

Selected Projects

# ZMM INTERNATIONAL

"Out into the wide open world" - Foreign Assignments of ZMM



Copyright © 2015 Alexey&Svetlana Novikov

ZMM-TopProjects show you our most interesting client references. They demonstrate special functional, regional and sectoral focal points. ZMM-TopProjects are particularly representative for the respective competence area and require high client satisfaction with the performance of the Interim Professional.



# PROJECT OVERVIEW

- Management Consultant Helps Bio-Tech Start-Up in Brand Development
- Interim-HR-Specialist Supports HR-Manager in Restructuring Process
- Finance Manager for Spanish Site of a Leading Automotive Supplier
- General Manager for the Purchased Business Unit of a Medical Diagnostic Company
- Operative Project Buyer for a Renowned Photovoltaic Systems Integrator
- Project Coordinator for Ramp-Up Planning of a New Indian Production Plant
- Good Manufacturing Practice at the Gold Coast
- Interim CFO for Polish Subsidiary of Swedish Automotive Supplier
- Sudden Leadership Vacancy in China
- Write-Up of Annual Financial Statements in Spanish – Argentinian Helps Wire Manufacturer in Difficult Situation
- Establishment of an Online Portal in German-French Coproduction
- A Delicate Mission in the Land of the Rising Sun
- Successful Strategic Purchaser in Switzerland for Leading Telecommunications Company
- Interim Manager Restructures the US-Holding of a Leading Micro-Electronics Manufacturer
- President Operations for a Chinese Manufacturer of White Goods
- The Interim Manager as Project Steersman
- Plant Manager Sent to Eastern Europe for Process Optimization and Plant Relocation

# INTRODUCTION

In den letzten 20 Jahren entsandte ZMM schon viele Manager in bisher knapp 30 verschiedene Länder. Für uns ist jeder Auslandseinsatz eine große Ehre. Insgesamt waren wir schon in vier Kontinenten aktiv. Meistens geht es dabei um Positionen in Gesamtführung, Finanzen, Werkleitung oder Qualität, der Kunde wünscht Landsleute auf den Schaltstellen. Die häufigsten Auslandseinsätze dienen der Optimierung von Auslandsstandorten.



# CASE REPORT

Type of project: **RentaManager® - Interim Management**

GENERAL MANAGEMENT | FINANCE/CONTROLLING | IT/ORGANISATION | TECHNOLOGY/PRODUCTION  
LOGISTICS/PURCHASING | **SALES/MARKETING** | HUMAN RESOURCES | SPECIAL TOPICS

## Management Consultant Helps Bio-Tech Start-Up in Brand Development

DirectSens GmbH, Klosterneuburg

### CLIENT



**LOCATION** Austria Lower Austria  
**INDUSTRIES** Biotechnology, Electronics  
**TURNOVER** unknown  
**EMPLOYEES** 10  
**CAUSE** New Position/Growth  
**SECTOR** Start-Up

### CASE TESTIMONIAL

Managing Director: «The collaboration with the interim manager was a complete success! After signing of contract, got to work immediately without a long introduction phase. He has worked very well with our young team and supported us competently in the planning and the implementation, as well as in negotiations with international partners.»

### ZMM-PROFESSIONAL



**Professional 26.789**  
Dipl.-Kaufmann  
Leadership Personality with Expertise in Marketing and Sales in International Brand Product Responsibility  
**POSITION** Head of Sales  
**LEVEL** Middle Management  
**TASKS** Market Entry Study, Market Launch, Product-/ Market Strategy, Sales  
**DURATION** 13 Months

### CASE STUDY

A start-up is in the development phase of a lactose measuring device for milk(products) was looking for an experienced marketing/ sales manager for market launch. Together with the ZMM-Professional, the timetable for the product introduction was defined. A specially conceived and implemented customer survey provided further information on relevant success factors. Negotiations for a profitable collaboration with the supplier of the analyzers were pushed. Two new marketing/ sales employees were trained to conduct negotiations with the international sales partners until the contract was signed and implemented a CRM system. The product was presented to customers in Austria, Germany and on three other international markets. The deployment time during the project was kept to a minimum intentionally, in order to save the budget of the start-up. The routine work done by local employees on site and the know-how of the interim manager is used selectively.

The project is a good example, of how a know-how transfer can take place with little time expenditure and cost-efficiently - thanks to the use of interim management.



# CASE REPORT

Type of project: **RentaConsultant® - Consulting**GENERAL MANAGEMENT | FINANCE/CONTROLLING | IT/ORGANISATION | TECHNOLOGY/PRODUCTION  
LOGISTICS/PURCHASING | SALES/MARKETING | **HUMAN RESOURCES** | SPECIAL TOPICS

## Interim-HR-Specialist Supports HR-Manager in Restructuring Process

### BCM Kosmetik GmbH, Dietzenbach

#### CLIENT

 **BCM Kosmetik**

#### ZMM-PROFESSIONAL

**Professional 29.940**

Dipl.-Volkswirt

**POSITION** Human Resources Manager**LEVEL** Middle Management**TASKS** Coaching, Enhancement, Negotiations, Personnel, Process Optimization, Works Council**DURATION** 42 Months

**LOCATION** Hessen  
**INDUSTRY** Cosmetics  
**TURNOVER** 80 Mio €  
**EMPLOYEES** 300  
**CAUSE** Training, Coaching  
**SECTOR** Medium-Sized Enterprises

#### CASE TESTIMONIAL

HR-Manager Europe: We are very happy with this long-lasting relationship. It is trust-based, we value his professional competence and discuss serious issues with him even though he works only a few days per month. We appreciate his role as external team member very much.

#### CASE STUDY

During a restructuring process many companies are confronted with a lack of employees with special change management experience. Especially in works negotiations, personal evaluation meetings and confrontations with labour unions HR managers need special negotiation competences - many permanently employed HR managers, however, do not have these qualities.

The German production site of a global healthcare company faced an immense change process but the young HR manager had no experience with works negotiations and social compensation plans. The European HR manager was looking for an interim manager to guide and support the young professional, to reorganize the structures in the HR department and to create and implement new ideas of personal management. As a shadow manager, he discreetly remained in the background, passed his knowledge onto the younger colleague and gave the HR management a whole new face lift.



# CASE REPORT

Type of project: **RentaConsultant® - Consulting**GENERAL MANAGEMENT | **FINANCE/CONTROLLING** | IT/ORGANISATION | TECHNOLOGY/PRODUCTION  
LOGISTICS/PURCHASING | SALES/MARKETING | HUMAN RESOURCES | SPECIAL TOPICS

## Finance Manager for Spanish Site of a Leading Automotive Supplier TRW Automotive GmbH Global Occupant Safety Systems, Alfdorf

CLIENT



**LOCATION** Spain  
**INDUSTRY** Automotive Supplier  
**CAUSE** Bridging of Vacancy  
**SECTOR** Corporate Group

### CASE TESTIMONIAL

Global Finance Director: «Fast und results-oriented, that applies to ZMM and its Interim Professional.»

ZMM-PROFESSIONAL



**Professional 34.576 MBA**  
Wirtschaftsprüfer, Dipl.-Kaufmann  
Project-Experienced Expert for All Tasks in the Financial Sector

**POSITION** Head of commercial concerns  
**LEVEL** Middle Management  
**TASKS** Calculation, Commercial, Finance, Reporting  
**DURATION** 2 Months



### CASE STUDY

One of the leading German automotive suppliers bought a subsidiary in Spain. However, as the financial situation there was not quite transparent, the processes required an overhaul. The search for an internationally experienced financial expert was to provide the parent company with a complete analysis of the status quo of the Spanish subsidiary. A ZMM-Professional - tax advisor, auditor, and proven in all finance topics - advised our German client and supported the company in Spain in all commercial matters.



# CASE REPORT

Type of project: QuickHire®  
Search for a Permanent Placement

GENERAL MANAGEMENT | FINANCE/CONTROLLING | IT/ORGANISATION | TECHNOLOGY/PRODUCTION  
LOGISTICS/PURCHASING | SALES/MARKETING | HUMAN RESOURCES | SPECIAL TOPICS

## General Manager for the Purchased Business Unit of a Medical Diagnostic Company

Omega Diagnostics Group PLC, Clackmannanshire

CLIENT

ZMM-PROFESSIONAL



**Professional 30.897 MBA**

Dipl.-Kaufmann

Managing Director/ CFO/ Financial Director with Multicultural Skills and Experience in International Post-Merger Integration Projects

**POSITION** CEO-Chief Executive Officer

**LEVEL** Management Board/  
Managing Director (Fiscal Unity)

**TASKS** Business Development,  
Finance, Overall Management

**DURATION** Permanent

**LOCATION** Great Britain  
**INDUSTRY** Medical Technology  
**EMPLOYEES** 30  
**CAUSE** New Position/Growth  
**SECTOR** Corporate Group



### CASE STUDY

The pharmaceutical company based in Scotland (manufacturer of medical diagnostics tests) acquired a business unit with about 30 employees of a medical technology company in Hamburg. In order to build up a functioning controlling and administrative area, a generalist with industry experience, financial background, knowledge of handling transactions and a pragmatic approach was required. His tasks included: supervision of the asset deal and the subsequent start-up phase, as well as the organization of all processes in the areas of administration, finance and personnel.

The suitable manager was identified quicker than the take-over deal could actually be handled. Waiting for the start of the deployment paid off for our customer as well as for the ZMM-Professional - the interim assignment is converted into a permanent employment mandate. After only four weeks, the customer decided he no longer wants to do without the manager. With the Interim solution, he also makes the right choice in the long term.

### CASE TESTIMONIAL

CFO of the group: «Your candidate is a great profit for our company, and after just one month of him working ad interim, we knew that we would not let him go.»



# CASE REPORT

Type of project: **RentaManager® - Interim Management**GENERAL MANAGEMENT | FINANCE/CONTROLLING | IT/ORGANISATION | TECHNOLOGY/PRODUCTION  
LOGISTICS/PURCHASING | SALES/MARKETING | HUMAN RESOURCES | SPECIAL TOPICS

## Operative Project Buyer for a Renowned Photovoltaic Systems Integrator

Phoenix Solar AG, Sulzemoos

CLIENT



**LOCATION** Saudi Arabia  
**INDUSTRIES** Renewable Energy, Plant Construction, Wholesale Trade  
**TURNOVER** 630 Mio €  
**EMPLOYEES** 400  
**CAUSE** Project Management  
**SECTOR** Medium-Sized Enterprises

### CASE TESTIMONIAL

Recruiting Manager: «I am excited about the work with ZMM, especially regarding the speed of the selection process and the quality of the selected candidates. The interim sourcing manager was of great help to us, as he reorganised a very chaotic project.»

ZMM-PROFESSIONAL



**Professional 34.339**  
Dipl.-Wirtschaftsingenieur (FH)  
Project Purchaser with International Expertise in Engineering and Solar Industry  
**POSITION**  
**LEVEL** Team Member  
**TASKS** International, Purchasing  
**DURATION** 4 Months

### CASE STUDY

A truly royal project was the occasion for this ZMM assignment. The King of Saudi Arabia had decided to commission the construction of a research center outside of Riyadh in the middle of the desert. Resourceful scientists and students from all over the world were to occupy themselves in impressive surroundings with old and new forms of energy.

As is fitting, solar energy was to be the main source of energy for the newly built facilities. The German renewable energy company was able to secure the contract and constructed the facilities' solar park under Arabian desert conditions. All required components, from cables to modules, were either sourced globally or – as far as available in Saudi Arabia – purchased locally. The ZMM-Professional contributed to improve the coordination between Germany and the on-site project team as and pragmatically promoted procurement and logistics management in general.



# CASE REPORT

Type of project: **RentaManager® - Interim Management**GENERAL MANAGEMENT | FINANCE/CONTROLLING | IT/ORGANISATION | **TECHNOLOGY/PRODUCTION**  
LOGISTICS/PURCHASING | SALES/MARKETING | HUMAN RESOURCES | SPECIAL TOPICS

## Project Coordinator for Ramp-Up Planning of a New Indian Production Plant

K.A. Schmersal GmbH &amp; Co. KG, Wuppertal

CLIENT

ZMM-PROFESSIONAL

**SCHMERSAL**  
Safe solutions for your industry**Professional 32.360**

Indian Resident to Help Production Companies Form and Organize their International Projects

**POSITION** Project Leader**LEVEL** Project Director/ Manager**TASKS** Business Development, Development of Production Sites, Foreign Subsidiary, Project**DURATION** 33 Months

**LOCATION** India 

**INDUSTRIES** Automation Technology, Electrical Industry, Safety Engineering

**TURNOVER** 140 Mio €

**EMPLOYEES** 1.200

**CAUSE** New Position/Growth

**SECTOR** Family Enterprise

**CASE TESTIMONIAL**

Management: «We are entirely content with the course of the project and your Interim Professional!»

**CASE STUDY**

Our client, a highly profitable company in the field of safety engineering, was planning its first production site in India, which was primarily supposed to manufacture for the Indian market. Both, the close interaction with the mother company and the assurance of the high standards at the new site were of particularly great importance. For this purpose, interfaces to the IT, HR and purchasing divisions of the mother company were to be established. Quickly, ZMM placed an experienced project coordinator at the new site who had already lived in India for a while and thus was familiar with the local conditions.

In his almost three-year long placement the Interim Manager accompanied the construction of the site as well as the integration into the mother company until the launch of the production site. Moreover, the new construction, built according to latest standards, was distinguished by the association of Indian contractors. The management was so thrilled that they convinced the ZMM-Professional to stay permanently and appointed him as COO for India.





# CASE REPORT

Type of project: **RentaConsultant® - Consulting**GENERAL MANAGEMENT | FINANCE/CONTROLLING | IT/ORGANISATION | TECHNOLOGY/PRODUCTION  
LOGISTICS/PURCHASING | SALES/MARKETING | HUMAN RESOURCES | **SPECIAL TOPICS**

## Good Manufacturing Practice at the Gold Coast Vicdoris Pharmaceuticals Ltd., Accra-North, Ghana

CLIENT

ZMM-PROFESSIONAL

**Vicdoris Pharmaceuticals Ltd.****Professional 15.180 Dr. phil. nat., MBA**  
Dipl.-Biologe

Generalist with High Functional and Social Competence and Managing Experience in the Pharma Sector

**POSITION** Consultant**LEVEL** Consultant/ Coach**TASKS** Analysis, Auditing, Consulting, Development of Production Sites, Plan**DURATION** 9 Months**LOCATION** Ghana  
**INDUSTRY** Pharmaceuticals  
**CAUSE** New Position/Growth  
**SECTOR** Corporate Group

### CASE STUDY

The ideas were there, only the plans for their realisation had been missing. Therefore this request from Ghana reached us. A pharmaceutical entrepreneur, who has been importing medicines from abroad for 20 years, wanted to establish a production company of his own. The only starting points were a 40-hectare area and a motivated entrepreneur.

Required for the task was a proven pharmaceutical and GMP (Good Manufacturing Practice) expert, whose primary assignment was to prepare the master plan in Germany. The ZMM-Expert started by working out the general structure for constructing the production facilities and establishing a detailed timetable. He then went on to complete the task with an exact design for the plant's construction. During the actual construction phase it is other people's turn. The ZMM-Expert will become active again once the machines have been installed and it is time for qualification and validation.

### CASE TESTIMONIAL

CEO: «Thank you very much for the friendly invitation into your house, the warm welcome and the agreeable meal, to which I was invited by your wife. I am really grateful and will always think back to your hospitality and hope that one day you will visit Ghana as well, so I can show you my appreciation. The two days we spent together were illuminating and salutary. This has increased my understanding of the process and confirmed my decision to realise the project.»



# CASE REPORT

Type of project: **RentaManager® - Interim Management**

GENERAL MANAGEMENT | **FINANCE/CONTROLLING** | IT/ORGANISATION | TECHNOLOGY/PRODUCTION  
LOGISTICS/PURCHASING | SALES/MARKETING | HUMAN RESOURCES | SPECIAL TOPICS

## Interim CFO for Polish Subsidiary of Swedish Automotive Supplier Plastal Group AB, MÖLNDAL

### CLIENT



**LOCATION** Poland   
**INDUSTRIES** Automotive Supplier, Synthetic Products  
**TURNOVER** 1.200 Mio €  
**EMPLOYEES** 6.000  
**CAUSE** Bridging of Vacancy  
**SECTOR** Corporate Group

### CASE TESTIMONIAL

Director Group Controlling: «Thank you for your help. We are glad that your interim professional is working for us. He is bringing us several important steps forward because of his expertise.»

### ZMM-PROFESSIONAL



**Professional 18.531**  
Dipl.-Ökonom  
Internationally Experienced Commercial Generalist  
**POSITION** CFO-Chief Financial Officer  
**LEVEL** Middle Management  
**TASKS** Accounting, Controlling, Finance, Overall Management, SAP  
**DURATION** 4 Months

### CASE STUDY

The international supplier of plastic automotive parts had problems with the operative connection to a Polish subsidiary. The Cooperation with the Polish management and the reporting to the Swedish holding company proved to be difficult.

Therefore, an internationally experienced interim manager and coach, enhancing the leadership qualities of the Polish management and improving the cooperation between the several subsidiaries, was required. Part of this process was the reorganisation of internal processes, the establishment of a meaningful and on schedule reporting and the qualification of the staff.

After only a short period of time, the ZMM-Professional took over the operative position as CFO in the Polish subsidiary and reassured the Swedish management that the company was in the right hands.



# CASE REPORT

Type of project: **RentaManager® - Interim Management**GENERAL MANAGEMENT | **FINANCE/CONTROLLING** | IT/ORGANISATION | TECHNOLOGY/PRODUCTION  
LOGISTICS/PURCHASING | SALES/MARKETING | HUMAN RESOURCES | SPECIAL TOPICS

## Sudden Leadership Vacancy in China Brückner Maschinenbau GmbH, Siegsdorf

### CLIENT

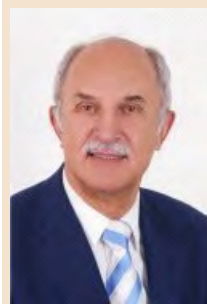
**BRÜCKNER  
MASCHINENBAU**

**LOCATION** China  
**INDUSTRIES** Plant Construction, Engine Building, Synthetic Products  
**TURNOVER** 400 Mio €  
**EMPLOYEES** 1.400  
**CAUSE** Bridging of Vacancy

### CASE TESTIMONIAL

Best possible feedback for ZMM: The ZMM-Professional was engaged for another controlling assignment in Germany by the customer.

### ZMM-PROFESSIONAL

**Professional 03.759**

Dipl.-Betriebswirt

International Experienced CFO for Various Industries

**POSITION** Head of commercial concerns**LEVEL** Middle Management**TASKS** Contract Management, Controlling, Liquidity Management, Reduction in Costs, Reporting, Risk Management, Treasury**DURATION** 2 Months

### CASE STUDY

A change in leadership in the Chinese subsidiary of a Bavarian plant engineering company urgently required a bridging in business management. An immediate appointment of this leading role was of crucial importance to the holding company. Required profile: experienced engineering CFO with proven knowledge of China, available at once.

ZMM was able to supply this demanding profile instantly and presented an interim manager, who just completed a controlling project in China for a ZMM customer and earned excellent references in the process. Only a few days after the contract was signed, the manager departed for the customer's Chinese subsidiary. Quickly and proactively he familiarised himself with the work. With diplomacy and assertiveness he successfully finalised the implementation of the new controlling and reporting system, despite being pressed for time immensely. After the reorganization and stabilization of finances and controlling and the integration of a new group reporting system, he handed the commercial department over to the new CFO.



# CASE REPORT

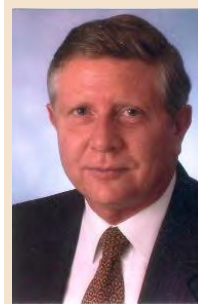
Type of project: **RentaManager® - Interim Management**GENERAL MANAGEMENT | **FINANCE/CONTROLLING** | IT/ORGANISATION | TECHNOLOGY/PRODUCTION  
LOGISTICS/PURCHASING | SALES/MARKETING | HUMAN RESOURCES | SPECIAL TOPICS

## Write-Up of Annual Financial Statements in Spanish – Argentinian Helps Wire Manufacturer in Difficult Situation

LEONI Kabel GmbH, Roth

CLIENT

ZMM-PROFESSIONAL

**LEONI****Professional 13.261**

Dipl.-Betriebswirt

Commercial Director, Industry and Banks, Several Years of International Experience, Multi-Lingual

**POSITION** Finance Controller**LEVEL** Lower Management**TASKS** Controlling, Project, Reporting**DURATION** 4 Months

**LOCATION** Mexico 

**INDUSTRIES** Cable Manufacturer, Automotive Supplier

**TURNOVER** 280 Mio €

**EMPLOYEES** 1.550

**CAUSE** Project Management

### CASE TESTIMONIAL

A partner of the consultancy: «Thank you very much for the quick and most of all unerring support. Of course in the future with view towards further projects we will collaborate with you again.»

### CASE STUDY

The Mexican subsidiary of a consultancy's client had a profound problem within its controlling: The reporting to the mother company took place only fragmentarily, processes were not being adhered to, and the half-year financial statements were not even completed. ZMM had the solution - external support, fulfilling the following several must-criteria:

- Fluency in Spanish, English and German
- Experience with the Spanish as well as Central American mentality
- Experience with the handling of Mexican accountants
- Ability to assert oneself

The appropriate ZMM-Professional from our pool was found quickly. An experienced, bilingually-raised interim manager from Argentina, currently residing in Germany. On top of this he had also worked for years in the field of controlling and was familiar with all kinds and edges of South American countries. He soon took off to Mexico. Firstly, he began to define and document processes. Together with the Mexican controller he constructed the half-year financial statements and paved the way for a timely completion of the annual financial statements. After four months he had already made himself obsolete – the department was able to operate independently within the frame of newly defined specifications.



# CASE REPORT

Type of project: **RentaManager® - Interim Management**GENERAL MANAGEMENT | FINANCE/CONTROLLING | IT/ORGANISATION | TECHNOLOGY/PRODUCTION  
LOGISTICS/PURCHASING | **SALES/MARKETING** | HUMAN RESOURCES | SPECIAL TOPICS

## Establishment of an Online Portal in German-French Coproduction La Source, S.A., Saran

### CLIENT

**LaSource**  
QUELLE

**LOCATION** France  
**INDUSTRIES** Shipping Retail, Investment Company  
**TURNOVER** 265 Mio €  
**EMPLOYEES** 750  
**CAUSE** Restructuring/Turnaround

### CASE TESTIMONIAL

Client: «The project with your expert began excellently. The online portal is progressing extremely well. Your expert was a really great choice, very apt in adapting to difficult circumstances like coping with and managing the German-French culture shock!»

### ZMM-PROFESSIONAL

**Professional 24.761**

Dipl.-Kaufmann

Marketing Expert with Focus on Reorientation/ Restructuring

**POSITION** General Manager**LEVEL** Middle Management**TASKS** Change Management, Consulting, Marketing, Restructuring, Sales**DURATION** 11 Months

### CASE STUDY

A private equity firm from Munich was urgently looking for managerial competence to reorganize and realign a trading company in France. Challenges: adjustment to French management culture, realignment of distribution activities, rebuilding, coaching and motivating of a hardened sales team, intensive expansion of the online trade segment, at the time standing at only 30 percent.

ZMM quickly found the appropriate interim solution. During the overhaul of the structures of the time, the ZMM-Professional realized that there seemed to be no sense for customer service amongst the employees. Hence, the first key task was to fundamentally change the whole attitude towards their customers. A complete market realignment took place. In a second step, the interim manager was then able to focus on his own main task: the company's positioning on the web, the diversification and optimization of the entire mail order section, which so far had mainly been carried out through catalogues. Furthermore, as part of his successful project completion, the interim manager instructed his permanent successor.



# CASE REPORT

Type of project: **RentaManager® - Interim Management**

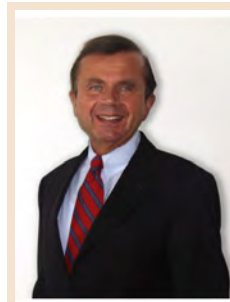
<b>GENERAL MANAGEMENT</b>	<b>FINANCE/CONTROLLING</b>	<b>IT/ORGANISATION</b>	<b>TECHNOLOGY/PRODUCTION</b>
<b>LOGISTICS/PURCHASING</b>	<b>SALES/MARKETING</b>	<b>HUMAN RESOURCES</b>	<b>SPECIAL TOPICS</b>

## A Delicate Mission in the Land of the Rising Sun FUCHS PETROLUB SE, Mannheim

CLIENT



ZMM-PROFESSIONAL

**Professional 20.942 Prof. Dr.**

Dipl.-Volkswirt

Japan Expert with Extensive Business Experience in Japan and Excellent Network in Japan; Locations: Munich and Tokyo

**POSITION** Branch Manager**LEVEL** Middle Management**TASKS** Branch Office**DURATION** 3 Months

**LOCATION** Japan

**INDUSTRIES** Chemical Industry, Car Accessories

**TURNOVER** 1.320 Mio €

**EMPLOYEES** 3.800

**CAUSE** Restructuring/Turnaround



### CASE STUDY

As interim CEO, the ZMM-Professional's assignment was to create different majorities within the foreign subsidiary of a German manufacturing company. Through meticulous preparation he succeeded in ensuring a new majority for the customer in the shareholders' meeting. The shareholders, who suddenly found themselves being in the minority, tried to avert the inevitable but in the end a new board, led by the ZMM-Professional, was established.

### CASE TESTIMONIAL

CHRO: «That truly was something special, we don't do takeovers everyday. A lot of good things came out of this connection. Among them this: The former Interim Executive's son now works at our subsidiary in Japan.»



# CASE REPORT

Type of project: **RentaManager® - Interim Management**GENERAL MANAGEMENT | FINANCE/CONTROLLING | IT/ORGANISATION | TECHNOLOGY/PRODUCTION  
LOGISTICS/PURCHASING | SALES/MARKETING | HUMAN RESOURCES | SPECIAL TOPICS

## Successful Statigic Purchaser in Switzerland for Leading Telecommunications Company

Swisscom Solutions AG, Zürich

### CLIENT

**swisscom**

**LOCATION** Switzerland 

**INDUSTRIES** Telecommunication Provider, Internet Provider, IT-Consultancy, Mobile Telephone System

**TURNOVER** 6.000 Mio €

**EMPLOYEES** 16.000

**CAUSE** Bridging of Vacancy

### CASE TESTIMONIAL

Senior Purchasing Manager: «A professionally competent, typical German, who soon 'allied' with the head of procurement. With the end of the project he was taken over into permanent employment. The head of procurement was not willing to let the ZMM-Professional go.»

### ZMM-PROFESSIONAL



**Professional 17.475**  
Dipl.-Betriebswirt (FH)  
Experienced Manager for Procurement, Materials Management and Logistics

**POSITION** Strategic Procurement Manager

**LEVEL** Lower Management

**TASKS** Purchasing

**DURATION** 6 Months

### CASE STUDY

Switzerland's leading telecommunications company, present countrywide in all services and products for mobiles and IP-based voice and data communication, was looking for a strategic purchasing manager.

The head of procurement perceived the cooperation with the ZMM-Professional as very pleasant. He developed solutions in the area of procurement and made improvements in the negotiations and the drafting of contracts. He provided support for operative procurement and ensured an effective flow of information concerning customer needs in the process. The cooperation with the ZMM-Professional proved to be so beneficial that he not only bridged the vacancy but also took over the position permanently.



# CASE REPORT

Type of project: **RentaManager® - Interim Management****GENERAL MANAGEMENT** | **FINANCE/CONTROLLING** | **IT/ORGANISATION** | **TECHNOLOGY/PRODUCTION**  
**LOGISTICS/PURCHASING** | **SALES/MARKETING** | **HUMAN RESOURCES** | **SPECIAL TOPICS**

## Interim Manager Restructures the US-Holding of a Leading Micro-Electronics Manufacturer

Carl Zeiss AG, Oberkochen

### CLIENT



**LOCATION** United States of America  
**INDUSTRIES** Optics, Electronics  
**TURNOVER** 2.300 Mio €  
**EMPLOYEES** 14.000  
**CAUSE** Restructuring/Turnaround  
**SECTOR** Corporate Group



### CASE TESTIMONIAL

Senior Vice President: «In this case the mere fact that we had engaged an external manager led to increased efforts to find a solution by everyone involved. Thus, the interim assignment turned out to be shorter than originally planned but was completely worth it for the company.»

### ZMM-PROFESSIONAL



**Professional 13.630 Dr.-Ing.**  
Managing Director, Especially for Metal and Foundry Industry

**POSITION** Project Manager  
**LEVEL** Project Director for Large-Scale Projects  
**TASKS** Project Management, Restructuring  
**DURATION** 6 Months

### CASE STUDY

The American holding of an international technological company was responsible for accounting, legal advice, human resources and tax matters. In order to reorganize the parent company, a restructuring expert with industry experience, excellent command of the English language and intercultural understanding was needed. The position's responsibilities included outsourcing and real estate management as well as the redistribution of business units to subsidiary companies. With great dedication, the ZMM-Professional was able to realize the project sooner than originally anticipated.





# CASE REPORT

Type of project: QuickHire®  
Search for a Permanent PlacementGENERAL MANAGEMENT | FINANCE/CONTROLLING | IT/ORGANISATION | **TECHNOLOGY/PRODUCTION**  
LOGISTICS/PURCHASING | SALES/MARKETING | HUMAN RESOURCES | SPECIAL TOPICS

## President Operations for a Chinese Manufacturer of White Goods Sail Star, Shanghai

### CLIENT

**SAILSTAR****LOCATION** China  
**INDUSTRIES** Household Appliances,  
Electronics  
**TURNOVER** 40 Mio €  
**EMPLOYEES** 900  
**CAUSE** Bridging of Vacancy

### CASE TESTIMONIAL

Best possible feedback for ZMM: The ZMM-Professional was appointed as permanent member of the board.

### ZMM-PROFESSIONAL

**Professional 04.246**

Dipl.-Ingenieur

Typical CTO for Mechanical Engineering and Industry, Active as Manager and Consultant

**POSITION** Executive Board Member**LEVEL** Middle Management**TASKS** Process Optimization,  
Technology**DURATION** Permanent

### CASE STUDY

Although the Chinese company's technical abilities were at world market level, it was looking for a manager to further structure and optimize the processes within the production chain. ZMM was able to present an experienced interim manager that had already worked in China and hence was deeply familiar with this country. For both sides the collaboration developed so positively so that the ZMM-professional was eventually deployed permanently as member of the board. Soon further task fields like the coordination of the Chinese, US, and Italian subsidiaries developed. Moreover, he was installed as the CEO of the German subsidiary. The company benefitted substantially from the interim manager's experience and expertise: The turnaround was mastered successfully and the operating profit margin has been within the double-digit range since then.



# CASE REPORT

Type of project: **RentaManager® - Interim Management**

GENERAL MANAGEMENT | FINANCE/CONTROLLING | **IT/ORGANISATION** | TECHNOLOGY/PRODUCTION  
LOGISTICS/PURCHASING | SALES/MARKETING | HUMAN RESOURCES | SPECIAL TOPICS

## The Interim Manager as Project Steersman

CCL Label GmbH, Holzkirchen

### CLIENT



**LOCATION** United States of America   
**INDUSTRIES** Printing Plant, Paper Packaging, Paper/ Cardboard  
**TURNOVER** 60 Mio €  
**EMPLOYEES** 400  
**CAUSE** Project Management

### CASE TESTIMONIAL

CEO: «By presenting us several technically competent consultants, ZMM supported us formidably with the selection of a suitable interim professional. Over a longer timeframe the chosen manager still proved to be exceptionally competent. ZMM, as well as the provided interim manager, were reputable in every respect. I also want to thank you for the successful collaboration over the past years, which builds an excellent basis for potential further projects in the future.»

### ZMM-PROFESSIONAL



**Professional 07.506**

Dipl.-Kaufmann

CIO, IT- and Production-Expert, Plant Administration-/ Material Flow Expert, Project Management

**POSITION** Project Leader

**LEVEL** Project Director for Large-Scale Projects

**TASKS** Enterprise Resource System, Project Management, System Installation

**DURATION** 6 Months

### CASE STUDY

For demanding DP-projects companies often use specialized service providers to whom they are almost helplessly exposed once the mandate is given. Mandate extensions and ex-post rectifications break the budget. This was exactly the case with a South German company in the media industry until a DP-expert took over the role of the project steersman as interim manager. Initially he bundled the client's requirements within a new comprehensive specifications sheet. On this basis, a re-tendering of the DP-installation occurred. The ZMM-Professional supervised the re-tender as well as the negotiations and subsequently took over an interface and coordination function between client and service provider. Because of his experience in the collaboration with DP-providers, he kept exceedances of cost and time within acceptable bounds. Furthermore, offered his own knowledge as contribution to solutions.



# CASE REPORT

Type of project: **RentaManager® - Interim Management**

GENERAL MANAGEMENT | FINANCE/CONTROLLING | IT/ORGANISATION | **TECHNOLOGY/PRODUCTION**  
LOGISTICS/PURCHASING | SALES/MARKETING | HUMAN RESOURCES | SPECIAL TOPICS

## Plant Manager Sent to Eastern Europe for Process Optimization and Plant Relocation

Belden Electronics GmbH, Neckartenzlingen

CLIENT



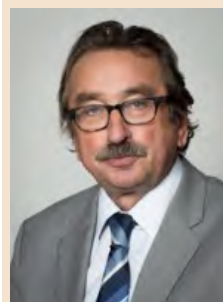
**BELDEN**  
SENDING ALL THE RIGHT SIGNALS

**LOCATION** Hungary   
**INDUSTRIES** Cable Manufacturer, Automation Technology, Automotive Supplier, Electronics  
**TURNOVER** 100 Mio €  
**EMPLOYEES** 1.000  
**CAUSE** Change Management

### CASE TESTIMONIAL

CEO: «Initially we were only looking for a plant manager for our head plant. He came, saw and conquered, even though he had only been active in completely different sectors before. Encouraged by these positive experiences we engaged two more ZMM-Professionals shortly after.»

ZMM-PROFESSIONAL



**Professional 04.207 Ph.D.**

Specialist for Production Facility Shiftings, Cost Analyses and Cost Reductions, Restructuring, Production Management; COO, CEO

**POSITION** Plant Manager

**LEVEL** Middle Management

**TASKS** International, Process Optimization, Production, Relocation

**DURATION** 8 Months

### CASE STUDY

An automotive supplier was planning the transfer of labour-intensive production processes to Hungary, Czech Republic, and Romania. Furthermore, all of the production processes were to be overviewed, analyzed and improved.

The ZMM-Professional was able to raise productivity from 80 percent to 130 percent, eliminate the production cost variation and develop a new automatic production system. In the end, the improvements were not only a benefit to the ZMM customer but also to his second- and third-tier suppliers.

