



**Just in case:
Acute crisis,
urgent project
or sudden vacancy**

FaZiT Interim Manager



About us Facts and figures

We are an internationally oriented team of entrepreneurial management executives who provide clients with urgently needed, additional management capacity for the implementation of change processes within an organisation.

In the event of a crisis, an urgent new project or a sudden vacancy at management level, we are able to draw on management executives with excellent academic and leadership skills, impressive track records and many years of experience i.e. specialists that have already successfully prevailed in comparable situations.

Founded in 1994, our company has a partner network of more than 1,000 managers with leadership and market experience, aspects that have established us as a competent partner for our clients. Our steadily growing and regularly updated pool of high-calibre interim managers in Germany and other countries means that we are able to present clients with profiles of suitable management executives at very short notice. All FaZiT interim managers have had many years of experience at the 1st and 2nd corporate management levels and have proven abilities in their handling of critical situations.

In selecting suitable interim managers, we focus on personality and, in addition, on other leadership skills that cannot always be defined objectively. It is these attributes though – quite apart from their knowledge about the market and products and the wealth of specific expertise involved – that are often of decisive importance in determining the success of any interim management commission.



Our philosophy



Our clients are predominantly small and medium sized enterprises and even if they are subsidiaries or affiliates of larger groups or capital investment companies, they are often managed in a similar way.

The complexity of the challenges faced as well as the sheer pace at which change occurs necessitate practically oriented and targeted solutions, but a company's own staff resources often prove to be a bottleneck.

Our interim managers have already proved their leadership skills in demanding positions and complex assignments. The ability to solve problems effectively is one of the outstanding qualities of our interim managers.

Problem areas are analysed together with our client's management team, suitable measures are then defined and decided by the client's supervisory body before being directly implemented under the active leadership of the FaZiT interim manager.

Against this conceptual background, the emphasis is then quite distinctly on the implementation of measures by the FaZiT interim manager until the corporate objectives have been achieved.

Integrity and trust characterise relations to all our business partners – they are our credo. Besides loyalty, discretion and reliability, identification with the objectives of our clients constitutes the cornerstone of our work in achieving the project goals.

Integrity and trust

Benefits and costs Sustainable added value

- Short-term availability of managers with entrepreneurial skills
- Experience in various functions and industries shortens the learning curve
- Immediate and effective implementation of problem solutions
- Targeted preparation of concepts: brief analysis within three project days, action plan within another ten days
- Analysis, action plan and implementation perfectly harmonised with one another
- Clearly calculable pricing based on fixed daily rates (invoicing only of days spent on the job)
- Success-related fees can be arranged
- No long-term commitments, thus avoiding any subsequent costs
- Flexible withdrawal options, e.g. monthly cancellation
- Direct success evaluation within a tightly controlled time scale and budget
- No additional incidental employee expenses
- Fixed costs remain variable
- Project-related travel and accommodation expenses strictly as incurred
- Objective controlling through project status reports (every two weeks)
- Continuous quality assurance in staff selection and leadership
- Project advisory committee members available at no extra cost



International management expertise and experience



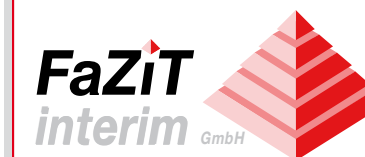
Dr. Karl-Heinz Singrin
Dipl.-Betriebswirt /M.B.A. (USA)
Managing Partner

Many years of experience as a member of the management team or as managing director or board member at well-known companies in the engineering and equipment manufacturing segment, the chemical and the automotive component supplier industries.

Profound experience in interim management gained with companies in the fields of engineering and automotive component supply as well as at companies in the chemical, metal processing, semi-conductor and roller bearing industries.

International experience acquired from managing companies in the USA, Brazil and Italy. Having successfully completed interim management commissions in crisis and restructuring situations – even in an advisory capacity in domestic as well as foreign-based projects with interim managers – Dr. Singrin is a respected authority and regarded as a competent business partner in restructuring processes, project solutions and management issues.

Dr. Singrin obtained his doctorate for his thesis on the application in international industrial companies of corporate-value oriented management and control instruments in combination with balanced scorecards, strategy maps and risk management.



Führungskraft auf Zeit im Team

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Interim managers with measurable performances

Composition of our partner pool

- Main industries**
 Engineering and equipment (26%)
 Automotive OEM suppliers (19%)
 Electrical engineering / Electronics (15%)
 Chemicals, pharmaceuticals, plastics, construction industry (11%)
 Wholesale and retail (9%)
 IT / Telecommunications (6%)
 Printing / Paper / Media (5%)
 Trade / Services (3%)
 Others (6%)

- Main functions**
 Commercial MD / CFO / Finance / Controlling (26%)
 MD / General Manager / Sole MD (17%)
 CTO / Manufacturing (12%)
 Sales / Marketing (9%)
 Procurement / Logistics (7%)
 IT / EDP-Systems (5%)
 HR (3%)
 Other project management / Coaching (11%)
 Other functions (10%)

- Main countries**
 Germany, Austria, Switzerland
 France, Great Britain, Italy, Netherlands, Eastern Europe, Russia
 Brazil, Argentina, Venezuela, Mexico
 USA, Canada
 China, India



Core competencies of our interim managers



<p>Crisis management</p> <ul style="list-style-type: none"> • Reorganisation, restructuring • Turnaround management • Cost reduction programmes • Outsourcing 	<p>Project management</p> <ul style="list-style-type: none"> • Establishing foreign operations / branches • Shifting manufacturing & production facilities • Spinning-off company areas, outsourcing • Location analysis, feasibility studies
<p>Controlling</p> <ul style="list-style-type: none"> • Value-oriented controlling • Balanced scorecards / Strategy maps • Introduction of risk management • Reduction of complexity 	<p>M & A / Company succession</p> <ul style="list-style-type: none"> • Acquisitions and sales of companies • Post merger integration management • Management buy-in / buy-out • IPO, Delisting
<p>Logistics / Materials management / Procurement</p> <ul style="list-style-type: none"> • Business process optimisation • Supply chain management • Value mapping • International strategic purchasing 	<p>Total quality management (TQM)</p> <ul style="list-style-type: none"> • EN ISO 9001 / Six Sigma • Continuous improvement process • Change management • Innovation management
<p>Finance and accounting</p> <ul style="list-style-type: none"> • US GAAP / IFRS changeovers • Integrated planning and reporting systems • Financial and liquidity management 	<p>Information technology</p> <ul style="list-style-type: none"> • IT project management • ERP roll-out (incl. SAP) • International IT integration
<p>Marketing</p> <ul style="list-style-type: none"> • Sales structures and organisation • Market analysis and market strategies • Product and key-account management 	<p>Human resources</p> <ul style="list-style-type: none"> • External HR management • Negotiations – social plan / downsizing • Company alliances / Special tariff agreements

Qualified interim managers...

...quickly implement measures and achieve targets

Pragmatic approach

- Analysis of the initial situation or the problem area (project description)
- Definition of the personal and technical skills demanded of the required interim manager
- Finding and selecting suitable interim managers – submission of quotation
- Presentation of the candidates with subsequent decision
- Definition of the manager's areas of responsibility and authority
- Scope of support in terms of resources from the company
- Conclusion of contract and project start
- Brief analysis and outlined action plan (with success parameters) within 14 days
- Project management and controlling of the individual success phases
- Successful project conclusion, closing meeting

During the process of interim management, essential decisions often have to be taken under extreme time pressure.

That is the reason why at FaZiT a brief project analysis is drafted within about 3 working days. Subsequently, targets and measures to be implemented are documented in an outlined action plan (max 10 days).

The general concept and action plan are derived from an analysis of the existing strengths and weaknesses. The measures are then approved at the management and supervisory board levels and continuously monitored.

The practical implementation of the concept widely involves the company's management team so as to ensure broad acceptance throughout the company and to include key employees in the process.

Readily produced project reports document progress and constitute an instrument for project controlling and quality assurance.

A project advisory committee can accompany the interim manager in all phases of the project – right through to its conclusion – should this be desired by a client.

For example...

Restructuring, reorganisation, acute company crisis Situation:

There is an imperative need to act, not only because of the acute liquidity crisis and the strategic orientation but also in terms of active structural changes and the necessity to prepare for a successor to take over the company.

Mostly, the situation is complex and demands a high degree of specialised know-how besides a wide spectrum of leadership experience. The competence required to overcome the critical situation is not infrequently not directly available within the company.

Problem solution:

Discussions based on trust with entrepreneurial partners can often make the difference in securing the future of the company.

FaZiT interim managers are experienced experts that have proven track records in overcoming comparable situations. They are skilled at recognising complex circumstances and in developing courses of action before applying them to the practical necessities of the respective company.

Situation

A key manager in the company suddenly becomes unavailable and an urgent project needs specialists, but the specific know-how and experience are lacking inside the company.

Problem solution

Time is of the essence so there is simply no time to use classic recruitment methods since they take too long and notice periods would constitute a further obstacle.

In any event, recruitment involves high expenditure and does not always produce the right candidate. Appointing a manager on the basis of a long-term contract can be a risk and may result in considerable subsequent cost.

A FaZiT interim manager can often be the ideal candidate – even long-term – since interim management offers a good opportunity for both parties to become acquainted with one another and to see whether they get on together. FaZiT Interim can, therefore, be the ideal choice in providing effective solutions. We can draw upon a steadily growing pool of hand-picked, qualified management executives who work on a freelance basis as independent interim managers.

Effective and prompt management solutions