



ELLA

excellent leaders
leveraging assets



ELLA

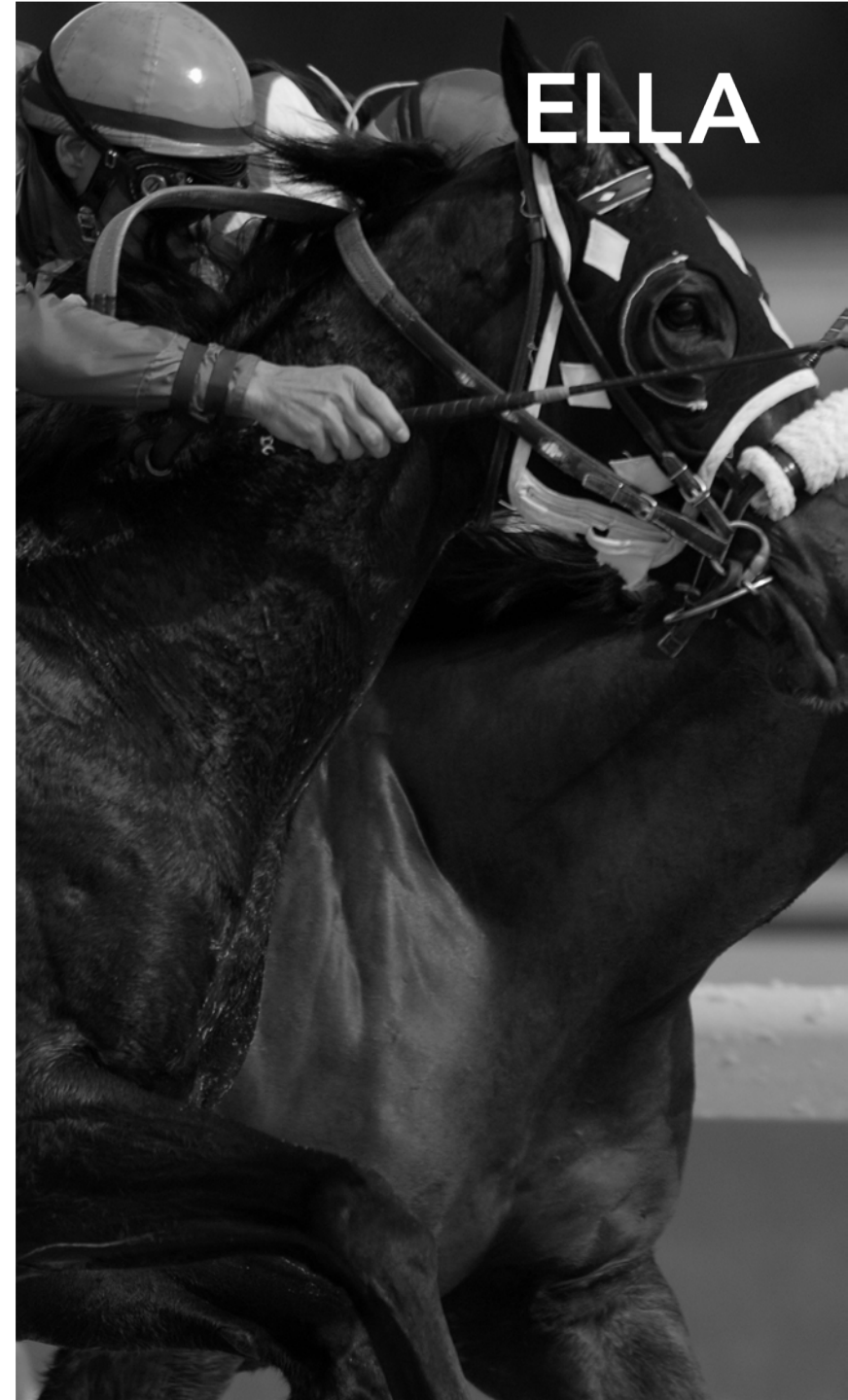
Our commitment: Your advantage

- for Entrepreneurs
- for Investors

Team ready to go

We save your time due to ...

- Long-term collaborating executives
- Roles allocated and defined
- No storming or warm up required
- Focus on joint success





ELLA

Straight to target

Our services

- Driving integration after acquisition
- Changing ambitiously strategy and culture
- Restructuring effectively and efficiently
- Preparing profitable sale and rapid exit
- Managing special events successfully (crises, insolvency, massive growth)

Leading your company to the top

Our credo

- Clear decisions: analysing profoundly to establish the winning strategy
- Promptness & decisiveness: avoiding change resistance
- Achievement of targets: empowering team, maximising value
- Passionate workforce: communicating convincingly
- Prosperous future: building an outstanding management board
- Exclusive know-how: deploying our expert network, e.g. on digitalisation, HR excellence



Dipl.-Oec., MBA

Alexander Pfurr

International high-flying

Sales professional and CEO

since more than 25 years in
the capital goods industry.

Profit growth by sales increase
and acquisitions.

Starting position

A group company intended to make a hostile takeover of the No 2 in the market with the intention to create the market leader in Europe and South America. The target company was privately owned and managed by a family.

Analysis

To guarantee a successful takeover the acquisition had to be done incognito. Further, the intercultural challenge of a German and a Spanish workforce as well as two different company cultures (a group company vs. a family owned business) had to be bridged. The long-lasting grimly market competition between the two companies was a further hurdle.

Change

A taskforce was established to manage the merger as well as the integration. Beside the evaluation of the two companies, the main attention was drawn on a detailed appraisal regarding the willingness of key personnel for integration as well as the capabilities of both management teams.

Success

As a positive result only few top managers were lost, and thus, a successful integration of several service locations and the centralisation of production was achieved within 12 months only. Subsequently the ambitious targets regarding market growth and profitability were realised according to business plan.

M&A plus Integration Business Case

Starting position

After a successful acquisition of a privately owned Steel Service Centre by a group company, the anticipated synergies had to be realized by integration of the entities.

Analysis

In order to avoid any kind of frictions the two managing boards had to collaborate. Giving equal rights to both boards and nominating early in advance on the new leadership team, was deemed being the key for a swift and efficient integration.

Change

A transparent change process was agreed, allowing an exchange between the merged management boards at eye level. This allowed to create a NewCo with the flexibility of privately owned entrepreneurship combined with the diligent processes of a group company.

Success

This brave approach generated quick wins. After 12 months a two digit EBIT margin was achieved with increasing revenues. The new leadership team became a powerful unit taking high responsibility, creating sustainable values.

Integration

Business Case

Starting position

A premium producer of off-highway components lost significant market share and consequently made losses.

Analysis

As several measures initiated by the board didn't change the performance, it seemed evident that the current management team was not capable to turnaround the business.

Change

A new management team was appointed and it developed within six months an ambitious restructuring plan reducing the cost and enhancing the production performance. A new efficient and market-oriented organisation was implemented by empowering the entire first and second management level.

Success

Higher revenues by introduction of new products and the short-term cost savings led to growth and profit.

Restructuring Business Case

Starting position

A European Company being a special purpose machinery provider in the airport industry suffered from losses. Sole option to survive was to increase the revenues.

Analysis

As the key market was the USA, a North America strategy needed to be developed. The assessment showed a gap in the understanding of this market and in management resources, preventing the company to enter this market.

Change

A manager was recruited and got the target to start the new business at record speed including of a local production site. Awareness raising workshops, training of local staff by German Expats and training sessions in Germany boosted the performance.

Success

Midterm revenues increased tenfold and the market share quintupled.

Globalisation Business Case

Starting position

A railway component producer with market share of 70% in Europe, decided to continue growth by entering into a new market segment based on market liberalisation.

Analysis

To defend the leading position in the segment against the competition, a new product line needed to be designed and delivered with 18 months. Financially the ROI had to be well below 2 years.

Change

The divisional board appointed a cross-functional taskforce out of best performers to increase capacity within the timeline and ROI target, and thus, to maximise EBIT. Furthermore the flexibility to ramp down needed to be assured.

Success

The production capacity was increased on time by 100% and the EBIT was doubled. The flexible production capacity concept showed its benefit during the economic crises in 2008 and later. When the worldwide market for transportation collapsed, the company down sized the staff with a nearly neutral impact to profitability.

Organic Growth

Business Case

Crisis management

Business Case

Starting position

A high-tech railway project with more than one billion revenues was delayed after three years by two years already. The customer threatened with the cancellation of the contract.

Analysis

Due to several changes of the scope and the design, production targets and quality requirements were not met. Joint conclusions of the route causes led to the decision to change the project management.

Change

Both parties changed the project leaders and a new ambitious time line with a back-stop date for the first functional acceptance test of trains was agreed. In team-workshops a new vision and a challenging schedule were agreed. Targets were broken down to the teams and rigidly controlled.

Success

After one year and two weeks before the back-stop date the could approve customer the successful functional tests of the first two trains. The outstanding team spirit were the key for a sustainable stabilization and the further collaboration.

ELLA

excellent leaders
leveraging assets

Your Contact Person

Alexander Pfurr

+49 173 8793894

Disclaimer

The information provided in this document is for general information purposes only and to be exclusively used for the limited purpose intended.

All information in this presentation is provided in good faith, however we make no representation or warranty of any kind, expressed or implied, regarding the accuracy, adequacy, validity, reliability, availability or completeness of any information contained in this presentation.

Under no circumstances shall we have any liability to you as a reader or any third party for any loss or damage of any kind incurred as a result of the use of this presentation or reliance on any information provided within.

Further more neither you nor any third party may copy or distribute this presentation to any third party without our previous written approval.

The receipt of this document constitutes the approval of the said above.

ELLA
excellent leaders
leveraging assets