



HOW TO PROVIDE TEMPORARY ROLES WITH IMPACT

Many of today's challenges have in common that they are being accelerated by the mega trends of digitization and sustainability. The resulting dynamics offer little time for ready-made concepts; in most cases, sustained efforts are necessary for improvements. The complexity of the issues implies that successful implementation can only succeed by a team approach with clear roles, a lot of expertise, and a distinct KPI focus.

HOW TO PROVIDE TEMPORARY ROLES WITH IMPACT
#teaming

Roles with impact		Success factors
Performance Manager Multichannel Manager Innovations Manager Transformation Manager		1. Customized project & team approach 2. Clear role definitions 3. Integration of relevant expertise 4. Design of implementation KPIs
How successfully you use roles with impact for dynamic challenges?		

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Typical examples are:

1. Data-driven management of sales & service channels
2. Flexible solutions for new work & new travel
3. Implementation-oriented management of complex digitization projects
4. Stringent implementation of performance programs

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We frequently receive requests for a "strong project manager and consultant" to make a significant contribution in one of the topics listed. Two questions arise in this context, which will be briefly discussed here:

1. Why are these topics repeatedly requested?
2. Under what conditions can additionally defined project roles help to bring these challenges to success with high quality, efficiently and in time?

Multichannel management

The acceleration of digitization is affecting almost all industries in sales and services. In the insurance business, for example, the challenge is how to harmonize data-driven customer contact and support with support structures on the broker and partner side that are often still organized regionally. Private banks are confronted with similar issues in the organization and management of their customer advisors. Medium-sized production companies in B2B or B2B2C businesses are also familiar with this problem. CRM systems and the business intelligence applications that often come with them are part of the solution. However, adjustments to the organization, and especially to the processes in sales and services, are the workload that tends to be underestimated because of true multi-channel management.

There is no blueprint for this topic either. Top salespeople must be brought along repeatedly, and control systems must be adapted over time to more customer-oriented and efficient prioritization of (additional) sales and service channels.

Innovation & New Work management

Presumably, many managers have anticipated the changing conditions for their company's or division's New Work concept only to discover that the situation is somewhat different than originally thought. Sustainability considerations raise long-term questions for how business travel is handled. Another aspect that can only be assessed over time is how business success develops for innovative topics within the framework of newly defined travel policies. If we take a broader definition of the term "New Work," we are talking not only about the currently much-discussed presence-remote ratios such as 60/40 or 40/60 and the design of new office structures, but also about flexible working hours. For example, the concept of the "New Weekend", e.g., flexible weekends (e.g., Fri/Sat instead of Sat/Sun), which was discussed more frequently around the 2000s, can bring additional dynamics regarding KPIs such as work effectiveness, sustainability, and cost savings for the design of New Work.

Currently, more and more companies are committing to highly flexible models. However, there are also other concepts, e.g., at investment banks or medium-sized, production-intensive companies. It is worth mentioning in this context that prominent companies such as IBM or Yahoo rolled back their

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previously highly flexible remote culture in 2017 and 2013, respectively, and in IBM's case brought back up to 150,000 employees to the office worldwide.

Dynamic framework conditions and new experiences will accompany the topic of New Work in the coming years. Accordingly, flexible concepts and efficient processes are needed for working on these challenges.

Digitization projects

Exact figures are difficult to determine, especially because of blurred distinctions between digitization and IT projects. The VW Group alone plans to invest EUR 27 billion in digitization by 2024. SMEs also have a lot of work to do in sales and services and, in a mirror image, in purchasing and operations. Financial service providers, on the other hand, are struggling with the replacement of legacy systems and flexible interfaces to app-based applications in migration projects lasting many years. If one superimposes conservative estimates from various institutes, one arrives at yearly investments of ~30 to 60 billion EUR for the manufacturing industry or ~5 to 10 billion EUR for financial service providers in 2020 for Germany alone.

The high speed of innovation in this field drives many projects ahead of it and leads to ever new requirements and the increasing need for strong implementation managers "to fix it".

Performance programs

In the case of performance programs, it is noticeable that in large companies as well as in SMEs, more and more modern tools are being used throughout the company. The tension between short-term target achievement on the one hand and changing framework conditions and the resulting redirection on the other is also a "classic" and quite easy to solve methodically if the relevant expertise is available and the decision-making paths are short.

However, the economic distortions caused by the pandemic add to the pressure on this trade-off. Further acceleration of sustainability goals is also having an impact. For example, Kaplan, the "original father" of KPI management, is also proposing that the "balanced scorecard" be expanded to include the two dimensions of ecology and social issues, in addition to the classic fields of customer, finance, processes and employees, throughout the company. Ultimately, times of strategic disruption, as triggered by the pandemic, also mean more frequent adjustments in performance programs.

It has been common practice for PE firms to set up scalable performance programs for "buy & build" or "carve-out & sell" investments. This makes it possible to respond to adjustments very flexibly and without great expense.

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What the above challenges relating to new work, multi-channel management, digitization projects and performance programs have in common is that all four topics require particularly dynamic solutions.

Impact – project- & team approach, roles & KPIs, integration of expertise

It is essential that, due to the complexity of the topics listed, only a project and team approach with clear role definitions, the appropriate integration of expertise, and adequate, implementation focused KPIs can lead to success. Agile working methods have started a triumphant march through the corporate world primarily because they provide tools for this purpose. However, as with any method, agile organizational forms contain a multitude of additional elements on top of the "essence", which can quickly lead to important core elements being lost in the limited time available to managers and employees.

Our project experience shows that with a targeted use of independent consultants - not completely and permanently, but complementary, selectively and at an early stage - these success factors can be mapped well. Of course, more is needed to achieve a successful overall solution than to reinforce a complex project with an existing customer or mixed team with a project manager: If the aspects mentioned are taken into account - to which all sides can contribute accordingly - the probability of project success increases considerably. In addition, the consultant should play a decisive role in optimizing the project approach for the overall team - often a major lever that requires trusting cooperation with the customer.

Often, the experienced consultant - whether individually or in pairs - starts in a context that is still fuzzy, jumps onto the ongoing project, and then helps to organize and specify the listed factors for successful implementation. A role defined in this way, e.g., as "innovation manager new work" or "performance manager" can create high value especially in "permanent topics" in the sense of interim consulting.

As managers, we should therefore ask ourselves:

1. Are we prepared for the dynamic challenges around multi-channel management, new work & sustainability, digitization and performance?
2. How capable are we for acting in case of sudden changes?
3. How can these topics be managed successfully and efficiently in the long term?

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Through our competence matching, our clients leverage the consultant(s) with the relevant industry and technical expertise for the specific project. We are known for tailor-made project approaches with lean teams and single solutions.

With our consultant network we help our clients especially in the implementation of strategic projects. Core topics are business expansion, sales & services, transformation & performance, and operations & IT. Through our product platform, we support our consultants with best practices on project approaches and tools. Together with our consultants, we pursue our guiding principle of "Excellent value for money" for the benefit of our customers.

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