

Case Example | Reducing Key Man Risk

Humatica helped to reduce deep rooted key-man risk in a mid-market machine builder buy-out through fact-based analysis and hands-on implementation.

BACKGROUND & CONTEXT

- Machine manufacturer
- €180M turnover, 4x revenue growth in 10 years, market share leader
- 2100 employees in Western Europe
- Stagnating sales and margin
- Difficulty in executing projects – delays and quality risks
- Difficulty in coordinating international production sites
- Recognized organizational management issues and risks

MEASURES

- Restructured entire senior leadership organization including potential analysis of top 47 leaders
- Promotion of other leaders into a robust senior executive team with external hires.
- Fundamental re-organization of key functions in the company (i.e. Product Development, Sales, Mktg.)
- Interim general management during transition
- Implementation of rigorous MbO and performance review processes

RESULTS

- Significant organizational risk reduction through empowerment of a robust executive team
- Released potential of 2nd level management
- Faster progress and success on multiple restructuring projects
- Firm mastered the dramatic downturn in late 2008/2009

HUMATICA APPROACH

- Organizational performance and behavioral benchmarking
 - altus employee survey of best-practice behaviors
 - 15 Structured interviews on key management processes
- Approximately two months required from start until finalized roadmap of specific changes agreed with the extended, global management team
- Benchmark core human processes against best practices
- Management workshops to agree on priorities, make decisions
- Define roadmap of changes to improve performance of the organization

