

Interim Management in the maritime sector - A story of success for A-ROSA and THREE60°.

In many industries, interim management still has the image of an unavoidable, expensive vacancy bridging or emergency solution in the event of a crisis. It can be, but it shouldn't be! My last mandate with the successful river cruise company A-ROSA (www.a-rosa.de/kreuzfahrten) shows the potential that an interim mandate can have for a successful company in terms of culture, organisation and costs: A story of success for A-ROSA, THREE60° and the Interim Management!



The initial situation:

After an intensive, successful consolidation phase and shareholder change, the management focused on growth of the company. In this phase, the director of the nautical-technical division left the company. The strategically extremely important procurement of a very innovative type of ship had almost come to a standstill. At the same time, the nautical-technical department was also to be geared to growth.

The start-up phase:

The first thing to do when starting as an interim manager is to build trust with all key people. Only on the basis of a trustful cooperation a proper inventory and organizational changes can be implemented sustainably. Trust is achieved through dialogue and reliability. This applies both internally and externally.

This includes a transparent communication of the function of an interim manager to the employees. It must be communicated that it is not "again a consultant who develops theoretical concepts", but an active manager who also implements what he says. A good interim manager can draw on his long-term experience in various management functions.

In this particular case, it turned out that the employees in the nautical-technical department welcomed the new, very transparent and cooperative management style and quickly played an active role in shaping the new developments. However, this active participation had its limits due to insufficient personnel capacities and a very high workload.

On the basis of the first inventory, the priorities of the mandate were adjusted in a joint discussion with the managing directors:

1. The strategically important procurement of the new ship type had to be carried out so quickly that commissioning was ensured at the beginning of 2021.
2. The personnel capacities were to be increased as quickly as possible and the functions of new built and operations were to be separated.
3. The organisational structures were to be geared to growth and optimisation of economic operations.

The results:

The results described below are not (only) based on my direct actions, but on the (re-)activation of the entire know-how of the "crew" and the quickly established, transparent cooperation. I always coordinated the process and important decisions with the management in a timely manner. In this respect, the successes are the result of the best teamwork in the company:

1. **The new ship:** The procurement process, which had come to a complete standstill, was not only reactivated - it was completely restructured, further innovations developed in cooperation with all departments and suppliers and completed after only about 100 days. In 2021, A-ROSA will launch by far the most innovative river cruise ship in the world on the market. The investment costs have been significantly reduced compared to the original offers.
2. **The staff:** After approx. 2 months, a new team assistant not only relieved the workload of the team in the short term, but also improve some operational processes and achieved significant cash in through structured management of insurance cases. After four and six months, two high-calibre managers took over the management of the new building department and operational department. The procurement was carried out via my network in the maritime sector. This not only saved head hunter costs, but also ensured that the competencies fit perfectly.
3. **The optimisation of the economic operation:** In close cooperation with all departments, a new cost tracking system was set up with relatively little effort. And the foundation was laid for process optimisation in order and invoice processing.

That was certainly very expensive!

For comparable assignments you have to assume a daily rate for a good interim manager of 1.200,- to 1.600,- Euro (without provider). In this specific case, my assignment lasted 6 months with 3 to 4 days per week. Against the background of the savings outlined above, my commitment to A-ROSA was obviously financially a very great success for the company.

But is that all this sustainable?

As Interim Manager of DDIM (The most important German Interim Management Association, www.DDIM.de) I am only committed to the success of the company. I am not measured by the number of pages of any reports and analyses, but exclusively by the impact on the company. Not only the monetary result counts, but also the sustainability of organisational measures.

The development of knowledge of domination is naturally forbidden. On the contrary: the goal is the best possible transfer of knowledge and know-how. So it was and is my great interest for the benefit of the company to arrange the transfer of management and leadership to the new executives in the best possible way and, after formal handover, to support them with advice and action if required. This applies not only to figures, data, facts and processes, but also to personnel and project management.

But an interim manager doesn't even know the internal culture!

Right! Therefore, an interim manager must always be selected according to the entrepreneurial requirements. But precisely because he comes from outside, he is unencumbered by possibly

encrusted structures and can bring new impulses into the company. In this specific case, the virtual walls of the nautical-technical area were torn down in just a few weeks and a very co-operative cooperation was established - Change Management at its best!

Conclusion

An interim manager can help a company to develop positively through know-how transfer, new perspectives and approaches - much faster and more practice-oriented than external consultants.

Questions?

For general questions on interim management, please refer to the DDIM (Dachgesellschaft Deutsches Interim Management e.V., www.DDIM.de).

If you have specific questions: Simply call me on +49 (0) 174 8221171 or have a look at www.THREE60degrees.de!