



## Fit for Future

Company	Realisation - approach	Result
<p>A leading direct sales company with 2.500 sales representatives based in 150 locations in Europe</p>	<ul style="list-style-type: none"><li>• Analysis and presentation of the actual situation and hereby laying the focus on<ul style="list-style-type: none"><li>• group performance,</li><li>• key spots on country performance</li><li>• defining the key elements of the „fit for future programme“</li></ul></li><li>• Contents of „Fit for Future Programme“<ul style="list-style-type: none"><li>• <b>Operational Excellence</b> - to build an effective and efficient target operating model including structure on country and holding level processes and right sourcing</li><li>• <b>Business development</b> – to improve performance through dedicated BD Teams in each country and effective processes for generating new clients /industries and key account management</li><li>• <b>Sales Performance Management</b> – to focus on the improvement of quantity, quality and effectiveness of sales partners through sales support and management processes</li><li>• <b>M &amp; A</b> – identify top targets to add new business and enlarge coverage in new countries</li></ul></li></ul>	<ul style="list-style-type: none"><li>• Definition and set up of „Fit for Future Programme“ in the form of a strategy paper agreed upon with the management and the investor</li><li>• Definition and implementation of the new organisational structure for the holding and also the separate country entities</li><li>• Definition and implementation plan for a new sales operating model for the holding and each country entity</li><li>• Implementation plan for the restructuring of each department in the holding and for the respective country entities</li><li>• Analysis of and implementation plan for specific M &amp; A activities</li></ul>
<h3>Initial situation</h3>		
<p>A private equity company had acquired the majority stake hold in the direct sales company two years previously.</p> <p>To improve the performance of the direct sales company and achieve additional opportunities for growth the management and investors decided to develop a program „fit for future“ in Q4 2012 to be implemented by 2015.</p>		
<h3>Task</h3>		
<ul style="list-style-type: none"><li>• Preparation of the „fit for future“ programme , including analysis of strategy, market &amp; competition, management &amp; culture, cost &amp; efficiency, value chain &amp; processes and corporate steering</li><li>• Set up of the organisational project by mid December 2012 to implement the programme by 2015</li></ul>		