

4 detailed Project Examples

interaction of strategy execution / leadership / self-management



Cologne, 2017

AGENDA

- 1. Petroleum Industry: Project „Development of management team“ 03**
- 2. Tourist Industry : Project „Cultural Development“ 09**
- 3. Car Industry : Project „Leading Continuous Improvement Process“ 15**
- 4. Pharmaceutical Industry: Project „Accompanying Ensuring IT-Security“ 21**
- 5. KEYPLAY – About Us 27**

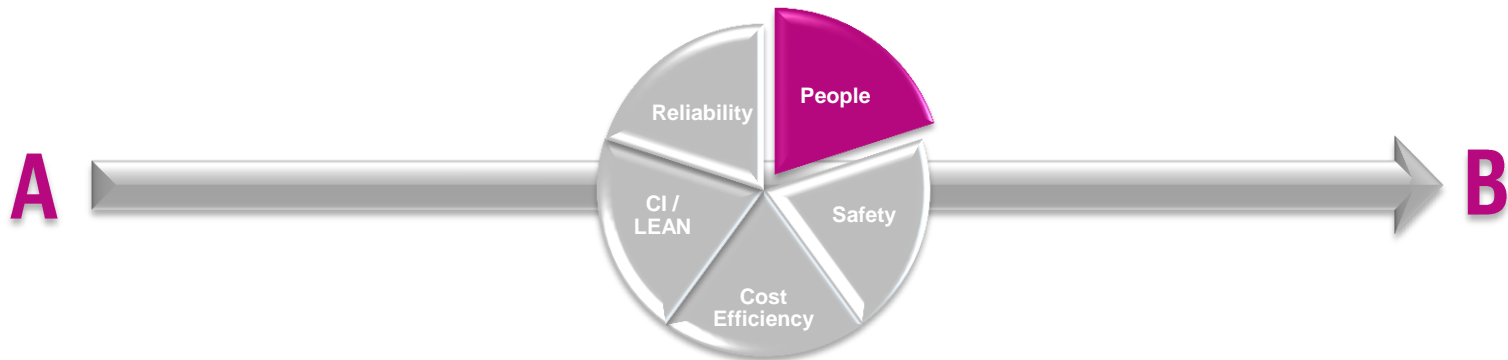
Project in petroleum industry

„Development of the management team “

- Global Player
- Number of Employees: 93.000
- Business Volume: 233,591 Mrd. US-Dollar

BUSINESS CASE

- A site desperately needs investment to keep its infrastructure competitive. The Board only wants to invest money in hardware when the “software” is fitting.
- This means that the “mind set” of the employees has to change into more personal accountability, seeing the bigger picture (more international than national) and being more open minded to changes in general.
- The leadership team has to focus on the human factor and has to think and act more strategically instead of being totally focused on the day-to-day business.

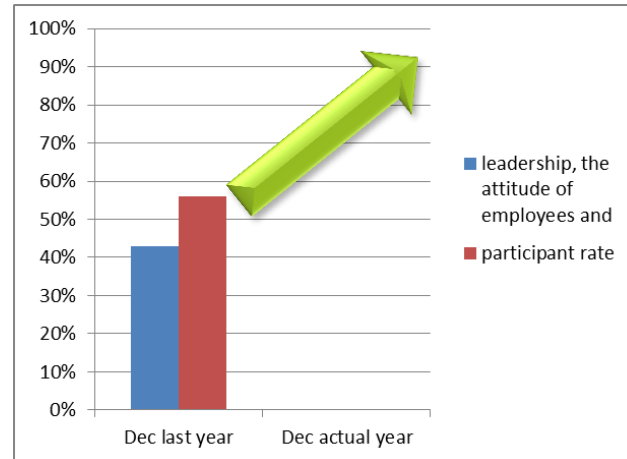


DELIVERABLES

The entire focus is on increasing the results of the employee survey which measures ...

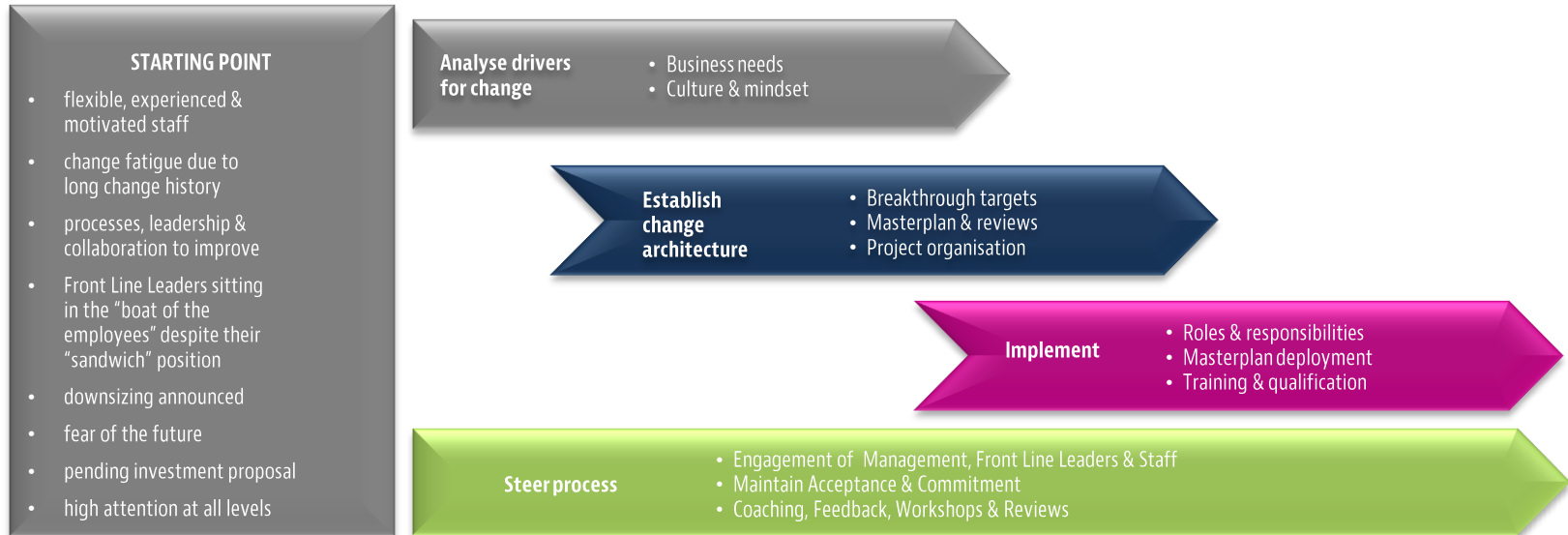
- leadership, the mind set (attitude) of employees and
- the participant rate

... at the end of the year.



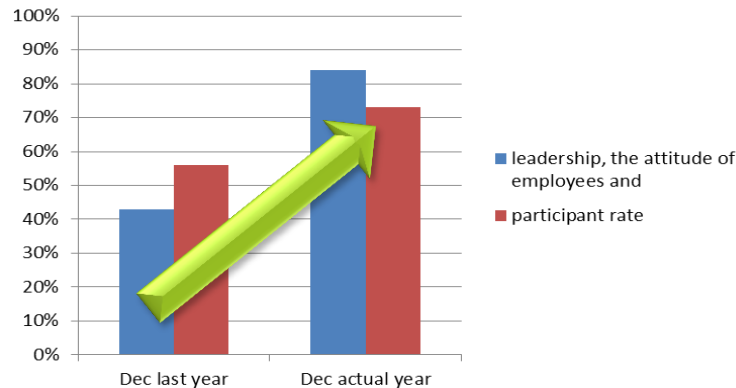
MEASURES

- Designing a change management approach to secure necessary investments.
- Two consultants were supporting over nine months.



RESULTS

- At the end of the year the surveys show an increase in ...
 - Leadership and the mind set of employees from 43% to 84% and
 - the participant rate from 56% to 73%.
- Finally: the investments were made.
- As a side effect we perceived much better results in terms of CI/LEAN (from no strategic plan to masterplan with breakthrough targets).



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Project in Tourist Industry „Cultural Development“

- National Online Service
- Number of Employees: 468
- Business Volume: 45,5 Mil. Euro

BUSINESS CASE

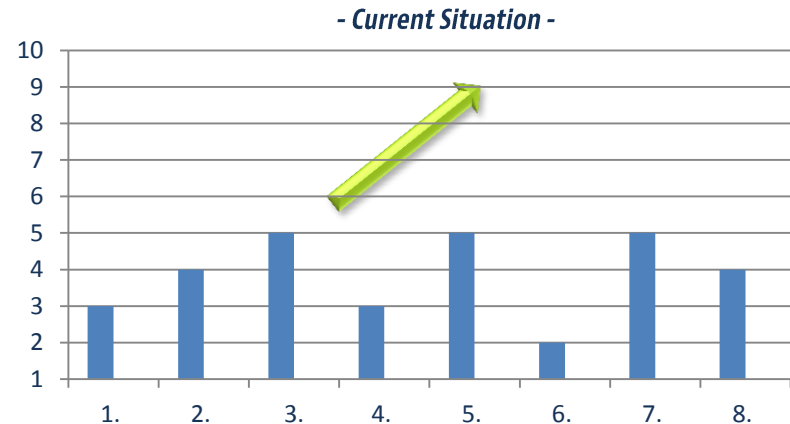
- The company was taken over by a competitor. The integration of the two corporate cultures and the implementation of strategic goals (speed!) requires to strengthen the management capacity.



- An appropriate leadership requires work in the following areas:
 - securing regular tracking / monitoring,
 - implementing a management system / a systematic approach that supports the transformation,
 - an executive team which formulates his leadership promise (behavioral anchors) and
 - strengthening the management team.

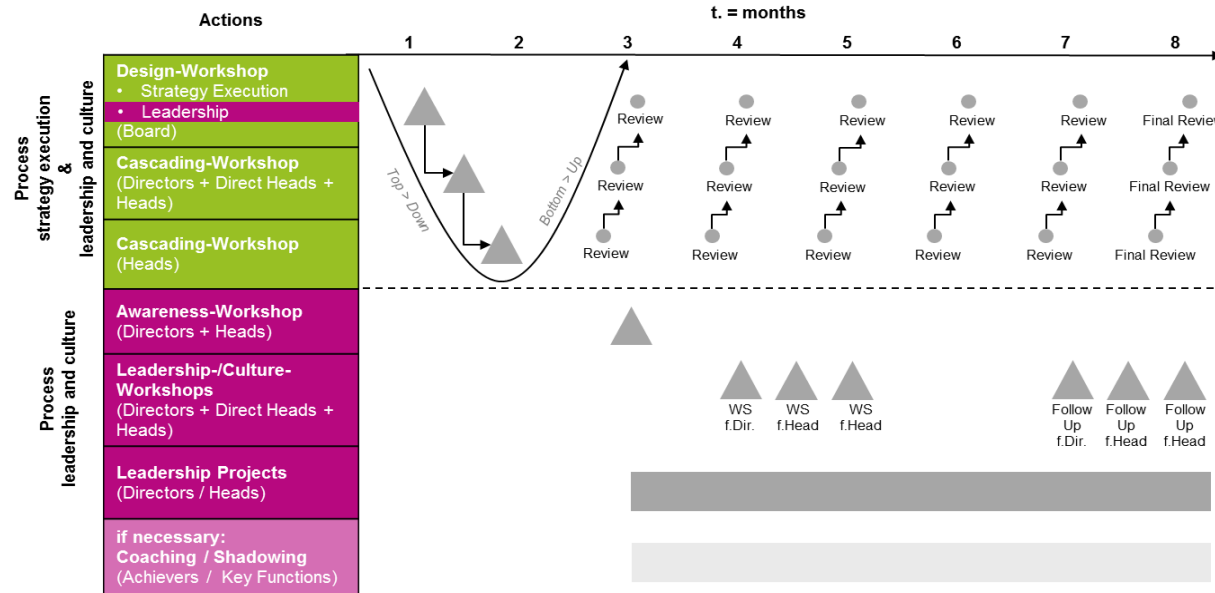
DELIVERABLES

- Key measures of successful change were the assessment of leadership skills of managers and process efficiency over a period of 8 months.
- Survey-questions were ...
 1. How well do managers encourage an open collaboration?
 2. How are changes adopted by the executives communicated positively?
 3. How well do managers ensure that urgent tasks are accomplished on time?
 4. How well do managers support innovative ideas of their employees?
 5. How well do managers push decisions?
 6. Does our management track issues until their final execution?
 7. Do our executives provide feedback in time?
 8. How well do our managers pay attention to our meeting culture (e.g. punctuality)?



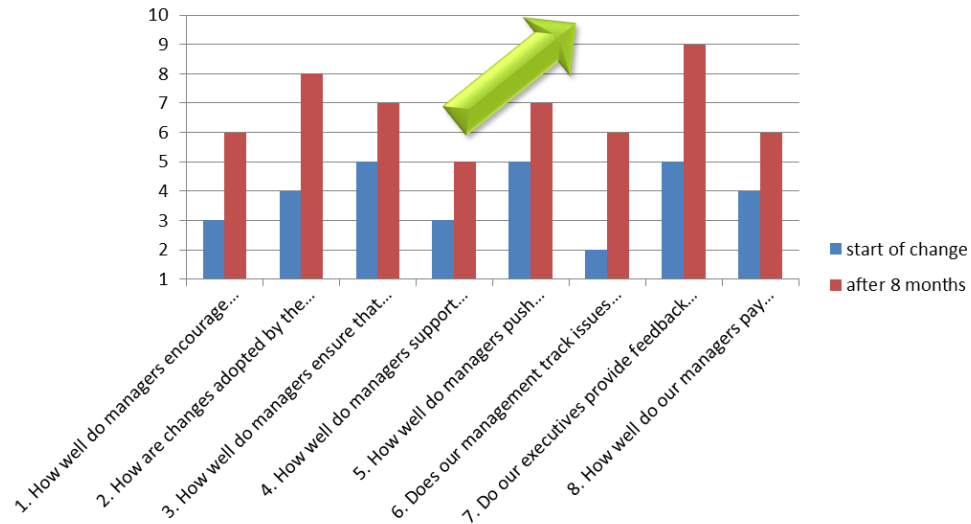
MEASURES

- Designing a change management approach to secure speed, leadership skills and changing the culture.



RESULTS

- After 8 months significant improvements have been made.
- The whole company's attention on leadership as well as a sustainable monitoring and support system led to excellent results.



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Project in Car Industry

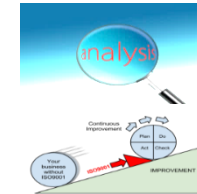
„„Leading Continuous Improvement Process““

- International Car Manufacturer
- Number of Employees: 199.000
- Business Volume: 149.558 bn. USD

BUSINESS CASE

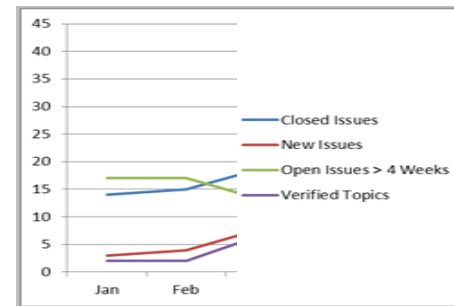
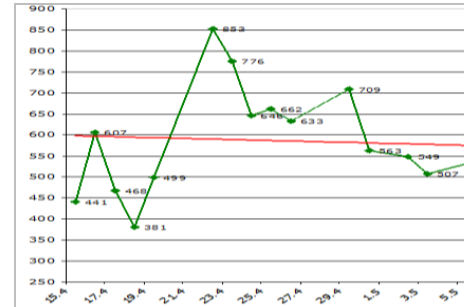
- Too many quality issues in the final assembly area lead to high costs of repair.
- Leadership is not focused enough on ...

1. detecting and analyzing defects
2. conducting continuous improvement process,
3. steering group work and
4. communicating relevant information across all three shifts.



DELIVERABLES

- **Parameter 1:**
reducing defect rate per 1.000 vehicles built in pilot area (A-System).
- **Parameter 2:**
increasing speed and quality of the continuous improvement process.



MEASURES

1. Process Consulting with two consultants for nine months.

- Fokus auf die Verbesserung der Qualitätskennzahl und optimieren den KVP / KAIZEN Prozess.

2. Reducing Defect Rate:

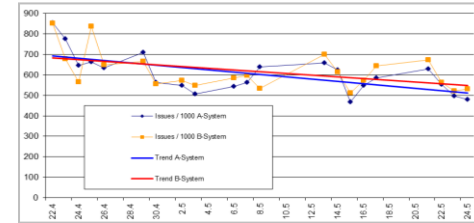
- Implementing and/or strengthening team structures
- Coaching and shadowing foremen and teamcoaches in topics such as clarification of processes and roles, problem analysis, visualization, job rotation, communication within the team, suggestions out of the team for termination and thus sustainably combating causes of errors (especially stray error).

3. Increasing speed and quality of the continuous improvement process:

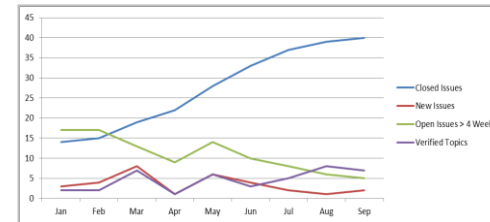
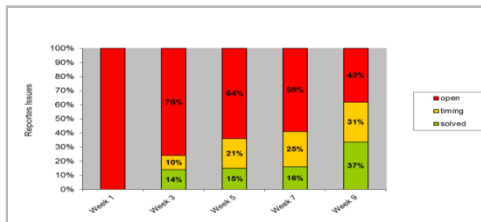
- Implementing a multi-stakeholder process across all three shifts.
- Coaching foremen and teamcoaches in preparing, conducting and monitoring the CIP-Meetings.
- Daily involvement of representative of leadership team in meetings.
- At least 1 weekly review with Area Manager.

RESULTS

1. In 6 weeks the defect rate of the supported A-System has dropped for 120 errors more than in the B-System (A: from 714 to 510; B: from 716 to 630).



2. Continuous Improvement Process on foremen level: within 6 weeks it reduced open issues by more than 30% (left); has established itself and has led to 40 improvements in 9 months in final assembly (right).



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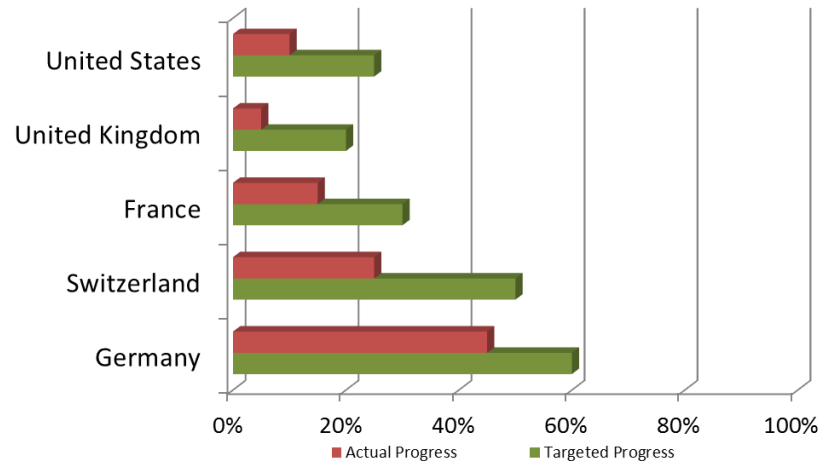
Project in Pharmaceutical Industry

„Accompanying Ensuring IT-Security“

- Global Player
- Number of Employees: > 100.000
- Business Volume: 42,2 bn Euro

BUSINESS CASE

- Customer decides on a IT Security Strategy. Roll out across all countries and business units begins in June 2014.
- End of December 2014 progress is made but not to the desired extent, project lead times are behind target.
- Significant resistance in some countries is perceived. Some business units are not fully aware of the urgency of the IT Security Strategy.



DELIVERABLES

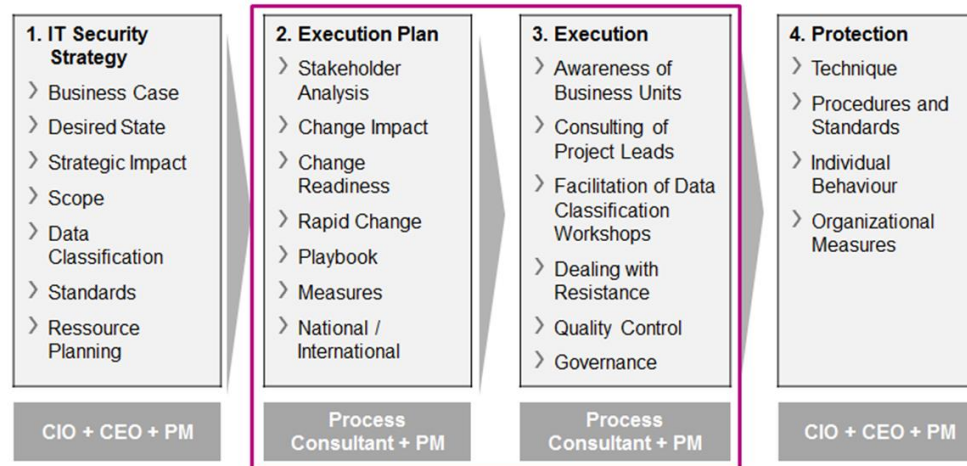
- Objective is to meet all timelines in a three months pilot phase.
- A comprehensive change management process should be developed and implemented.
- The pilot phase is facilitated by two consultants of LIEBRECHT RAU Performance Consulting.



MEASURES

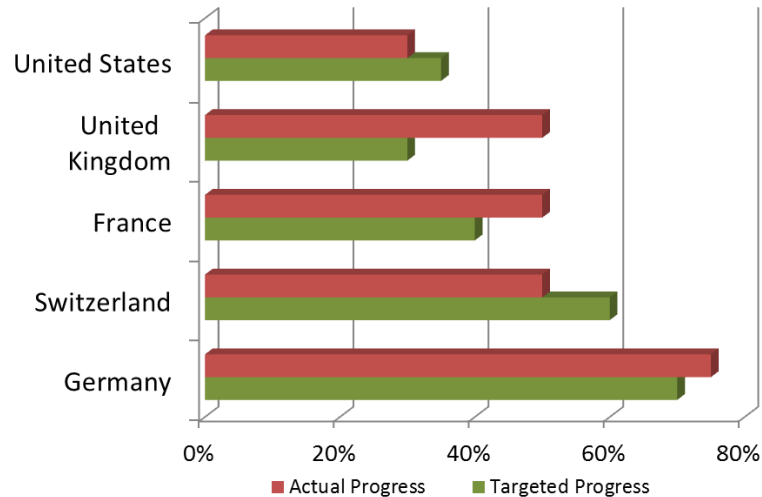
- Designing a change management approach that fits into the IT Security Strategy.
- Two of our process consultants shape and ensure a smooth execution process. Country project leads are identified, onboarded and trained based on our playbook.

— IT Security Process Architecture —



RESULTS

- The change management approach has significant impact on this project.
- After a three months pilot phase, the country project leads perform well, although there is still some resistance perceived in some of the countries' business units.



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Your partner at a crucial moment

No matter whether you are a company, an executive, a team, a specialist or a private person - KEYPLAY helps you to do the right thing in key moments or turning the tide.

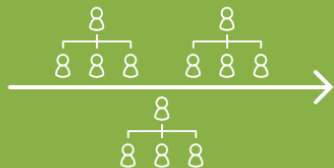
We prove this in consulting, coaching and change processes, workshop moderation, supervision, leadership seminars, team developments, conflict mediation and impulse lectures.

We'll support your execution process continuously on site or will assist you on a case-by-case basis with individual measures.



From concern to individual person – 3 x faster from A to B

— Services —



STRATEGY EXECUTION

Stay on track

Goal and milestones are formulated. Now you and your team “just” have to implement the given strategy. But mostly it fails due to a missing systematic and corporate culture. We help you coping with “just”, in which 70 percent of the strategies fail.



LEADERSHIP

Showing required leadership

It is an enormous challenge to manage others well in day-to-day business and in particularly delicate situations. We help you dealing with it and keeping calm. We help you onto the horse and ensure you stay firmly seated in the saddle.



SELF-MANAGEMENT

Acting goal-orientated

It is an enormous challenge to manage others well in day-to-day business and in particularly delicate situations. We help you dealing with it and keeping calm. We help you onto the horse and ensure you stay firmly seated in the saddle.

We enable new paths

— Work Philosophy —

convincing authentic



surprising humorous



unusual valuable

KEYPLAY keeps your goals in mind. Together, this is the only way to find the best solution. We know the right tactics and have the know-how to structure them, while paying attention to detail. In this way, we guide our customers personally and concentrated to long lasting solutions.

KEYPLAY will get you out of your comfort zone. We bring clarity and lightness into complex matters and challenge our customers with a positive bite. In this way, we create a pleasant base to tackle unpleasant aspects and challenges directly.

KEYPLAY is more than consulting and coaching. We do not just talk about solutions, we lend a hand. At the same time, we are moving onto new and unfamiliar terrain with our customers. This allows us to create new perspectives.

When it counts

— References (extract) —

- AUDI AG
- Bayer AG
- Cintellic GmbH
- Condor Flugdienst GmbH
- CWS-boco Deutschland GmbH
- Deutsche Forschungsgemeinschaft e.V.
- Ford-Werke GmbH
- Generali Deutschland AG
- Grundy UFA TV Produktions GmbH
- Heidland Werres Diederichs Rechtsanwälte
- Helvetia Schweizerische Versicherungsgesellschaft AG
- Hochschule Fresenius
- HOTEL DE GmbH
- Messe Düsseldorf GmbH
- Off Price GmbH
- Parasol Island GmbH
- Prinz Immobilien Consulting GmbH
- ppm planung + projektmanagement gmbh
- QVC Handel LLC & Co. KG
- Rhön-Klinikum AG
- Ritzenhoff AG
- Shell Deutschland Oil GmbH
- Toyota Kreditbank GmbH
- Universitätsklinikum Köln
- vertbaudet Deutschland GmbH
- Zwilling J.A. Henckels AG

We stand by your side



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Since 1999, Volker Rau has been supporting companies, teams, executives, professional experts and private individuals in reaching their goals - as consultant, coach and stimulator in crucial moments.

As founder and CEO of KEYPLAY, he and his team combine consulting know-how, entrepreneurial expertise, experiences from permanent employments in companies and knowledge from competitive sport to a successful mixture.

Volker Rau was born 1973 in Hamburg, married and father of two children.

Special expertise:

- strategy execution, change management, culture development
- coaching / supervision focussed on: leadership, positioning, decision making, dealing with conflicts, stress management
- leadership development
- unit/team development processes
- speaker and university lecturer