructure and workplace management for several months and support the IT service delivery managers regarding necessary adaptation measures. He is responsible for the overall budget planning and forecasting of the project, as well as for the development of improvement measures. In addition, he is to lead the IT Infrastructure Council and is responsible for the implementation of the project as well as reporting.

### **The P+P interim manager:**

The interim manager proposed by P+P and selected by the client had decades of experience as an IT manager in corporate groups and had already managed and successfully implemented similar projects in companies of comparable size. He reported to the CIO and was mainly based at two locations and partly remote.

### **The solution:**

Due to his technical expertise and many years of management experience, the P+P interim manager was able to familiarize himself very quickly and master the challenging tasks. In doing so, he succeeded in ensuring smooth communication with all stakeholders and aligning them to a common goal. He carried out a consolidation of suppliers and ensured uniform client management.

### **The lasting client benefit:**

With the interim manager's support, the client was able to efficiently coordinate, integrate and optimize its IT infrastructure. As a result, the company not only increased its operational efficiency, but also reduced its costs and strengthened its market position.



## **Mission: Implementation of a new global HR information-system**

### **The client:**

An Austrian high-tech company in the electronics industry with global reach.

### **The situation:**

The client needed to introduce a new, modern HR information system (HRIS). The implementation was to take place in several phases. The project management was taken over by the company and the HR department was to be supported by IT.

### **The requirements for the interim manager:**

An interim manager was sought who had experience in project management of HRIS implementations. He was to manage the coordination of the entire project cycle, paying attention to aspects such as deadlines, communication, costs and quality. His main tasks included creating and managing project plans, collaborating with relevant interfaces, defining requirements and regular reporting. In addition, he should be able to escalate in case of significant project deviations and ensure change management within the company.

### **The P+P interim manager:**

P+P dispatched an experienced interim manager to provide project leadership for the HRIS implementation. He reported to the Head of Group HR for the project and was responsible for communication with the departments and the system integrator as well as for project management and coordination. Duration of assignment 6 months.

### **The solution:**

Through effective project management, the P+P Interim Manager was able to ensure the successful implementation of the HRIS. He ensured good cooperation between all parties involved, defined clear requirements for the project and ensured that these were implemented by the project team and the system integrator. In case of project deviations, he intervened effectively and guided the project back on track. He also supported the subject matter experts in their activities and ensured a high level of acceptance of the new system within the company.

### **The lasting client benefit:**

The successful implementation of HRIS enabled the client to standardize and optimize its HR processes globally. This led to higher efficiency and productivity in the HR area. The excellent work of the P+P Interim Manager contributed to achieving the company's goals and creating added value for the company. The P+P Interim Manager demonstrated its competence and professionalism and delivered high quality results that met and even partially exceeded the client's expectations.



## **JOB TITLE: CHIEF FINANCIAL OFFICER**

### **Mission: Improving reporting system**

#### **The client:**

The client is an Austrian automotive supplier with production sites in several countries.

#### **The situation:**

The parent company was highly dissatisfied with the reporting system of the plant and therefore urgent remedial action was sought. The CFO was to be replaced by an interim manager who would take direct responsibility for several departments such as Finance & Controlling, HR, IT, Operations and Engineering in the short term.

#### **The requirements for the interim manager:**

The interim manager should be a CFO with experience as a general manager, with direct reporting line to the board of the group. He should be able to learn the ropes quickly in order to eliminate the uncertainty of the parent company regarding reporting quality as soon as possible. If proven, at a later stage, he/she should possibly take over responsibility for the entire Portuguese plant and handle all external communication including liaison with authorities, suppliers and clients as well as other relevant stakeholders.

#### **The P+P interim manager:**

The selected P+P Interim Manager brought many years of leadership experience and the necessary expertise to effectively manage the aforementioned departments. In addition, he has excellent communication skills and a deep knowledge of the Portuguese market.

#### **The solution:**

The P+P Interim Manager becomes active on site in Portugal within two weeks. As interim CFO, he succeeds in significantly improving the reporting system with resilient figures, reorganizing and motivating the departments reporting to him by partially replacing the management staff. Trust was also restored in contact with the parent company.

#### **The lasting client benefit:**

Through the implementation of the interim manager, trust was restored at the head office and after 8 months of deployment, it was decided to give the interim CFO overall management of the plant. In the end, client satisfaction was so high that the interim manager was taken on as a permanent employee.



## **Mission: Standardization and optimization of group reporting**

### **The client:**

The company is the Austrian subsidiary of a multinational group in the field of automation and drive technology

### **The situation:**

The client urgently needed support in the finance area to carry out the main tasks in the areas of finance and controlling. The goal was to optimize the processes and adapt them to the company standards with the help of an Interim Finance Manager.

### **The requirements for the interim manager:**

The interim manager was to act as finance and controlling manager for seven months and report directly to the cluster controller. He was expected to improve and refine corporate reporting, optimize data collection and processing tools, improve internal audit reporting, and optimize internal processes and procedures to align with corporate standards.

### **The P+P interim manager:**

The P+P Interim Manager took on the role of Finance and Controlling Manager and worked closely with the local General Manager and Cluster Controller to implement the required improvements.

### **The solution:**

The P+P Interim Manager conducted a comprehensive review of current processes and implemented a number of improvements, including fine-tuning reporting tools and improving data handling processes. He also supported the optimization of internal processes and procedures to align with company standards.

### **The lasting client benefit:**

The interim manager's work enabled the client to significantly improve the efficiency and accuracy of its financial processes and reporting. The optimization of internal processes and procedures resulted in improved data quality and enabled more efficient corporate reporting, ultimately leading to increased operational productivity. The client was extremely satisfied with the performance of the P+P Manager which led to a follow-up mandate.



## **Mission: Optimization of financial and administrative processes**

### **The client:**

The company is a global leader in plastics and rubber with several thousand employees and plants on several continents.

### **The situation:**

The company needed interim leadership for its finance and administration departments in Malaysia, as the previous head moved to HQ in Austria. While a permanent replacement in a fixed position was sought, competent leadership needed to be provided.

### **The requirements for the interim manager:**

The interim manager was to oversee local financial processes, risk management and internal control systems, while leading the local finance and service team. Another task was to manage the P&L performance by monitoring budgets, operating cost efficiency and staff deployment. A European manager with Malaysia experience was desired.

### **The P+P interim manager:**

The interim manager provided by P+P had several years of Malaysia experience and was available for assignment on short notice. In his role as CFO, he reported directly to the group finance director and served as an interface with various stakeholders, including the segment's general manager and sales managers.

### **The solution:**

The P+P interim manager assumed full responsibility after a brief introduction by his predecessor and optimized the financial processes. The provision of accurate monthly financial reports for local and Group-wide management was carried out on schedule. The consistent improvement of processes and interface management contributed significantly to the overall efficiency and performance of the company.

### **The lasting client benefit:**

The presence and commitment of the P+P interim manager enabled a seamless bridging and continuous improvement of the financial and administrative processes. This resulted in a turnaround from losses to positive results and a significant reduction in inventory. The introduction of new processes and structures, including a new forecasting process and faster financial close, optimized operating cost efficiency and staff utilization. After 12 months, the interim mandate was completed as planned and the handover to the successor was successfully executed in the last three weeks of the assignment.



## **JOB TITLE: PLANT MANAGER**

### **Mission: Relocation of production**

#### **The client:**

The client is a leading international manufacturer of machinery for environmental technology with several plants in Europe.

#### **The situation:**

The company is planning a possible relocation of a plant to the Czech Republic and requires a comprehensive evaluation and implementation.

#### **The requirements for the interim manager:**

As project manager, the interim manager is to evaluate the relocation and implement it if the result is positive. The main tasks are the search for land, planning of plant layout and processes, personnel planning as well as planning and realization of the relocation of production facilities and ensuring the transfer of technology. The manager reports directly to the managing director of the holding company. Planned duration of assignment 12–24 months.

#### **The P+P interim manager:**

A manager with sound expertise in production and sufficient experience in comparable tasks was sought. He is to manage the entire project and is the primary contact person for the management in Austria.

#### **The solution:**

The interim manager evaluates the relocation, identifies possible cooperation partners and upstream suppliers and plans the production set-up. After the purchase of a suitable plot of land, he takes over the plant planning and coordinates the construction. In addition, he organizes the delivery and commissioning of equipment and hires the necessary personnel.

#### **The lasting client benefit:**

The professional and efficient project management by the interim manager enables a smooth relocation with minimal operational downtime. Careful planning and implementation ensure that production runs stably after the move and that the company can operate successfully on the market.





## **Mission: Improving quality and performance**

### **The client:**

An international Austrian group needs an interim solution for the role of Plant Manager and Country Manager in India.

### **The situation:**

The company parted ways with the previous manager on short notice.

### **The requirements for the interim manager:**

The Interim Manager is expected to take over the position of Site Manager and Lead Country Manager for India, reporting directly to the Managing Director of this division at HQ. His main responsibilities are to officially represent the local company, negotiate with authorities, unions and employees, comply with official regulations and formalities, and manage external stakeholders. The main focus of his work is the operational management of the production plant with the aim of significantly improving the results.

### **The P+P interim manager:**

All local candidates presented by P+P within one week brought extensive experience in the manufacturing industry in India. The candidate ultimately selected by the client brings broad experience in various industries and functions as general manager and plant manager, as well as the ability to operate successfully in a matrix organization.

### **The solution:**

Through a series of actions and operational restructuring, the interim manager significantly improved the plant's P&L performance; with a focus on quality improvement, scrap costs were significantly reduced and profit margins improved.

### **The lasting client benefit:**

The interim leadership provided by the P+P interim manager allowed operations to continue without interruption while restructuring and optimizing the business to improve performance and achieve healthy growth. With his extensive experience and effective management, the P+P manager brought significant added value to the site within 24 months and was eventually hired permanently as Managing Director.



## **Mission: Vacancy bridging**

### **The client:**

The client is an Italian producer of packaging for the pharmaceutical and cosmetics sector with several plants in Europe.

### **The situation:**

The client is facing a management transition. The current plant manager is leaving in a few days and a new one is being sought. The interim manager is to bridge the gap until the new plant manager can take over. Also, the communication with the head office should be taken over.

### **The requirements for the interim manager:**

The interim manager should help to improve the communication between the head office in Italy and the plant in the Czech Republic. Furthermore, he/she has to coordinate the entire Operations department with the related activities. Furthermore, he should help to solve upcoming ERP issues and promote a culture of success-oriented and future-oriented cooperation between headquarters and plant.

### **The P+P interim manager:**

The P+P Interim Manager is expected to leverage previous experience to achieve the challenging goals of communication, efficiency and effectiveness. He reports to the client's board in Italy and implements proposed process improvements to enhance the company's development opportunities.

### **The solution:**

The interim manager, with his main task of improving communication and coordination between headquarters and plant, helps bridge the gap while a new permanent manager is sought. He solves ERP-related problems and promotes a culture of cooperation. The client would have liked to take the interim manager on as a permanent employee after a few months, but that was not attractive to the interim manager, who had already worked as a self-employed person for over a decade.

### **The lasting client benefit:**

The interim manager ensures a number of process improvements and the training of the new plant manager, as well as a smooth management handover, ensuring and improving the efficiency of the operation. His contribution to solving ERP problems and fostering an improved culture of cooperation contributes to the client's long-term profitability and productivity improvement.



## **JOB TITLE: GENERAL MANAGER**

### **Mission: Stabilize the company and increase of production output**

#### **The client:**

The client is a privately held Austrian electrical engineering company with international operations and nearly 2000 employees.

#### **The situation:**

At a small subsidiary with production in the USA, the CEO and the production manager resigned at the same time. The order situation is excellent and is currently increasing significantly. Due to new client orders, production needs to ramp up quickly to meet client demand. Immediate, experienced on-site leadership is needed to fill the gap caused by the loss of two key positions.

#### **The requirements for the interim manager:**

The interim general manager should be available immediately as the current general manager is only on site for a few more days. The main task is to stabilize the operational processes and to take over the daily production and operational management. In addition, he is to assist in the search, hiring and training of a local, permanent general manager, which is a challenging task due to the geographical location of the plant.

#### **The P+P interim manager:**

The P+P Interim Manager brings extensive experience as CEO and COO in various international companies. He has experience in managing productions and has the ability to react quickly and effectively to changes. He is bilingual in English and German, which makes communication with HQ contacts particularly easy. He is German, but lives in the U.S., just a few hours' drive from the plant.

#### **The solution:**

The P+P interim manager stabilized purchasing processes and operations, increased production with appropriate measures, and achieved a significant improvement in delivery reliability within 6 months of deployment. At the same time, he assisted in the search for and induction of a new, local managing director.

#### **The lasting client benefit:**

The interim manager's effective leadership restored motivation to the entire team, increased production capacity, and satisfactorily met client demand. In addition, a smooth transition to the new management was ensured, which will lead to long-term stability and continued growth of the plant.



## **Mission: Restructuring and process optimization**

### **The client:**

The client is an Austrian company with several hundred employees in the network of a globally active industrial plant manufacturer.

### **The situation:**

The company is struggling with significant problems in delivery capability and production processes as a result of an ERP implementation. The previous technical manager left the company at short notice and this situation urgently required an immediate replacement.

### **The requirements for the interim manager:**

The interim manager is to act as the managing director of the production company for 6 months and report directly to the managing directors of the holding company. His main tasks are to take over the operational management of the company and to manage the restructuring process. It is particularly important to restore the ability to deliver in order not to lose clients. In addition, process as well as system optimizations are to be carried out.

### **The P+P interim manager:**

The P+P Interim Manager has extensive experience in managing and restructuring manufacturing companies of similar size. His deep understanding of production processes and his ability to develop effective solutions related to ERP systems make him an excellent fit for this task.

### **The solution:**

Under the leadership of the P+P Interim Manager, a detailed analysis of the existing production processes was conducted and a comprehensive restructuring plan was developed and implemented. This resulted in significant process and system optimizations that helped restore delivery capability.

### **The lasting client benefit:**

The successful management of the assigned interim manager restored the plant's ability to deliver, resulting in increased client satisfaction and increased business success. This success demonstrates the ability of the P+P interim manager to deliver effective solutions in difficult situations and achieve sustainable improvement for the company. At the end of the mandate, the exemplary handover to the successor took place.



## **Mission: Improvement efficiency and compliance–rules**

### **The client:**

The client is a subsidiary of a global supplier to the plant engineering industry

### **The situation:**

The subsidiary with several locations in France, needs an Interim General Manager for 8 months. This person is to ensure efficient, safe and profitable operations after the previous CEO had to leave the company at short notice. This role requires close collaboration with stakeholders in the company as well as in the group.

### **The requirements for the interim manager:**

The Interim General Manager should not only promote a modern work culture, the right code of conduct and company values, but also lead the interaction with clients, suppliers and other external stakeholders. He/she will also be responsible for driving marketing of products and services to existing and potential clients. The role requires ongoing reporting to the Segment Head and Finance Head in the Austrian.

### **The P+P interim manager:**

The interim manager provided by P+P has extensive experience as a sales–focused MD in international group subsidiaries and expertise in similar industries, enabling him to efficiently step into the role of interim general manager and successfully complete the required tasks.

### **The solution:**

The Interim General Manager was able to take control of the business in a very short period of time and ensure smooth operations while fostering strong employee motivation and conducting strategic marketing to existing and potential clients.

### **The lasting client benefit:**

By providing an experienced interim general manager, P+P ensured business continuity after a difficult period for the company, enabling a safe and profitable operating environment and fostering stakeholder relationships. This leads to a strengthened position of the company in the market and an improved brand perception. Due to these significant achievements, the interim manager was offered the permanent position in the company.



## P+P – YOUR GLOBAL ONE-STOP-SHOP – 24/7

From time to time, organizations face the major challenge of replacing executives at short-time or because of structural changes, new business opportunities, expansion projects and other challenges or strategic issues. In such cases, hiring an interim manager is often the ideal solution.

We provide you with experienced leaders, Interim Executives, Interim Manager, Project Managers and Experts who will support your organization through difficult times, providing you with effective and flexible temporary management executing strategic or operational projects or optimization of business processes.

**P+P Interim Management** offers our clients effective and efficient Interim Management solutions on the upper management level. We provide carefully selected, capable and highly effective interim managers, able to lead projects and achieve tangible results.

With 2500+ Interim Managers in our **P+P PREMIUM POOL®**, we offer management know-how throughout the German-speaking region and our international network guarantees our customers to get the best available interim managers to meet their challenges.

In addition to our subsidiaries in the **Czech Republic** and **Slovakia**, we are, with our offices in Munich and Zagreb, locally available for our clients in **Germany**, **Croatia** and **Slovenia** in order to optimally meet any country-specific requirements.

**P+P** is the exclusive partner of **seniormanagementworldwide** (SMW) and is therefore in the leading alliance of 25 interim management providers in all parts of the world that have common principles and the highest quality standards. In addition, SMW has several associated members in some countries to round off the global offering. Since its inception, SMW has successfully filled 11,000+ mandates in over 40 countries.

**P+P** thus offers its customers interim managers with an international background from its own **P+P PREMIUM POOL®** and has an additional 175,000+ local interim managers available worldwide via SMW. This enables us to provide the best international interim managers to meet the increasing demand from our customers for international assignments.

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