

Core Elements of a Successful Turnaround

Ended 3 Years of Revenue Stagnation

Analysing with
the Attitude of a
Researcher



Creating a
Willingness to
Change



Focus on People
Leadership as a
Success Factor



Securing
Sustainable
Results



Establishing
New Behaviors



Case Study - The 5 Core Elements of a Successful Turnaround

- **Industry:** Medical Technology
- **Function:** Sales and Country Manager
- **Topics:** Reorganization, Restructuring, Turnaround
- **Revenue:** €100 million at project start - €125 million at project end
- **Team Size:** 180 team members

The Starting Point: A Crisis with Many Facets

My mission was clear: Getting a loss-making business unit back on the road to success. However, the challenges were complex. Sales had been stagnating for years, the team was demotivated and lacked ideas, and the sales organisation had structural weaknesses that made a comprehensive reorganisation necessary. It was obvious that not only strategic changes were needed, but also targeted work with the people in the company to regain motivation and commitment.

The Plan: Clear Goals and Consistent Execution

In order to bring the organisation out of the red and realign it sustainably, I initially took over the operational management. This was essential to take on responsibility and build trust within the team. At the same time, we developed a new strategic direction, which has been complemented by additional resources and partnerships. However, my focus was not just on the structures and processes - the people were at the centre of my work. Their motivation and commitment were crucial to the success of the project.

The Path to Turnaround - A Structured Approach with 5 Core Elements

1. Analysing with the Attitude of a Researcher

To be able to take the right measures, it began with a comprehensive analysis of the situation. I took a researcher's approach: I held intensive discussions with all relevant stakeholders - from the company management to sales and back office to the co-operating dealers - in order to obtain as complete a picture as possible of the current situation. The aim was to understand what measures had been taken so far, what had worked well and where there was potential for development. It was equally important to recognise and classify the reasons behind the lack of motivation of individual team members and to evaluate the usefulness of existing tools such as KPI systems or CRM solutions.

2. Creating a Willingness to Change

Change begins in the mind - and this is exactly where I started. To create an awareness of the need for change and at the same time reduce resistance. I identified those team members who were in favour of change and turned them into multipliers within the team. Through targeted coaching and brainstorming sessions with regional managers, we were also able to bring skeptical colleagues on board. At the same time, I promoted

closer collaboration between the back office and field sales force to create synergies and increase efficiency.

3. Establishing New Behaviors

With clear goals in mind, we began to introduce new standards. The pricing strategy was optimised, the benefits of conferences and trade fairs were critically evaluated, and processes and procedures were standardised if individual approaches were not effective. All stakeholders were actively involved in this process - everyone should be part of the success.

4. Securing Sustainable Results

After initial successes became apparent, the aim was to secure these in the long term. We were able to build on what we had already achieved; necessary adjustments were continually made to ensure we could respond flexibly to changes. A strategic sales department was set up to achieve uniformity throughout Germany and to break up 'small kingdoms' within the sales regions. This measure made a decisive contribution to sustainably promoting sales and earnings growth.

5. People at the Centre: Leadership as the Key to Success

A key factor for success was focussing on the people in the project. I quickly built up strong relationships with everyone involved and actively integrated them into the strategy development process. Through targeted support and further development, it was possible to ensure that the team was able to master challenges independently at the end of my mandate. Appreciation, building trust and motivation to assume responsibility, were at the centre of my leadership work - because ultimately it is always the people behind the numbers, that make a project successful.

The Team Result: From Losses to Double-Digit Sales Growth

After three years of stagnation, we managed to achieve double-digit sales growth the following year and the division was able to emerge from the red another year later. At the same time, a motivated team was created that was able to continue growing independently. This success shows again that with a clear strategy, consistent implementation and a focus on people, even seemingly insurmountable challenges can be overcome.

Conclusion: Interim Management as a Success Factor

As an Interim Manager, I am not just a problem solver - I am a bridge builder between crisis mode and success story. This project proved once again how important it is not only to analyse figures, but also to take people with you. The key lies in a combination of strategic expertise, leadership and empathy.