

STRATEGY EXECUTION

- Project Examples -

Cologne, 2017

Let's make it work.

AGENDA

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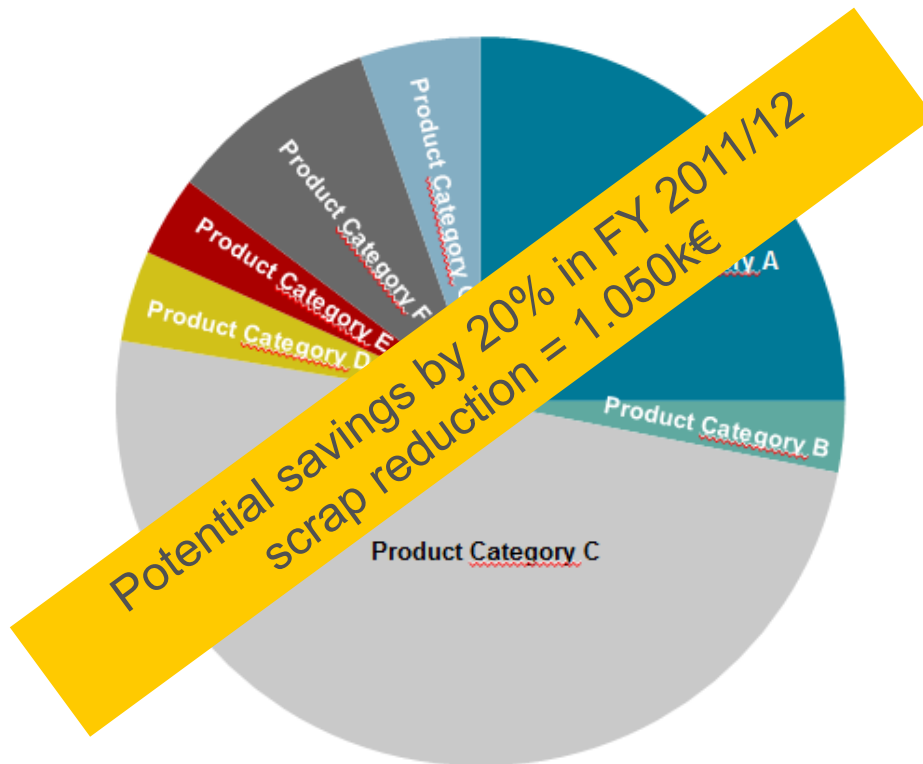
Project Example 1

- > Automotive Supplier
- > International Manufacturer | Glass Refining Industry
- > Number of Employees: 1.800 (2010)
- > Business Volume: 170 Mio. Euro (2009/2010)

1. BUSINESS CASE

- > Customer needs to raise the company's EBITDA due to shareholder expectations.
- > Improvement levers are identified in the scrap cost area.

- five year scrap cost projection 5.100 k€ -

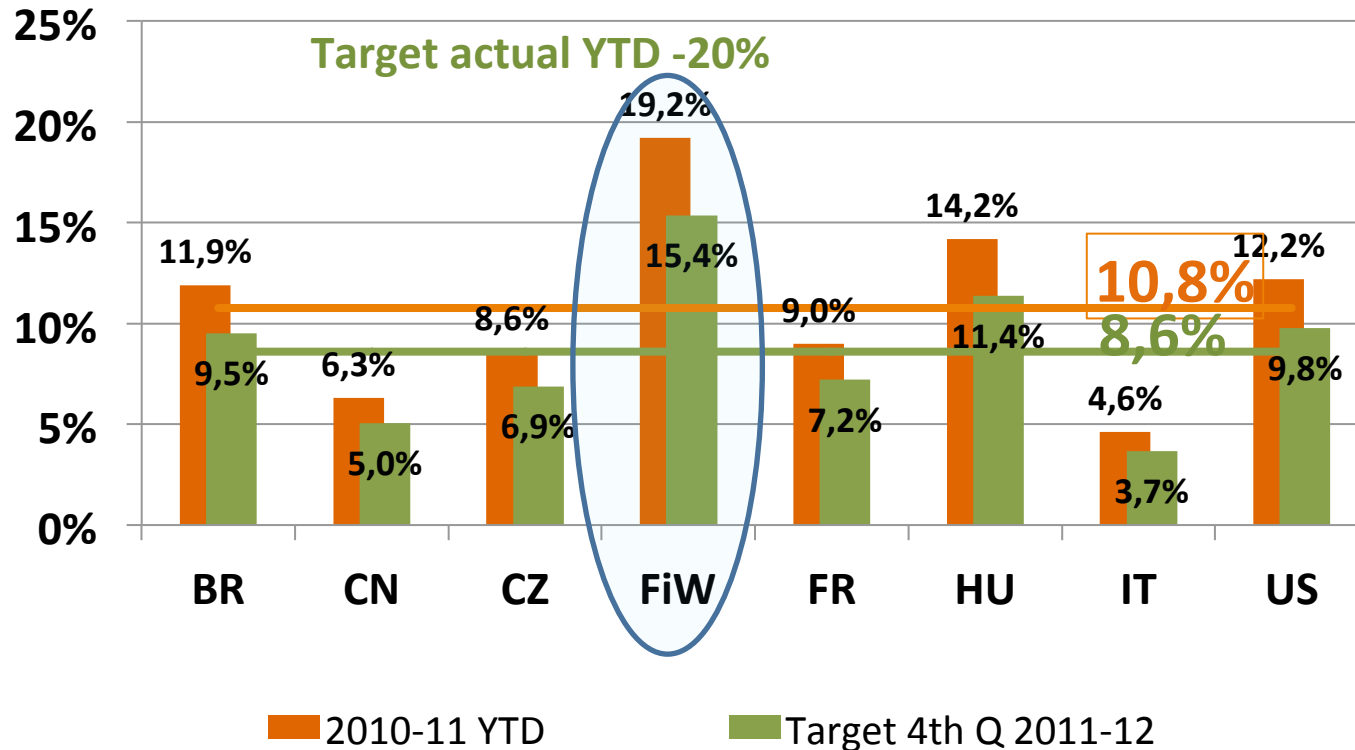


- > Mind Set of most employees and some front line managers is critical: „*Glass is fragile – no wonder it sometimes breaks.*“

2. DELIVERABLES

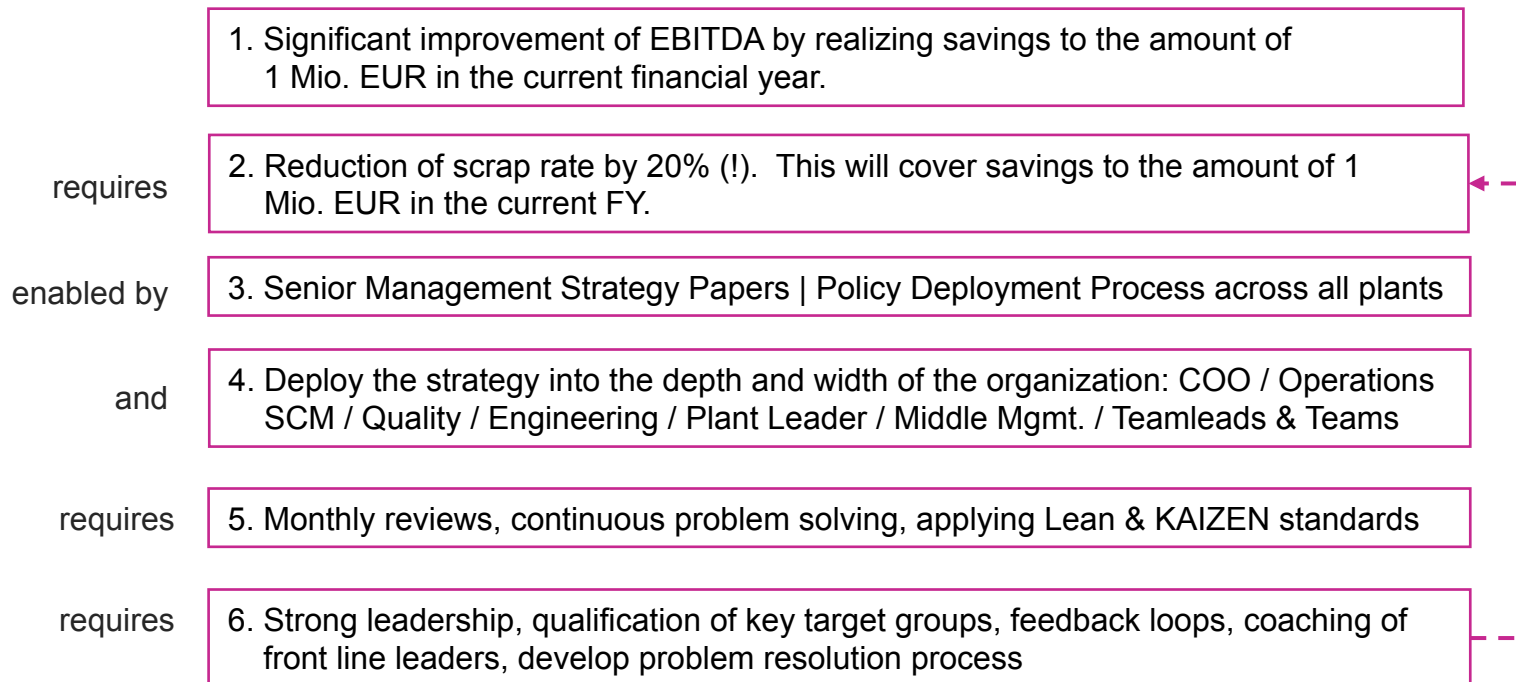
- > Our customer decides to set a stretched breakthrough objective (scrap reduction -20%) relevant for all of the group's plants. An effective and feasible management process should be implemented.

- scrap rate by legal entities -



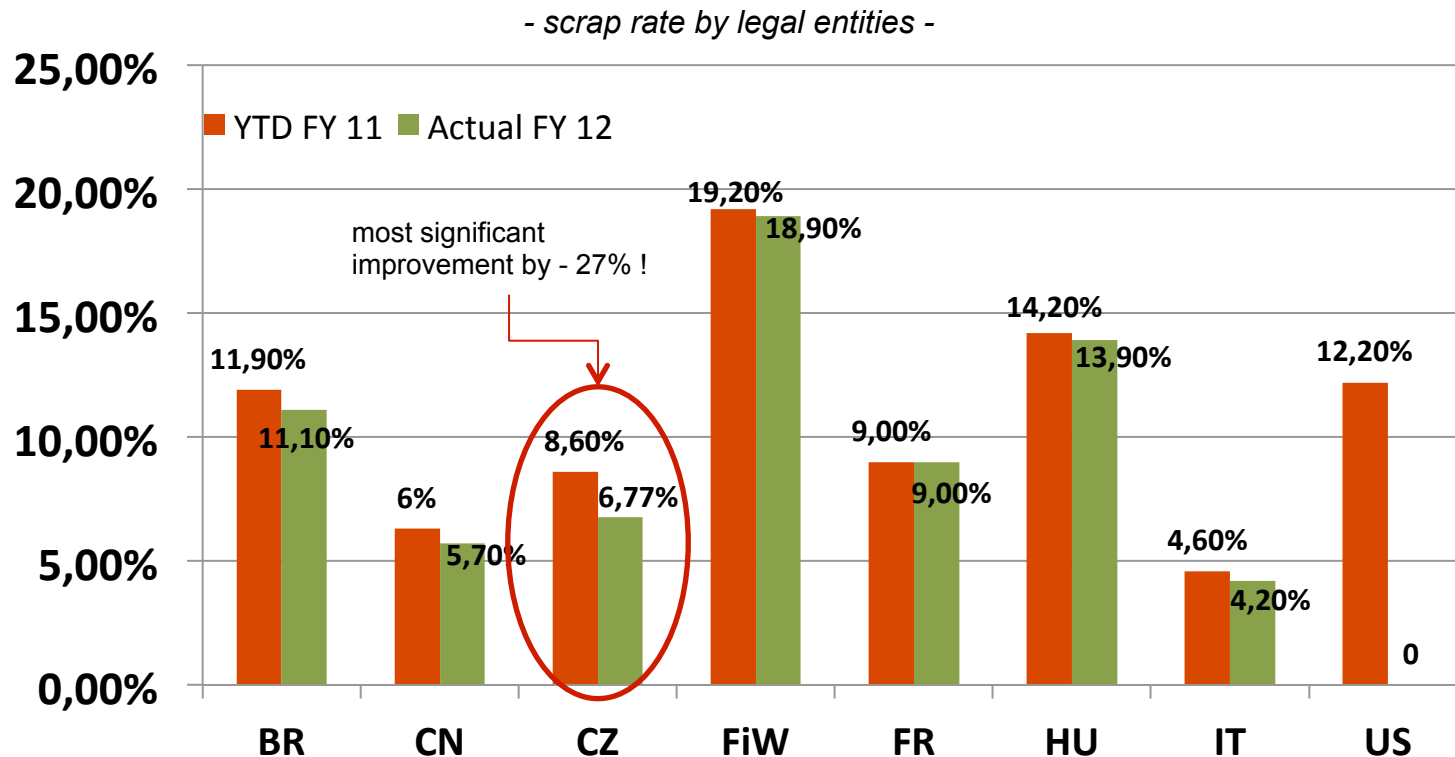
3. MEASURES

- > We design the Breakthrough Management Process according to Lean Management and Leadership best practices.
- > This process is rolled out in all countries; regular review meetings are in place; a change management process that delivers performance and cultural change is in place.



4. RESULTS | 8 MONTHS REVIEW

- > Although some plants are still underperforming, there is significant improvement in CZ after eight months only.
- > All plant managers are now obliged to travel to CZ for best practice sharing.
- > We are asked to provide on site support in FiW, HU and FR.

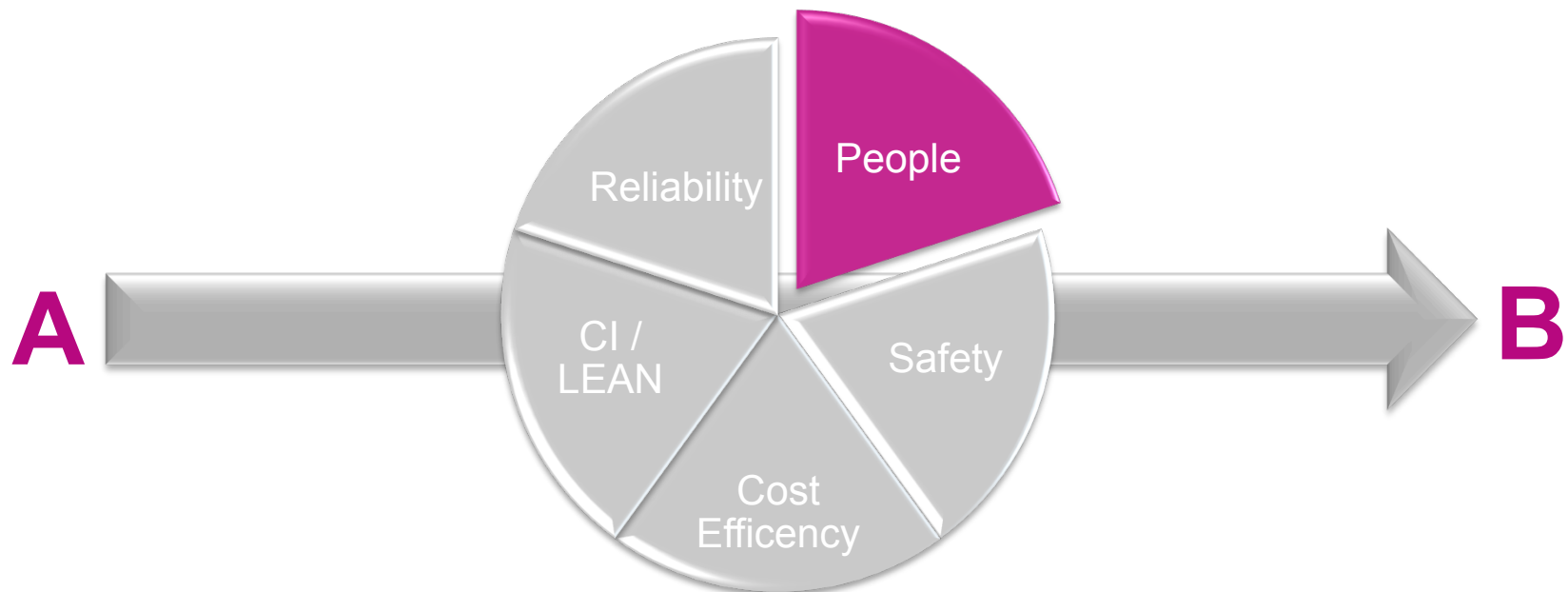


Project Example 2

- > Mineral Oil / Gas
- > Global Player
- > Number of Employees: 92.000 (2013)
- > Business Volume: 451,23 bn. USD (2013)

1. BUSINESS CASE

- > A site desperately needs investment to keep its infrastructure competitive. The Board only wants to invest money in hardware when the “software” is fitting.
- > This means that the “mind set” of the employees has to change into more personal accountability, seeing the bigger picture (more international than national) and being more open minded to changes in general.
- > The leadership team has to focus on the human factor and has to think and act more strategically instead of being totally focused on the day-to-day business.

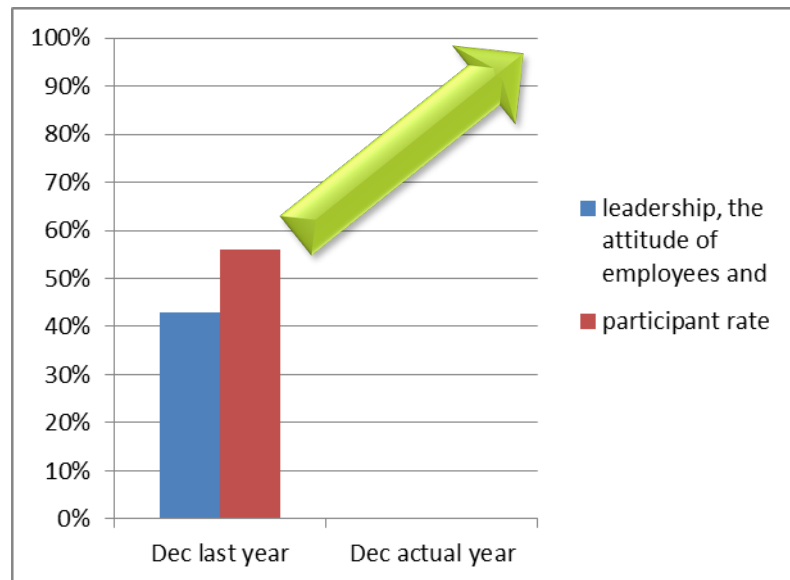


2. DELIVERABLES

The entire focus is on increasing the results of the employee survey which measures ...

- > leadership, the mind set (attitude) of employees and
- > the participant rate

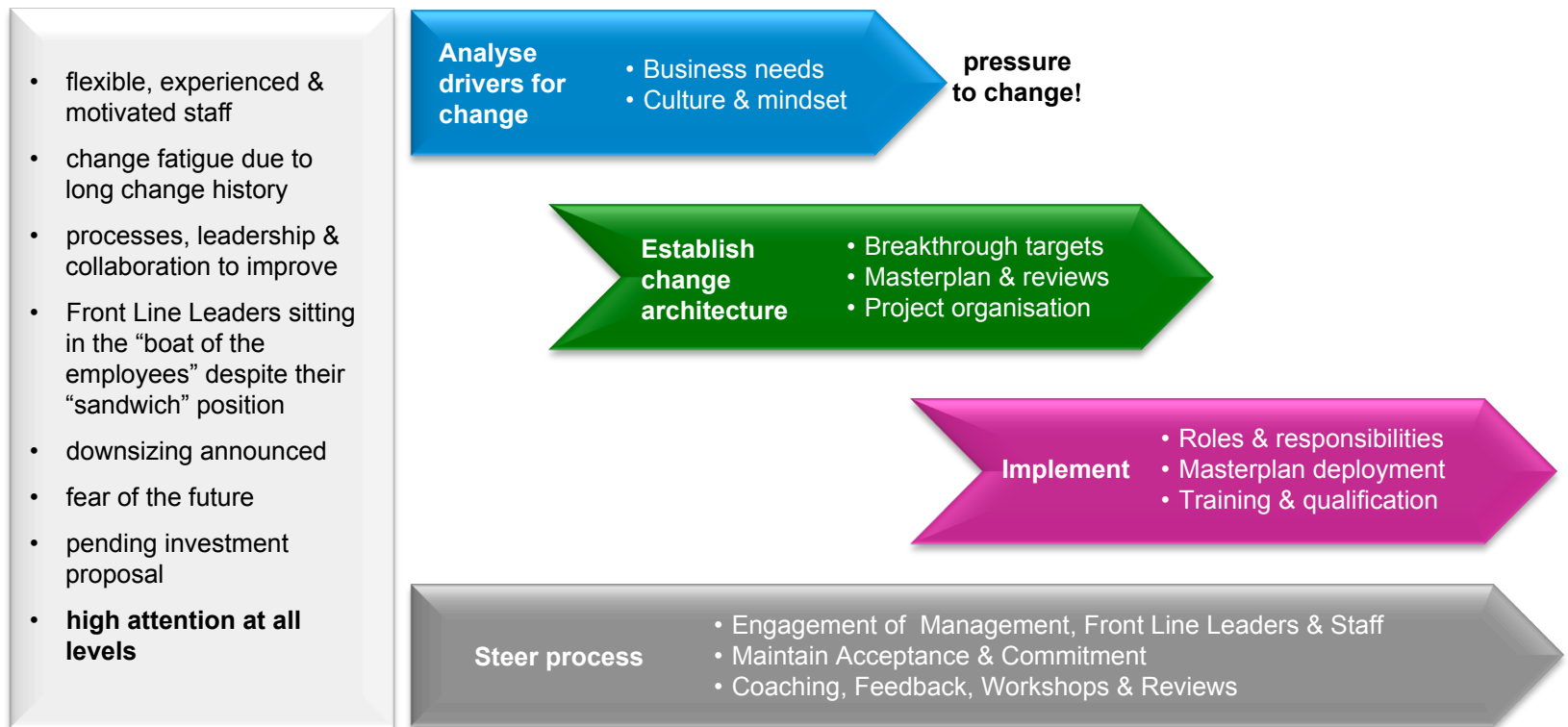
... at the end of the year.



3. MEASURES

- > We design a change management approach to secure necessary investments.
- > Two consultants were supporting over nine months.

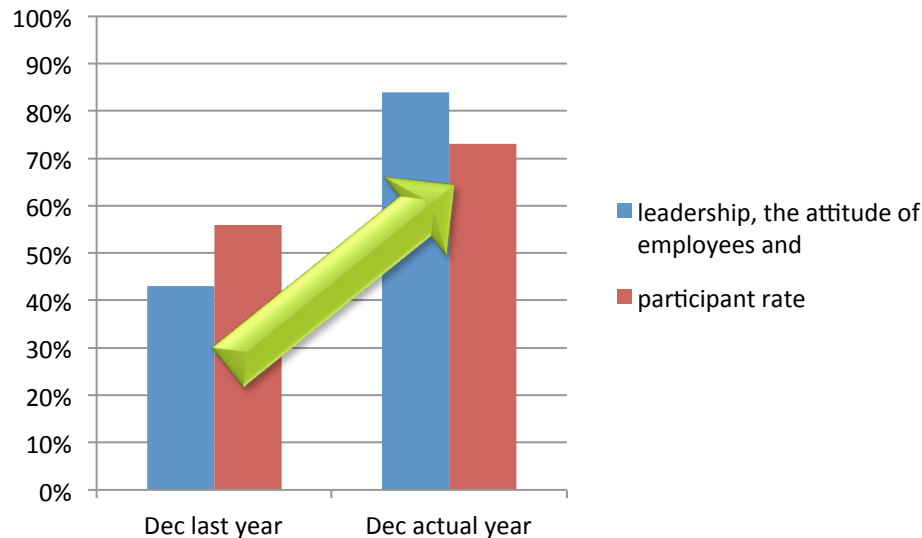
Starting Point



4. RESULTS

- > At the end of the year the surveys show an increase in ...
 - > Leadership and the mind set of employees from 43% to 84% and
 - > the participant rate from 56% to 73%.

Finally: the investments were made.



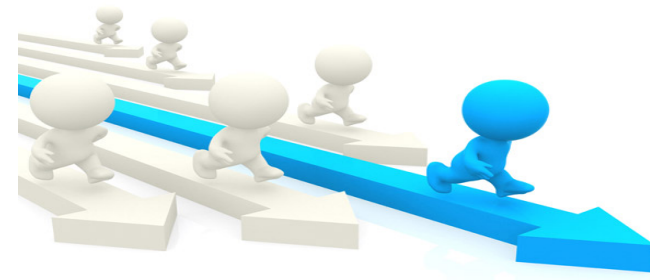
- > As a side effect we perceived much better results in terms of CI/LEAN (from no strategic plan to masterplan with breakthrough targets).

Project Example 4

- > Tourism Industry
- > National Online Service
- > Number of Employees: 468
- > Business Volume: 45,5 Mil. Euro

1. BUSINESS CASE

- > The company was taken over by a competitor. The integration of the two corporate cultures and the implementation of strategic goals (speed!) requires to strengthen the management capacity.

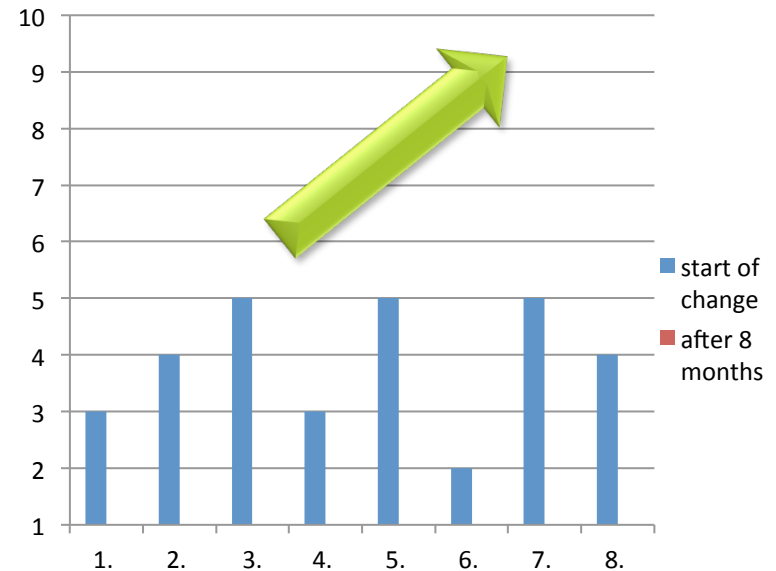


- > An appropriate leadership requires work in the following areas:
 - > securing regular tracking / monitoring,
 - > implementing a management system / a systematic approach that supports the transformation,
 - > an executive team which formulates his leadership promise (behavioral anchors) and
 - > strengthening the management team.

2. DELIVERABLES

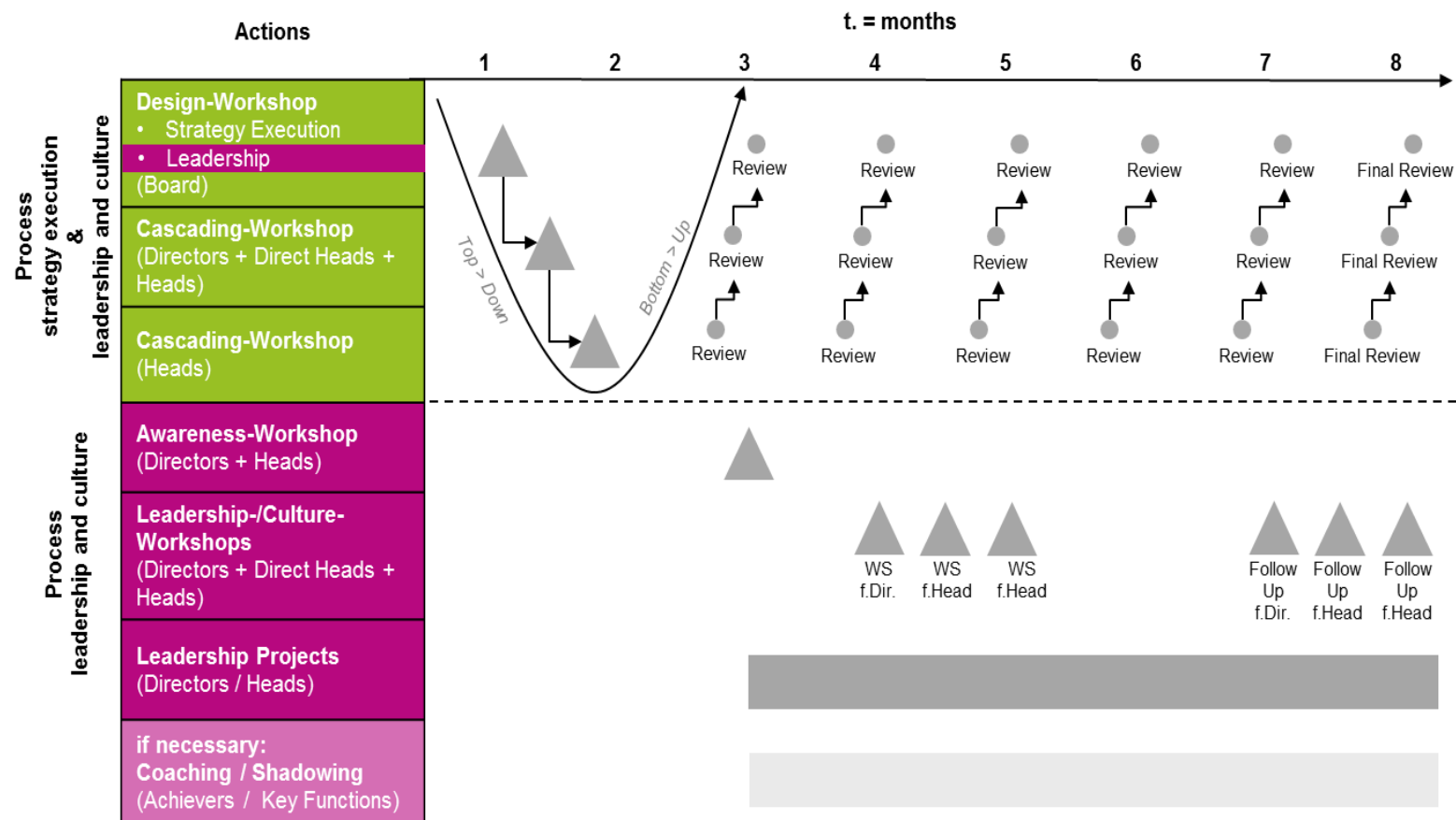
- > Key measures of successful change were the assessment of leadership skills of managers and process efficiency over a period of 8 months.
- > Survey-questions were ...

1. How well do managers encourage an open collaboration?
2. How are changes adopted by the executives communicated positively?
3. How well do managers ensure that urgent tasks are accomplished on time?
4. How well do managers support innovative ideas of their employees?
5. How well do managers push decisions?
6. Does our management track issues until their final execution?
7. Do our executives provide feedback in time?
8. How well do our managers pay attention to our meeting culture (e.g. punctuality)?



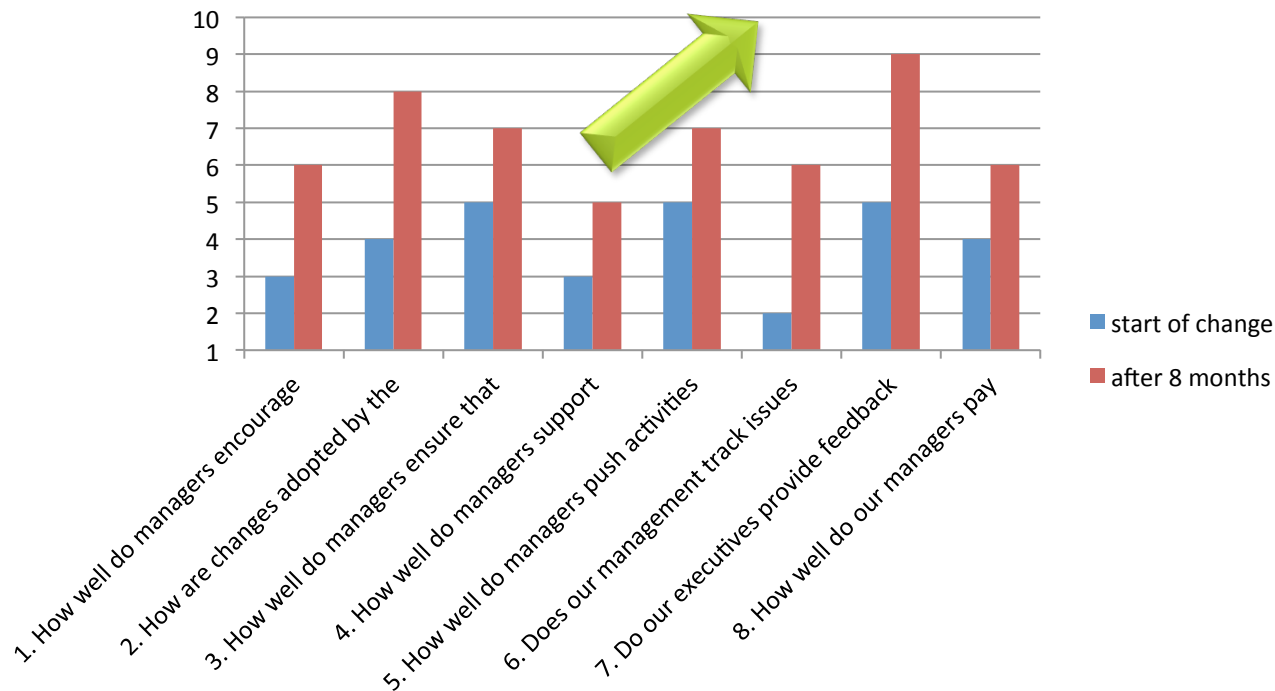
3. MEASURES

- > We design a change management approach to secure speed, leadership skills and changing the culture.



4. RESULTS

- > After 8 months significant improvements have been made.
- > The whole company's attention on leadership as well as a sustainable monitoring and support system led to excellent results.

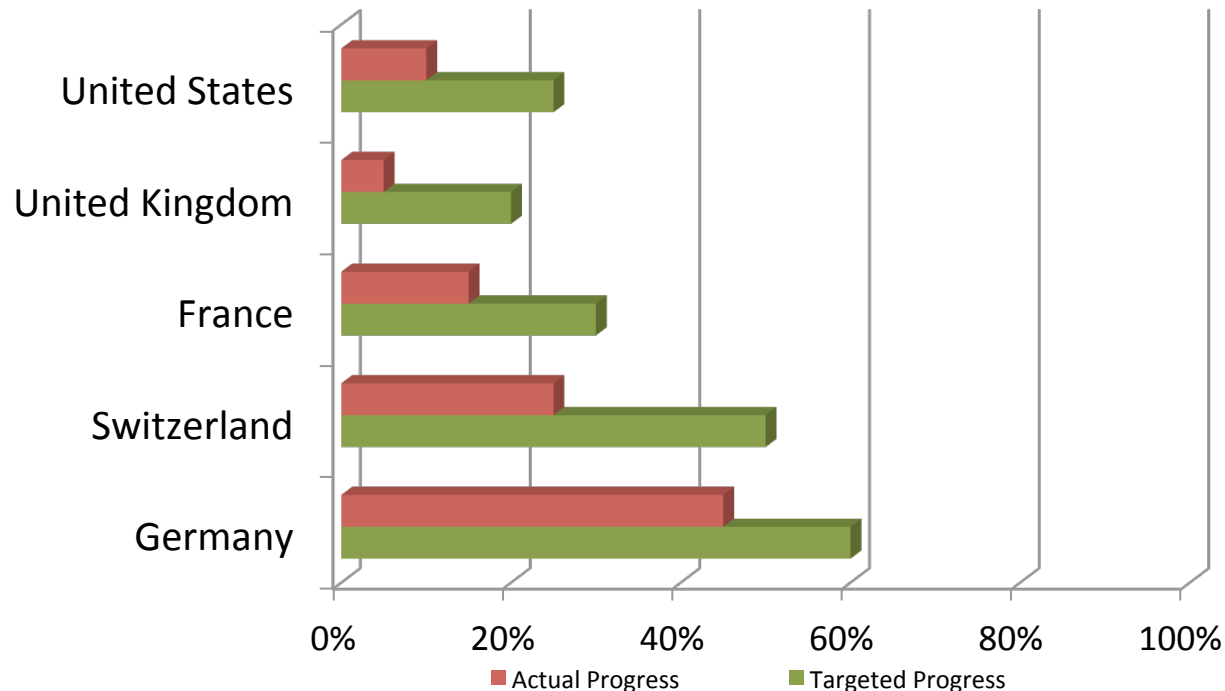


Project Example 5

- > Pharmaceutical Industry
- > Global Player
- > Number of Employees: > 100.000
- > Business Volume: 42,2 bn Euro

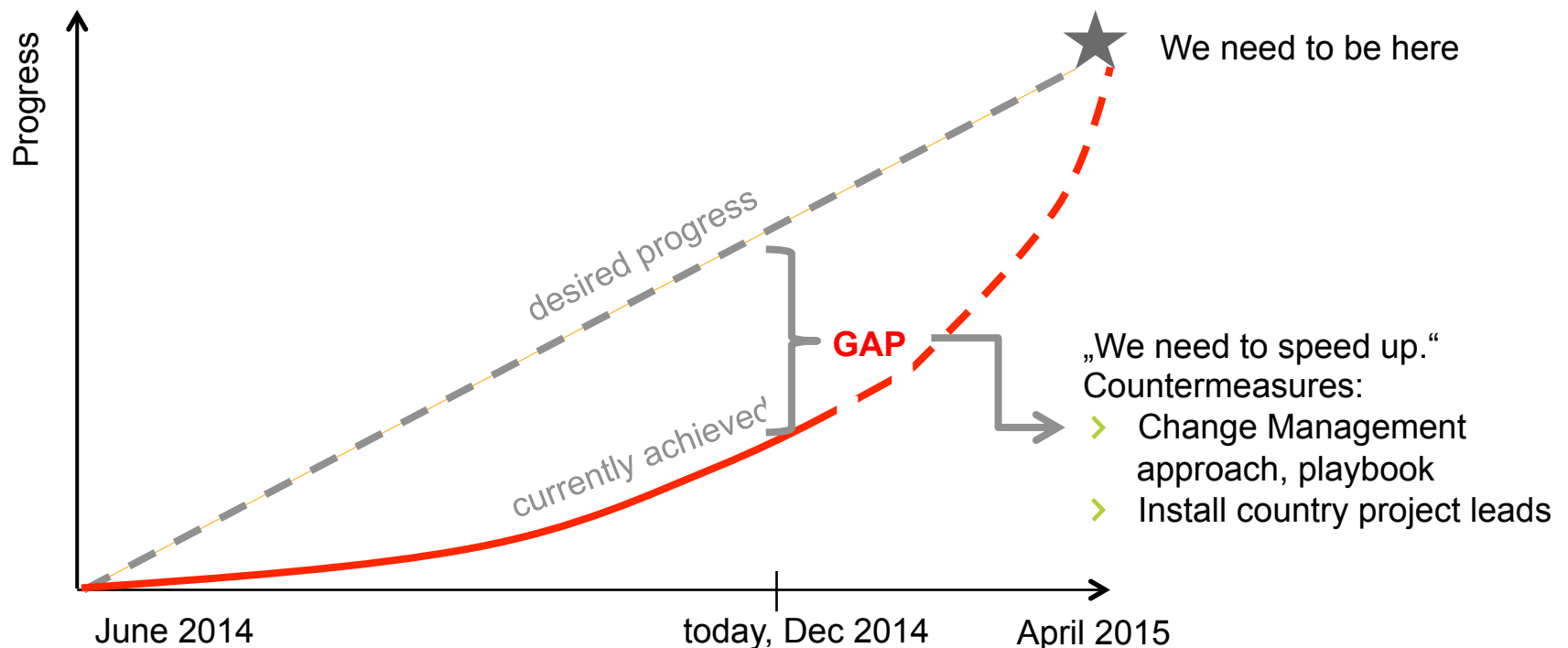
1. BUSINESS CASE

- > Customer decides on a IT Security Strategy. Roll out across all countries and business units begins in June 2014.
- > End of December 2014 progress is made but not to the desired extent, project lead times are behind target.
- > Significant resistance in some countries is perceived. Some business units are not fully aware of the urgency of the IT Security Strategy.



2. DELIVERABLES

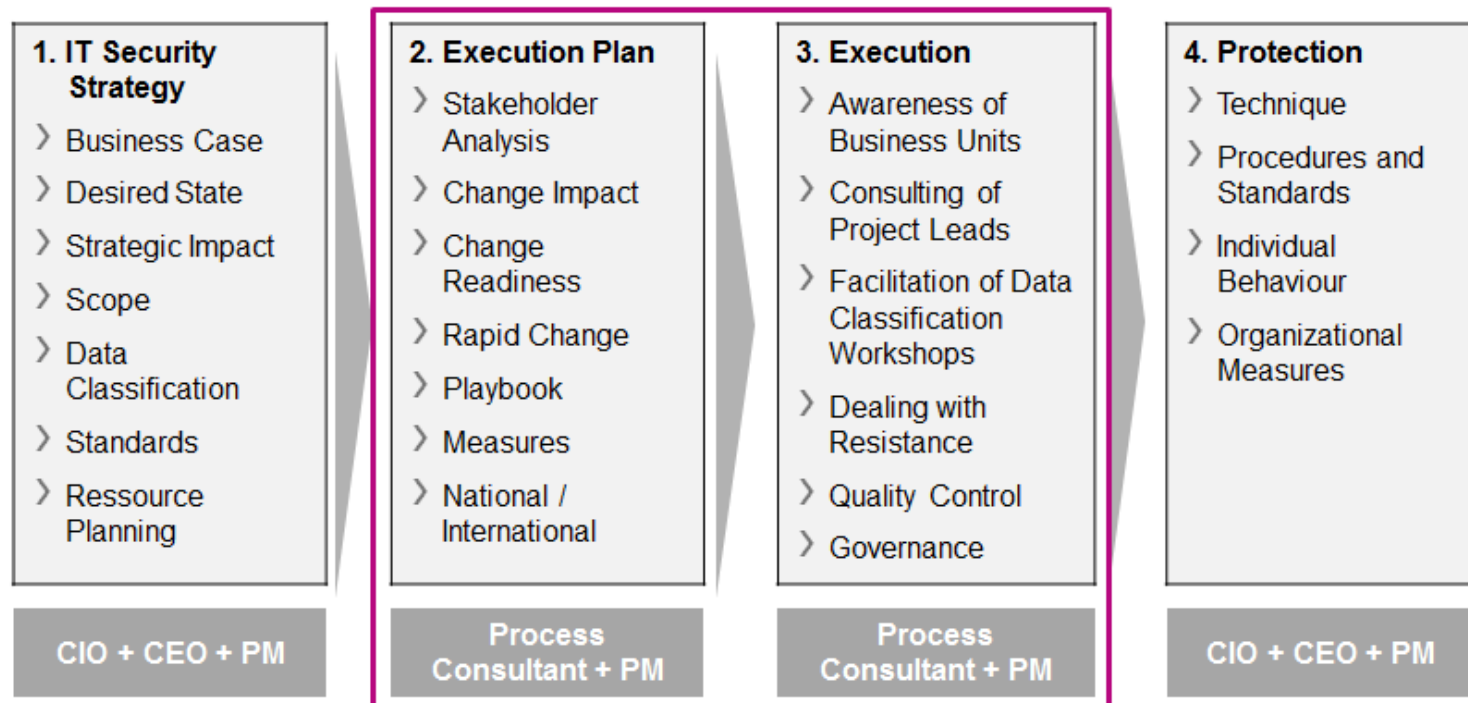
- > Objective is to meet all timelines in a three months pilot phase.
- > A comprehensive change management process should be developed and implemented.
- > The pilot phase is facilitated by two of our junior consultants.



3. MEASURES

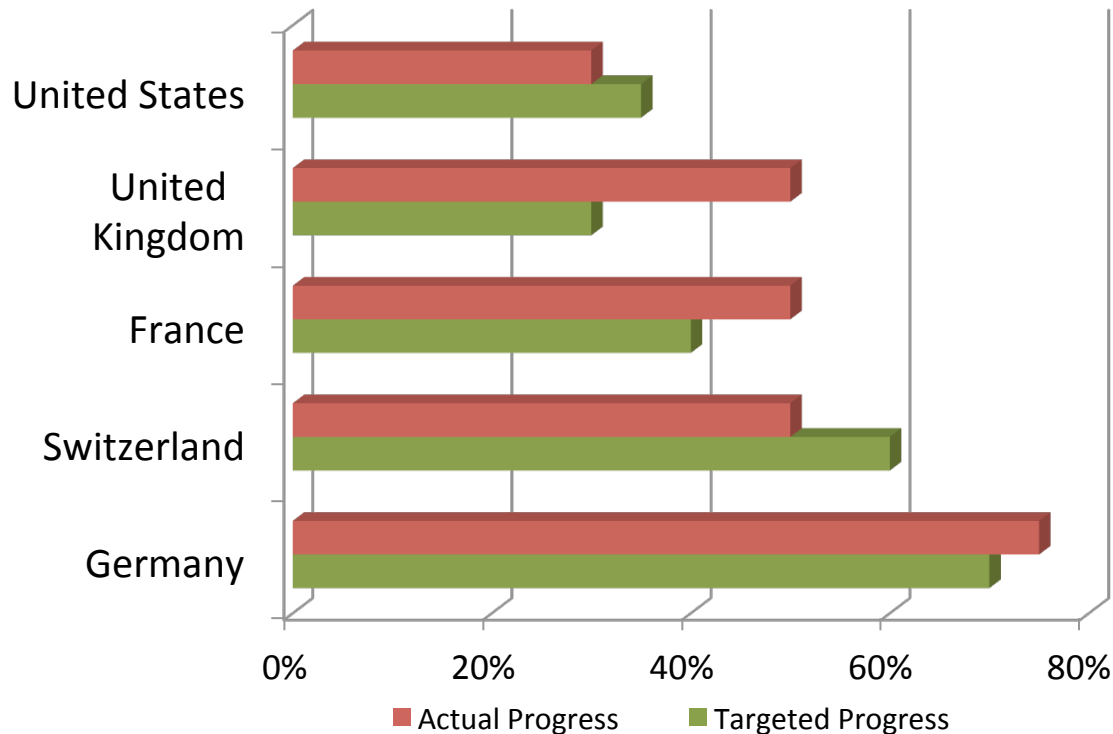
- > We design a change management approach that fits into the IT Security Strategy.
- > Two of our process consultants shape and ensure a smooth execution process. Country project leads are identified, onboarded and trained based on our playbook.

— IT Security Process Architecture —



4. RESULTS

- > The change management approach has significant impact on this project.
- > After a three months pilot phase, the country project leads perform well, although there is still some resistance perceived in some of the countries' business units.



Andreas Liebrecht



Andreas Liebrecht

Expert in Strategy Execution and Executive Coaching

Born in 1969, married. Systemic Organizational Development Consultant.

I support national and international companies in their efforts to get from A to B. I am an expert in Strategy Execution and Executive Coach.

My career begins as a freelancer in social work and adult education. Afterwards, I accompany a first change process in the automotive industry (OEM). As a Process Consultant at another international automotive manufacturer I am responsible for implementing Lean Management and Change Management processes. I lead a ten-headed project team in a specialist function.

Subsequently, I set up a first consulting company and become a member of a renowned group of management consultants. After that, I set up another consulting company with five employees.

Today, as a solo consultant and coach, I focus on consulting executives with their leadership teams in change processes. I work across a wide range of industries. Working languages are German and English.

Focal Activities

- Strategy Execution, Cultural Development and Change Management
- Executive Coaching, Team Coaching
- Leadership Development

Educational Background

- Advanced degree in educational science (Diplom-Pädagoge),
- Systemic solutions-focused consultant (N.I.K. Bremen),
- Challenging Coaching Masterclass graduate (John Blakeley, Ian Day, UK),
- Certified LaMarsh change management expert (FORD Motor Co.),
- Mediator (ZWW Leuphana University),
- Performance Improvement Manager (certificate awarded by Ithaca College NY (U.S))

Let's make it work.

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