

THESIS ON SOCIAL SCIENCES (Economics)

**INTERIM-MANAGEMENT-DEPLOYMENTS  
IN AN INNOVATION- CONTEXT**

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**Dissertation was accepted for the commencement of the degree of Doctor of  
Philosophy on Social Sciences (Economics) on August 26, 2005**

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Commencement: September 9, 2005

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ISSN 1406-4790

ISBN 9985-59-565-3

TALLINNA TEHNIKAÜLIKOOL

**AJUTISE JUHTIMISE EFEKTIIVNE RAKENDAMINE  
INNOVATSIOONI JUHTIMISE KONTEKSTIS**

JÜRGEN BRUNS

Tallinn 2006

Majandusteaduskond  
Ärikorralduse Instituut  
TALLINNA TEHNIKAÜLIKOOL

**Dissertatsioon on lubatud kaitsmisele Filosoofiadoktori teaduskraadi  
taotlemiseks Sotsiaalteadustes (Majandus) ... aug. 2006**

Juhendaja: Prof. Maksim Saat, majandusteaduskond

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ISSN 1406-4790

ISBN 9985-59-565-3

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## 1. Introduction

Management models, which were promoted during the last century, did not always aim for innovation as a core task of enterprises, but other topics suppressed them. For example, during the fifties and sixties smooth processes and productivity dominated. Later, long-term planning and control of uncertainties were added. Only since access to global markets has become a decisive bottleneck, and the hyper-competition makes survival difficult, innovation has been resurrected again.

Thus, besides the abilities and skills of the management - prepared through the focus on business culture, human capital and empowerment - new forms of management come to the forefront, and there should not be a hesitation in applying them to the whole organization of enterprises. Schumpeter tells us that innovation must not be restricted to the occasional stimulus given for new products.<sup>1</sup>

Due to these challenges the requests on enterprises continuously grow, if they want to successfully operate in the highly developed industrialized nations, and if they want to succeed in global competition. The transition from a production- to a consumer market leads to additional competition of ousting. Enterprises can only realize the demands of consumers for innovative products at competitive prices if the factors *time*, *costs*, and *quality* are optimized.<sup>2</sup> Thus the complexity of the process of performance increases with mutual effects on the different levels of the chain to add value and the resulting problem in optimizing time, costs, and quality, the entrepreneurial innovative task cannot be accomplished with only internal management resources and know-how within an acceptable time and without violating especially the criterion of costs. Additionally due to the lean management culture, the flexibility of an enterprise in cases of the quick availability of management resources for time-critical projects does not exist, and this leads to management-shortages in business organizations on a regular basis. At the same time the decreasing half-life of know-how and the shaping of networks and alliances lead to the necessity of cooperation with the outside environment. The temporary implementation of new and innovative forms of management – namely the Interim-Management – appears to provide a flexible option of managing such challenges, because it allows the acquisition of the needed management know-how for innovation ‘just in time’ at affordable costs.<sup>3</sup> Therefore, the concept of Interim-Management

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<sup>1</sup> Stahl/v.d. Eichen (2003): Vorsicht „Innovationsmanagement“, p. 14

<sup>2</sup> Gleißner / Weißmann (2001): Unternehmenserfolg

<sup>3</sup> Refer to Bloemer (2003): Interim-Management, p. 11 and p. 40

raises now possibilities for seeing the Interim-Manager as an exemplar or prototype of the 21<sup>st</sup>-century worker.<sup>4</sup>

### **1.1. Innovation as an Elementary Task of Enterprises**

All activities of enterprises must focus on securing long-term competitiveness, and thus the first objective is to earn profits. The goal-system therefore is composed of increasing the returns and reducing costs. Aspects of the optimal combination of the factors labor, business means, and material still play an important role in this goal-system.<sup>5</sup>

#### a) The business managerial significance of innovative enterprises

After years of cutting costs and expenditure through re-structuring, reducing the number of employees, returning to core tasks, outsourcing, and similar measures, tasks that can increase profits become increasingly the center of interest. To increase profits, usually new products have to be placed on the market, because only through innovation new potentials for growth and resulting profits can be developed.<sup>6</sup>

Already in 1912 Schumpeter disseminated this discovery in his ‘Theorie der wirtschaftlichen Evolution’ by emphasizing the process of creative destruction of the old by the new, and the central role of innovation for dynamic development of enterprises and markets.<sup>7</sup> After all, all reflections about innovation are based on the conviction that entrepreneurial strength depends on successful products, the market position, and an optimal chain of added value.<sup>8</sup>

As a result of this the management of innovation has become increasingly the object of interest of researchers and managers during the past years.

Since the object of research focuses on the innovation context, the term ‘innovation’ as it relates to the theme, will be studied closer.

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<sup>4</sup> Inkson, et al (2001): The Interim-Manager: Prototype of the 21st century worker? p. 259-284

<sup>5</sup> Refer to Charakterisierung der Unternehmen als System u.a. Wöhe (1996): Allgemeine Betriebswirtschaftslehre, p. 5 and Gutenberg (1983): Grundlagen der Betriebswirtschaftslehre, p. 10

<sup>6</sup> Dehr (1991): Die Unternehmung als Kreativitätssystem, p. 7

<sup>7</sup> Refer to Schumpeter (1912): Theorie der wirtschaftlichen Entwicklung, p. 50 ff.

<sup>8</sup> Porter (1992): Competitive Advantage, p. 30 ff.

Conceptually the term ‘innovation’ is used as a summarizing term for the whole process of advancement (innovatio (lat.) = creation of something new, renewal). Thus every type of innovation, which is discovered, carried out, or accomplished, is subsumed under this term.<sup>9</sup> Schumpeter<sup>10</sup> distinguishes clearly between the invention on the one hand and the realization and utilization (also called enforcement) on the other hand, although he does not use the terms ‘invention’ and ‘innovation’, which are used in the more recent literature.

According to Specht, Beckmann<sup>11</sup> and Marr<sup>12</sup> innovation in a narrow sense is ‘the introduction of new product into the market, the start of a new process of production, or the development of a new service’. Only in a wider sense does it include the whole process from the invention until the introduction to the market. Brockhoff completes the term ‘innovation’ by adding diffusion (diffusio (lat.) = flowing apart, in the sense of becoming wider) and imitation (imitatio (lat.) = imitation).<sup>13</sup>

This is especially to do away with the misunderstanding that one can only talk of an innovation when a brilliant new idea has appeared in an enterprise. Of course, enterprises are interested in producing a world famous new product (‘big bang’ innovation), which advances the enterprise and its markets as well. However, most innovations are much less spectacular. A distinction can be made between a basis innovation, which contains some revolutionary leap of development (nuclear energy, microchips), and normal innovations, which consist of small steps (e.g. optimizing by simplification, or acceleration of working processes).

Normal innovations should not be underestimated in their economic significance. In their totality and over a longer period of time they can affect considerable changes. Most innovations are not ‘original’ but ‘deducted’. The latter are practiced already in the same form in other enterprises, in other business areas, or in other countries. From the view of the enterprise, which introduces the change, they are something new and therefore an innovation. Therefore, enterprises that go through a process of change, in the widest sense can be considered innovative enterprises. The point is that a new combination of existing production factors have to be developed and realized.

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<sup>9</sup> Schrader (1996): Innovationsmanagement, p. 744 ff.

<sup>10</sup> Schumpeter (1912): Same as above, p. 70 ff.

<sup>11</sup> Specht / Beckmann (1996): F & E Management, p. 20 ff.

<sup>12</sup> Marr (1993): Innovationsmanagement, p. 1796.

<sup>13</sup> Brockhoff (1999): Forschung und Entwicklung, Planung und Kontrolle, p. 30 ff.

In the following explanations the term ‘innovation’ will be dealt with in a comprehensive way. This will be done against the background of an all-embracing observation of the problem.

An innovation in the broader sense exists, when a strategic or organizational task can be carried out better than previously from the viewpoint of content and method. In doing so it should be considered that the innovation can also consist of a more advanced problem-solution for the enterprise.

#### b) The economic significance of innovative enterprises

The German economy is ranking in terms of GDP number 1 in Europe and number 3 worldwide behind the USA and Japan.<sup>14</sup> With its solutions for problems, which it develops together with its processing partners, it contributes to significant technical innovations also in other areas such as the automobile industry, construction industry, chemical- and pharmaceutical industry, or in the electronic industry, and thus it is an engine of innovation for the whole world economy.

Without innovation no branch of the industry has the possibility of choosing its location or to survive, because without innovation we would see a creeping de-industrialization of countries in the global competition. The law that capital moves to the place where it can earn the highest returns has become full reality today through making the factor ‘work’ flexible in sharing work internationally, and it leads to the shifting of productions to so called ‘low wages countries’. Additionally, the optimal location of capital leads to a situation with ‘old’ products – products, which have reached the end of the life cycle – thus the factor ‘work’ and the associated costs, e.g. raw materials, becomes the deciding factor about the location of the production, and thus to the question in which country the highest added value can be achieved. Therefore, without innovation, no business model, no location, and no country can survive in a global economic world.<sup>15</sup>

From a macro-economic viewpoint this applies especially also for the countries that joined the EU internal market within the expansion project in 2004. In building and expanding a domestic (EU-) market presently existing and relative advantages in the area of wages as incentives for direct investments, are only of a temporary nature – something for which the example of Portugal joining the EU provides evidence.

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<sup>14</sup> Federal Statistical Office Germany, International Surveys 2003

<sup>15</sup> Porter (1990): The Competitive Advantage of Nations, p. 544 ff.

Additionally, through the increasing internationalization of markets the differences in costs are gradually balanced. The argument of low wages, which from the perspective of the USA applied almost to all other countries during the fifties and sixties, today applies only with limitations even to the so called 'countries at a threshold' (e.g. the ten new member countries that joined the EU in 2004).

Whatever, with the fall of the last remaining trade barriers in 2004, the new EU members face considerable pressure from rationalization, lower costs, and innovation, in trying to preserve existing and creating new jobs – and this is not least so because of the introduction of the Euro.<sup>16</sup>

Referring to Michael E. Porter (ref. to figure 1) many of the new member countries are still in a phase 'driven' by investments, which means that their competitive advantage with other countries in the strive for prosperity is due to low labor costs and the fact that the development of the enterprise is mostly based on material and immaterial goods.<sup>17</sup> Some of the new countries, e.g. Estonia, with an economic growth rate of 5.6% in 2002 (ref. to EU average of 1.1% in 2002)<sup>18</sup> in accordance with an Estonian study on innovation<sup>19</sup> are already in the transition towards a phase driven by innovation. The feature of this phase is that the competitive advantage with other countries can only be maintained through developing new and better products, services, and processes.

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<sup>16</sup> Rödl & Partner (publisher et al.) (2002): Mittel- und Osteuropa-Perspektiven, p. 93

<sup>17</sup> Porter (1990): The Competitive Advantage of Nations, p. 546 ff.

<sup>18</sup> Machold (2003): In Athen wird der größte Wirtschaftsblock der Welt Realität (referring to Eurostat), p. 14.

<sup>19</sup> Kurik et al. (2002): Innovation in Estonian Enterprises

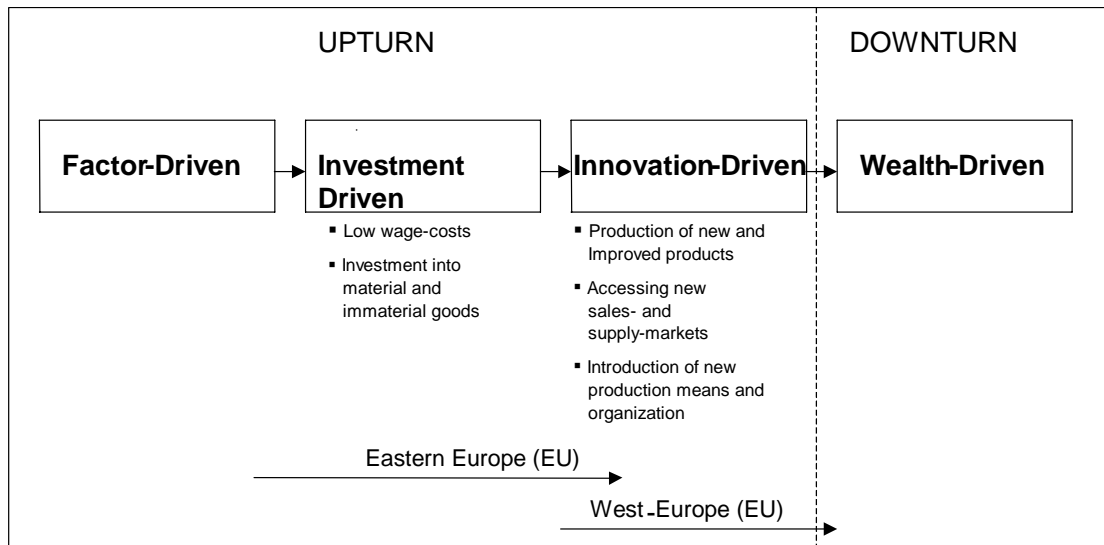


Figure 1: M.E. Porter's 4-Steps-Model of the National Competition Development

In the long run all national economies in the new EU-countries have to develop further, not only in order to adapt to the opportunities and risks of sharper competition, but also in order to help expand and stabilize the EU economic area. The innovative abilities of enterprises will naturally play a key role in this process.<sup>20</sup>

## 1.2 Interim-Management as a Flexible Form of Work

An increasing complexity of profitable products and technologies has been observed during the last years. Through increasingly differentiated requests from the clients the complexity as to the diversity of variants is additionally increased. On the whole a bigger potential of technologies is derived from this.<sup>21</sup>

Furthermore the medium life span of products is constantly becoming shorter.<sup>22</sup> The effective and efficient *human resources management* in the sense of a 'just-in-time' provision of qualified specialists from the product development phase until the phase of introducing in the market is in the forefront.

In coping with this new challenges of complexity, the implementation of a network of specialized resources is necessary. In most cases this means an increase of highly qualified employees,<sup>23</sup> and this again requires better coordination and control.<sup>24</sup>

<sup>20</sup> Kurik et al. (2002): Innovation in Estonian Enterprises

<sup>21</sup> Towner (1994): Four Ways to Accelerate New Product Development, Long Range Planning, p. 57 ff.

<sup>22</sup> Wildemann (1992): Zeit als Wettbewerbsinstrument in der Informations- und Wertschöpfungskette, p. 15 ff.

<sup>23</sup> Specht and Gerhard (1999): Beteiligungen unternehmensinterner Funktionsbereiche am Innovationsprozess.



In practice several problems of optimization for the *human resources management* arise from this as to the aspects of time, costs, and quality, and other restriction that must be observed. Here the employment of Interim-Managers offers a good option in balancing-out these criteria to its optimum. The required time, cost, and quality criteria can be fulfilled at short notice, at comparatively low costs with high quality and expertise.

#### a) Significance of the Problem-situation in the Practice

As mentioned in the beginning, the intensity of international competition and the speed of innovation are growing. The necessary speed of reacting to global markets with both, the resulting opportunities and risks, many enterprises are under high time pressure as to the acquisition of qualified management resources. Additionally the half-life of knowledge decreases constantly – a problem, which cannot be solved only within the enterprise. New and expanded forms and demands to the *human resources management* result from this.

This is especially true for the management resources, which partly are affected more than the financial restrictions, due to insufficient know-how and competency in dealing with competitive opportunities and avoiding competitive risks. In a European economic zone at the beginning of the 21<sup>st</sup> century, a zone, which marked by slow growth and generally high under-employment, the tendency is that innovative strength in enterprises and the know-how competency of employees comes to the center. Especially smaller and medium sized companies often have a personnel structure marked by moderate specialization, and this leads to a lack of know-how and specialist knowledge in certain development phases of an enterprise. But also in larger enterprises, which have ‘slimmed’ themselves for reasons of cost-saving, or cannot recruit competent management on the market in the first place, a lack of know-how can be observed. Thus, these enterprises often see themselves unable to react to certain market challenges with the existing management resources. According to a recent study it is estimated that the German economy has wasted a three digit billion Euro amount in 2002 due to the fact that 87% of all projects performed parallel to the day-to-day-business have not been completed successfully.<sup>25</sup> The main reason is deemed to be the lack of qualitative and quantitative management resources.

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<sup>24</sup> Spur (1997): Aspekte der wissensgetriebenen Produktion, p. 6 ff.

<sup>25</sup> Gröger (2004): Studie Projektmanagement

Against this background and in the wake of the globalization and restructuring of markets due to displacement and deregulations, enterprises are confronted with the necessity to provide the required management resources as well from a quantitative and qualitative aspect in a flexible way.

Exceptional situations and tasks, which differ from the normal management routine, seem to become more frequent and demand increasingly special human resources for their solutions.<sup>26</sup> The temporary employment of an Interim-Manager represents a flexible option of supplementing the enterprise management – an option, which allows the provision of the respective needs of the enterprise for providing management resources ‘just-in-time’.

For example, the temporarily employed management has the task to start the production of a new plant in China, to set up a sales network for an American product in Germany or a logistic system in Eastern Europe for a French producer of cosmetics. It is exactly here – in a situation where enterprises demand highly qualified human resources with precise knowledge of the typical situation of the market in a certain country, but on the other hand are confronted with high investments due to personnel costs (e.g. in Germany) and a restrictive labor law, and the know-how in markets such as Eastern Europe is not sufficient for investors – that enterprises more and more hire managers on a temporary basis instead of building up additional personnel capacity for the task. This is a natural reflex of enterprises to the need of shaping organizations in a flexible way.

Due to the growing intensity of competition and the increasing importance of coping with environmental complexity for the sake of the all-over success of an enterprise, deficits in the know-how of the management will lead to economic setbacks – more so than in the past, when erroneous decisions in choosing the management was (often) covered up by the higher profit margins and strong growth of seller-markets versus the buyer dominated markets of today.

Numerous indicators show that in practice there are still many barriers to be overcome when an Interim-Manager is hired. But it cannot be assumed that the problems most frequently mentioned in conferences, in the daily press, or in scientific literature do actually have the greatest weight in practice. For example the so-called transferability of know-how and do-how through Interim-Managers is discussed intensely. However, missed market opportunities due to delayed product introduction, or the failed patent protection due to not deploying a specialized Interim-Manager, or the insufficient formulation of an alternative solution, are mostly ignored.

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<sup>26</sup> Mugler (1995): Betriebswirtschaftslehre der Klein- und Mittelbetriebe, p. 120 ff.

Therefore in practice the situation-specific transfer of managers in enterprises – adapted to the situation of the market and enterprise is a big challenge for today's human resource management – is difficult. High recruiting costs, high running costs, and especially a time period of 6 – 12 months at the best, are major problems in the adaptation of management resources to the market situation.<sup>27</sup> The enterprises themselves are also not enough familiarized with the employment of Interim-Managers as an alternative to the conventional way of employment.

The permanent question of optimization caused by the rules of competition and with its mechanisms of selection and innovation, and the connected challenges to provide quantitative and qualitative management resources on time at affordable costs in form of Interim-Management solutions, is an invitation to a scientific discussion.

#### b) Theoretical Discussion of the Problem-Situation

The spectrum of published literature about management so far is of great variety. It ranges from the theoretical discussion of leadership theories to empirical research about styles and attitude to leadership, leadership-efficiency and typology of leadership personnel.<sup>28</sup> A comprehensive systematization of these works is compiled in Stogdill's Handbook of Leadership.<sup>29</sup> A more detailed presentation at this time is of limited interest, because although this literature is relevant for Interim-Managers, it is not specific. In corresponding places (of this thesis) reference will be made to some of these works and researches.

In the literature that deals with questions of strategic management, the so-called 'content approach' discusses the internal factors of success in innovative processes.<sup>30</sup> This part of the literature is responsible for 'what kind' of key-persons are necessary in the innovation process, such as 'product champion', 'gatekeeper', and 'business sponsor', in order to determine their roles. The need of these key-persons is undisputed but in itself insufficient for securing long-term innovative success. The activities of these persons during the innovation process should be object of closer scientific research for the so-called 'process approach'. This part of the strategic management literature mostly deals with the management of processes of change (change management).<sup>31</sup> The 'process-theory-approach' tends to develop models (e.g.

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<sup>27</sup> Bloemer (2003): Same as above, p. 20 ff.

<sup>28</sup> Staehle (1991): Management – eine verhaltenswissenschaftliche Einführung, p. 25 ff.

<sup>29</sup> Bass (1965): In Stogdill's Handbook of Leadership, p. 43-96.

<sup>30</sup> Rothwell (1992): Successful industrial innovation, p. 221

<sup>31</sup> Trott (2002): Innovation Management and New Product Development, p. 91

organizational networks), which describe the necessary prerequisites ‘how’ a certain result can be achieved in an innovative environment.<sup>32</sup> Interim-Management rather belongs to the ‘process-approach’, because it aims to bring higher innovative capacity in enterprises through the management of changes, although it can at the same time physically fill the classic role of the ‘content-approach’ as well. In this sense the Interim-Management takes the place of a complementing and connecting link within both direction in the literature.

Publications, which directly deal with the Interim-Manager, are generally limited to the discussion of the deployment of Interim-Managers as one of many instruments in dealing with personnel. Referred book or journal-literature and reliable empirical data to this topic can be found only rarely.<sup>33</sup>

Beyond this no literature exists, which deals with the Interim-Manager as a service provider for enterprises, and which researches its economic significance as to the increase of the innovative ability of enterprises. Especially the business management implications of this type of management and their factual effects on the respective strategic and organizational measures in enterprises has neither been included nor empirically researched.

### **1.3 Objective of the Thesis and Thematic Boundaries**

An analysis of the literature shows that until now a comprehensive concept for the flexibilization of management resources in innovative enterprises does not exist. Therefore it is the objective of this thesis to develop and explain a concept of flexible and interactive Interim-Management deployments, in order to overcome complexity-driven innovative barriers in German enterprises, and on the other hand to show that such a concept is fundamentally also suitable to increase the innovative potential in Estonian enterprises. In doing so it is attempted to explain the evolution and diffusion of this new management concept in Europe and to offer recommendations for the deployment of Interim-Managers for Estonian enterprises.

The problem-constellation chosen here is marked through its high practical relevance.<sup>34</sup> From this the fundamental intention of this thesis is derived – namely to

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<sup>32</sup> Trott et al. (1995): Inward Technology Transfer as an Interactive Process, p. 25 - 44

<sup>33</sup> Tiberius (2004): Interims-Management, p. 3

<sup>34</sup> Refer especially to the innovation program presented by the Estonian government ‘Knowledge Based Estonia’ – The Research and Development-Strategy of Estonia for 2002 – 2006.

develop guidance for the deployment of Interim-Managers and their measures within the innovative know-how transfer – especially as a competitive advantage for Estonian enterprises. Thus the center of the study is not only related to the options, methods, and instruments in this regard. Much rather, the interactions between the Interim-Manager and the enterprise will be researched as to the increase of the innovation capacity and competitiveness.

#### **1.4 Concept of the Thesis**

The work is structured in seven chapters described below.

After dealing with the business managerial and national economic significance of Interim-Management in theory and practice, and after presenting and distinguishing the objectives of this thesis in this first chapter, the following second chapter deals with the important foundations of Interim-Management which becomes subject to analysis. First of all Interim-Management is categorized linguistically, institutionally, functionally, and legally, and it is distinguished against other alternative forms of providing management capacities, and finally a definition is derived from this. The last section presents in brief the history of Interim-Management in Germany.

In the third chapter the attempt is made of bringing the potential possibilities of Interim-Management deployments closer to the context of innovation. The work of Schumpeter serves as the basis for economic innovation. Because of its fundamental significance, its viewpoints in relation to the successful effects in enterprises and their role-concepts in this thesis, it will be developed up to the present. Based on this, typical barriers of innovation and causal management bottlenecks in enterprises will be characterized, followed by an analysis of methodical aspects for an evaluation of the practicability of Interim-Management-Deployments. After this it will be underlined that Interim-Management is a possible optional solution – when time, quality, and costs are considered as parameters in decision making. Empirical evidence is provided for this. In the last section, Interim-Management as an integral part of the innovative network is developed further, and finds, after all, its legitimation as part of a modern and interactive innovation model.

Chapter four provides the research method utilized and a summary of the key findings of the empirical investigation undertaken. The focus is on the lay out of the chosen research methodology, the structure of the analysis and most importantly the

empirical key findings on Interim-Management deployments in the innovation context of German enterprises.

The fifth chapter, which is basing its conceptual model for Interim-Management deployments on the empirical investigation in the previous chapter, presents special leadership, organizational, and motivational patterns applied during the Interim-Management process. Furthermore the deployments of Interim-Managers are discussed in the context of strategic and organizational problem situations. The synthesis of theory and practice is made, based on the empirical results of Interim-Management Deployments in Germany as well as on practical experiences.

The sixth chapter investigates the transferability of research results of the previous chapter five from Germany to Estonia under special consideration and application of the convergence and divergence theory on the evolution and diffusion of Interim-Management as new management practice in Europe. Subsequently, selected Interim-Management measures for overcoming strategic and organizational innovation barriers identified in Estonian enterprises, are worked out as recommendations.

Chapter seven concludes the thesis with a summary of the main conclusions and limitations of this work as well as with an outlook.

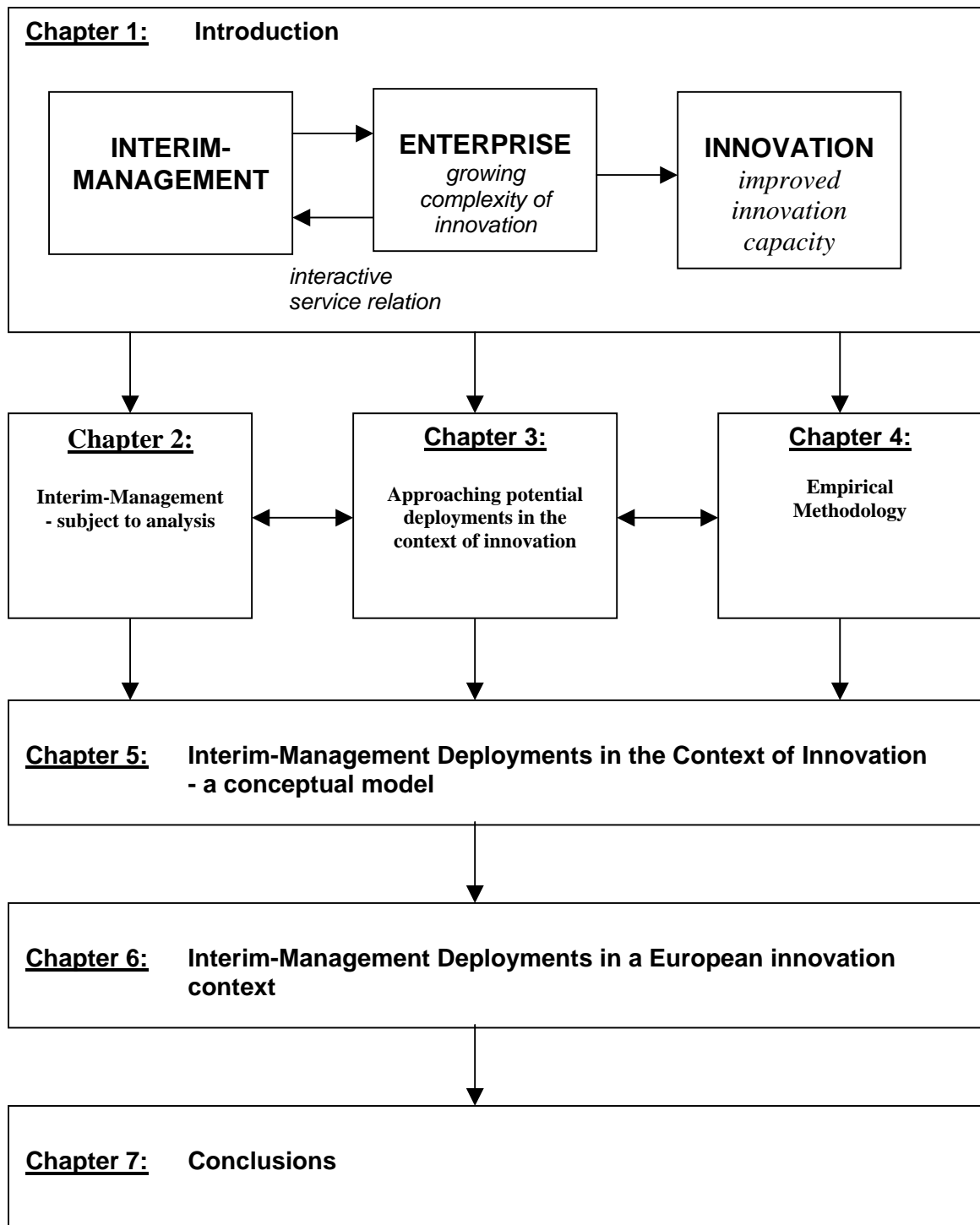


Figure 2: Concept of the thesis

## **2. Interim-Management – subject to analysis**

As was presented in the first chapter, this thesis will examine the arrangement and effects of Interim-Management as a new management practise for innovative enterprises. After the characterization and presentation of the innovation-driven enterprise and its economic significance in the previous chapter, in this chapter first of all the Interim-Management is distinguished linguistically, institutionally, functionally, and legally from other groups through characterization, and thus a derived definition of this type of management is permitted. What follows, is a brief presentation of the Interim-Management history in Germany.

### **2.1 Linguistic, Institutional, Functional and Legal Classification of Interim-Management**

#### **2.1.1 Linguistic Classification**

Etymologically the term ‘interim’ with its meaning of ‘transitional solution’ has been borrowed from the Latin adjective ‘interim’ (translated with ‘in the meantime’) and was transformed into a noun. Usually the term is used together with nouns. The term ‘Interim-Management’ has developed from the idea of a transitional solution and describes basically the transitional takeover of management authorities in an organization.<sup>35</sup> In this thesis the term-pair of ‘Interim-Managers’ and ‘Interim-Management’ will be used.

#### **2.1.2 Institutional Classification**

The term ‘management’ as an institution includes all authorities not depending on persons in an organization, which have competencies of deciding, controlling, and coordinating activities in subordinated places. Besides this classic classification, the term Interim-Management can also be distinguished on the institutional level from the aspect of ‘outsourcing’. This term describes the circumstance of a complete legal and organizational separation of partial processes or functions from an enterprise to

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<sup>35</sup> Johannsen/Page (2000): Dictionary, p. 166, define as follows: ‘Extra level of function introduced in an organizational structure to reinforce a particular part of the structure, perhaps temporarily’.



another one. The cooperation of the clearly separated areas of tasks is defined exactly in a contract. The background of outsourcing in enterprises is that the enterprise can focus on the core process.<sup>36</sup> However, an Interim-Manager is deployed exactly within this strategic core process, while outsourcing is applied in aiding and special processes, e.g. standardized IT-functions.

### **2.1.3 Functional Classification**

To exercise the authority the person must have the qualification that will enable him/her to carry out the tasks of the management. These tasks represent the functional aspect of the term management. This includes all tasks, which are necessary for determining goals, structures and way of actions in an enterprise, and its realizations, planning, organization, leadership, and control. Interim-Management is temporal from the start and therefore it has some affinity with time- and borrowed labor. In the latter case however, it is usually functional and executing work and tasks, which are not management tasks as a rule.

### **2.1.4 Legal Classification**

In principle employment between the two parties is regulated by a contractual relationship. A labor contract is a contract of exchange based on civic law and concluded for a time period, and through it one partner (the employee) commits himself towards the other (employer) to provide dependent services against payment of compensation.<sup>37</sup> The employment contract is based on the labor contractual regulations of German civil law (§ 611 BGB) and various legal and protective regulations, e.g. the protection against wrongful dismissal (KSchG). An employee – contrary to the employer – does not take on any entrepreneurial risks and does not invest his own assets into the enterprise.

The manager and the committee members are tied to the enterprise through an independent employment contract, the basis of which is also the § 611 of the BGB. According to § 611 of the BGB an employment contract is a contract through which the party promising a service (employee) is obliged to provide the promised service, and the other party (employer) is obliged to provide the compensation.<sup>38</sup> The

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<sup>36</sup> Schimpf (1996): Outsourcing, p. 70.

<sup>37</sup> Pallandt (2001): Commentary to the Civil Code

<sup>38</sup> Same as above

employer has to pay the compensation regardless of the success of the service provided.

An important feature of distinction to the labor contract and the previously observed leadership personnel is the service of labor subject to instructions, and the independence of a service rendered. In the same way as the labor contract the employment contract also is based on the provision of personal services. The authority of issuing instructions increases with the (higher) position within the hierarchy in the enterprise, and being subject to instructions decreases. However, the scope of action can be restricted through legal or contractual regulations of institutions (shareholder meeting or general meeting, advisory or supervisory board). The protection against wrongful dismissal applies in principle to leadership personnel within the enterprise – although it decreases with the increase of hierarchical positions.

The tasks of an Interim-Manager are based on an employment contract (§ 611 ff. BGB) – as is the case with members of the official organ – which the Interim-Manager himself / herself concludes with the enterprise. A work-contract according to § 631 ff. BGB is not concluded, because the Interim-Manager only owes to the enterprise to *become active*- and not a certain result (success), as is common with work-contracts. If an Interim-Management-Mediator is used, usually two contracts are made: an employment contract

- Between the Interim-Manager and the enterprise and
- Between the Interim-Management-Mediator and the Interim-Manager.

In this case no direct contract is concluded between the enterprise and the Interim-Manager.

The contract – either with the Interim-Manager directly or with the mediator – should include the following components (ref. to figure 3).

- Contract Parties
- Description of Task
- Duty to Cooperation of the Client (enterprise)
- Reporting Line (To whom does the Interim-Manager report? Who reports to him?)
- Integration into the Organization of the Enterprise and Hierarchy (authority to represent, managerial authority)
- Authority to give instructions (To whom does the Interim-Manager give instructions?)
- Duration of Contract (period to give notice and reasons)
- Intensity of Deployment (How many days per week?)
- Fees and expenses
- Questions of liability
- Confidentiality, Prohibition of competition and contractual fines

Figure 3: Content of Interim-Management Contract (Source: in ref. to Bloemer, 2003)

It would be too much to discuss all details of the contract within this thesis. Therefore only questions sensitive for distinction and classification will be looked at in more detail in the course.

The protection of intellectual property is critical for the enterprise when an Interim-Manager is employed in the context of innovation. A clause of confidentiality protects the enterprise (the customer) against the illegitimate loss of know-how during and after the deployment of an Interim-Manager. Additionally, agreeing on a clause of competition concerning the protection of intellectual property can be recommended – a clause that prevents the Interim-Manager from moving directly to a competitor directly after the deployment finishes. Both of these clauses need to be made in written form. Violation of these clauses can lead to the dismissal without notice, claims of damages, and correspondingly high contract fines, depending on the potential risks for the enterprise.<sup>39</sup> Also missed profits are considered as damages. The enterprise (customer) must provide all information and evidence about damages and missed profits.

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<sup>39</sup> Reh binder (2000): Das Wettbewerbsverbot im Arbeitsrecht, p. 3785

When deploying Interim-Managers, no protective rules concerning labor rights, have to be observed. Interim-Management can be implemented at any level in the hierarchy, without obligations to the employer – e.g. observing certain rules of dismissal – and therefore the enterprise enjoys a high degree of flexibility.

To guarantee an increased standard of flexibility on a European level, the European Commission drafted in 2002 a proposal for ‘Directive of the European Parliament and the Council about Labor Regulations for Subcontracted Employees’.<sup>40</sup> The discussion of the so-called *European Amendment of Temporary Work* appears difficult, because The Council of Ministers in March 2003 refused to take the proposal forward and up to now the directive remains blocked by political disagreement.

The blocking coalition includes also Germany, which has already enacted a new law (§ 4 AÜG) in general effective January 1<sup>st</sup> 2004 very similar to the draft EU-directive in 2002. By the introduction of the “equal treatment” or “equal pay” principal mediators for temporary employees are obliged to grant their employees the same remuneration and conditions as comparable employees directly employed by the user firm.<sup>41</sup> Thus the EU-directive could also affect the area of Interim-Management, if the activities of subcontracting companies are seen in a wider context and not only for labor contracts, but also that employment contracts of Interim-Management-Mediators are covered.

The general aim of the EU-directive is that the EU becomes the most competitive and dynamic knowledge-based economy in the world, capable of sustained economic growth with more and better jobs and greater social cohesion and specifically:

- to improve the quality of temporary agency work by applying the principal of non-discrimination
- to establish a suitable framework for the use of temporary employees in the EU.<sup>42</sup>

After the – still pending – directive comes into effect, the EU member states have two years to implement or adjust the necessary legal- and administrative rules.

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<sup>40</sup> Bloemer (2003): Interim-Management, p. 132

<sup>41</sup> Schiek (2004): Agency work, p. 12

<sup>42</sup> European Commission (2003): Directive of the European Parliament and the Council on working conditions of temporary workers

## **2.2 Distinction of Interim-Managers from other Groups of Persons**

### **2.2.1 Distinction of the Interim-Manager from the Permanent Manager**

‘Manager’ or ‘leadership personnel’ belong to one of many diverse terms in the business managerial literature. The spectrum of those employees in enterprises who are counted among the leadership personnel is just as wide in the German literature as the term ‘manager’ in the Anglo-American literature. While some authors do not distinguish the terms, others develop clear concepts. Gutenberg<sup>43</sup>, for example, defines those employees in an enterprise as leadership personnel, who mostly carry out dispositional tasks and who have the corresponding authority to give instructions. Those who carry out mostly object-centered tasks are not considered as leadership personnel. Grochla<sup>44</sup> as well sees the central task of leadership in taking and carrying out decisions. That includes besides the preparation, guidance, and control of decisions also the authority of instructing other employees of the enterprise. Therefore, with the leadership role comes on the one hand the responsibility for other employees and on the other hand also significant material responsibility. If this definition is interpreted strictly, staff members, specialists in research and development, etc. cannot be considered leadership personnel. But most authors include them in the leadership group, because they make a significant contribution to the formation of objective and demands – although not to their implementation – and their work has decisive significance for the competitive and innovative abilities of the enterprise. The resulting wide interpretation of the term leads to the classification of leadership personnel in hierarchical groups of lower, middle, and upper leadership.

The type of task an Interim-Manager is employed for cannot be determined generally. In principle any management task – independent from the hierarchical order – can be taken on by an Interim-Manager. The Interim-Manager is tied to an enterprise by a contract of employment, which either the manager himself (direct acquisition of Interim-Manager) or a mediating agency (indirect acquisition of Interim-Manager) concludes with the enterprise. Interim-Managers who are ‘supplied’ by agencies are usually self-employed, and they only conclude a contract with the agency in the case of a concrete order. These Interim-Managers are not directly connected by a contract to the enterprise in which they are deployed. A direct contractual relationship exists when a freelance Interim-Manager concludes a contract of employment with the enterprise.

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<sup>43</sup> Gutenberg (1983): Grundlagen der Betriebswirtschaftslehre, p. 3 and p. 131 ff.

<sup>44</sup> Grochla (1978): Elemente der organisatorischen Gestaltung, p. 52

A contract of employment is tailored to supplying personal services. However, this does not mean the employee has to supply the services in person. He/she can also use helpers in supplying the services. It follows that direct as well as indirect acquisition of an Interim-Manager can be the objective of the contract. Contract partner is either the Interim-Manager himself or the agency.

From the features of the employment contract – especially the independence of fulfilling the service relationship – the authority to give instructions needs to be stressed.

The authority of an Interim-Manager to give instructions depends on the respective tasks and thus on the content of the type of service defined in the contract. Therefore the Interim-Manager is not different from internal leadership personnel in the enterprise as far as the authority to give instructions is concerned. Since the legal relationship between the Interim-Manager and the enterprise is fundamentally based on a contract of employment, the Interim-Manager is not subject to instructions concerning the way of fulfilling the task. Much rather he/she has to accomplish certain goals agreed with the enterprise.

In principle the enterprise only compensates the actual time invested by an Interim-Manager, usually on the basis of a daily rate. The activities of an Interim-Manager therefore do not cause additional personnel expenses, as is the case with the fixed employment of (other) leadership personnel (e.g. sick pay or paid for vacation). Beyond that the expenses of an Interim-Manager are refunded and in some cases additional payments depending on the success of the deployment are agreed.

As has been stated already, the relationship between enterprises and its internal leadership personnel are generally designed to last. Although the mutual attachment decreases with the increase of the position in the hierarchy, the Interim-Management represents an extreme point because it is limited to a certain time period from the start. Leaving the enterprise is part of the employment contract. From this follows, that climbing up in the hierarchy of the enterprise is not an objective or goal.

A comparison with the specific groups of leadership personnel has been made here. In summary it can be stated that the type of employment of an Interim-Manager is very similar to that of a manager or member of the board. An important difference is the intended temporal restriction of the involvement.

### **2.2.2 Distinction of the Interim-Manager from the Management Consultant**

Interim-Management often is defined as a specific form or further development of the classic management consultation.<sup>45</sup>

In order to identify the common aspects and the differences of these services, first characteristic features of management consultancy shall be presented.

A comparison of the fundamental features of management consultancy and Interim-Management shows that they have many similar or identical points. Deployment in both cases is limited time-wise and the contractual relationship and the modalities of compensation are largely the same.

The central difference between Interim-Management and management consultation is the nature of the task and the authorities connected with it.

While the classic management consultation concentrates on the conceptual and analytical area, the Interim-Management develops problem solutions and focuses on their implementation and enforcement.<sup>46</sup>

A similar assessment is given by Larry Greiner and Flemming Poulfelt who are regarding i.e. “Interim Turnaround Management” as a deviation from the traditional consultant and a part of a supplementary broad array of newly developed “non-consulting services”.<sup>47</sup>

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<sup>45</sup> Clutterbuck / Dearlove (1999): *The Interim-Manager*, p. 63 ff.

<sup>46</sup> Clutterbuck / Dearlove (1999): *The Interim-Manager*, p. 63 ff.

<sup>47</sup> Greiner / Poulfelt (2005): *The Contemporary Consultant*, p. 30

These different main points of the task are presented in the following (ref. to figure 4) in a simplified form.

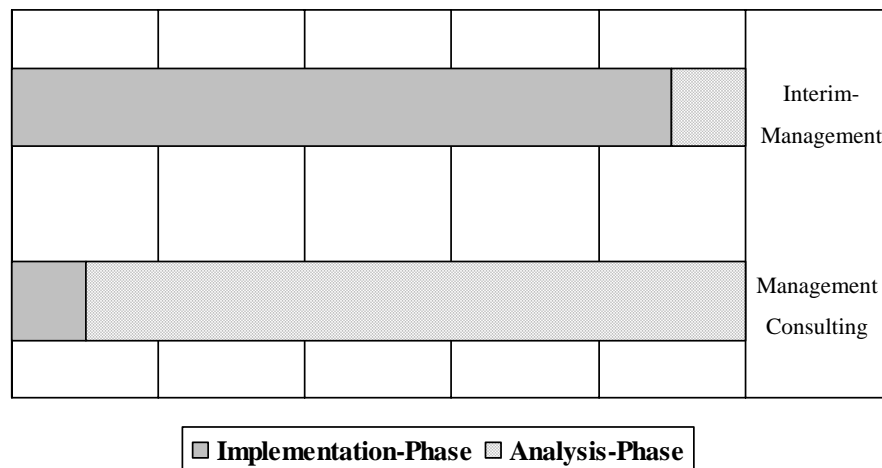


Figure 4: Main Focus of Tasks of the Classic Management Consultation and of Interim-Management (Source: Referring to AC Alpha Consulting AG)

Drawing a precise border between management consultancy and Interim-Management based on the focus of the task is difficult due to the diversity of possible problem situations. Although the most significant feature of distinction is the differentiation between conception and implementation, in certain tasks this relationship between conception and implementation is less clear. Therefore, as an additional feature of distinction the dimension of competencies and authorities will be examined.

In the classic management consultancy the adviser does not have formal authority to give instructions, while the Interim-Manager receives more or less extensive competencies, depending on the place of deployment. Since the Interim-Manager primarily takes on tasks of implementation, he needs to be equipped with the corresponding authorities, and thus he can take responsibility for the success or failure of his work.

The earlier mentioned features of distinction between management consultancy and Interim-Management make it clear that the demands on the advisor or on the Interim-Manager are substantially different from each other. From this it is clear that the advisor and the Interim-Manager are not the same, as far as their education and professional career are concerned.



While the typical Interim-Manager generally is an experienced – although academically educated but rather pragmatically oriented – person in the age group between 45 and 60 years, in the group of classic management consultants are mostly highly qualified academics who have strong analytical abilities, but often they have not - or only for short periods – taken responsibility in the course of their career.

An additional significant feature of distinction between management consultants and Interim-Management is the relationship to their clients, namely the enterprises. Although both, the advisor and the Interim-Manager are not tied to the enterprise by their contract, the Interim-Manager is much more closely involved in the events of the enterprise. This is a result of the much more comprehensive responsibility, which he has to take on, and of the far-reaching consequences his deployment has for the enterprise.

For some projects a combined deployment of advisors and Interim-Managers seems sensible. This is especially true in cases where the Interim-Manager lacks the ability or time to develop concepts. In such a case he can rely on the know-how and expertise of the consultant.

However, the practice in enterprises is to exclude liabilities of the Interim-Manager for the success of the deployment, and to limit liabilities for mistakes to a certain amount.

The following figure 5 shows a summary of the central insights of this chapter.

	<b>Employed leadership personnel</b>	<b>Management consultant</b>	<b>Interim-Manager</b>
<b>Nature of task</b>	Management of enterprise	Only consultation	Management tasks
<b>Contract-basis</b>	Labor contract	Service contract	Service contract
<b>Authority to instruct and being subject to instructions</b>	Extensive authority, Subject to instructions exists	None	Authority depends on the task; subject to limited instructions
<b>Period of belonging to the enterprise</b>	Permanent labor contract	Limited	Limited
<b>Compensation</b>	Monthly salary and possibly profit sharing	Generally daily rate and expenses	Generally daily rate and expenses

Figure 5: Criteria of Distinction (Source: according to Bloemer, 2003)

### 2.2.3 Definition of Interim-Management

In the previous sections the linguistic, institutional, and functional classification and the distinction of the term Interim-Management from alternative and similar forms of employment has been made. These statements are now summarized in a definition:

Interim-Management is the temporary transfer of external leadership personnel into an enterprise, with the objective to transfer situation-specific management know-how into the enterprise, and to eliminate the qualitative deficit of know-how not only temporarily. They will be equipped with the necessary competence and authority to give instructions for tasks in the upper and middle management.

### 2.3 History of Interim-Management in Germany

Interim-Management as a form of service established itself already at the beginning of the eighties in Germany.

A first breakthrough took place due to the demand for Interim-Managers of the German privatization agency after the German reunification in the new countries at the beginning of the nineties. The reason for this was the need for reconstructing the enterprises scheduled for privatization and formerly in public ownership, the lack of expert competence, a lack of know-how, and the politically unacceptable leadership personnel. The economic downturn of the so-called 'old economy' in the nineties and the very ambitious forecasts of the 'new economy' at the end of the nineties gave a strong growth-stimulus to the Interim-Management market. The most prominent high profile example of Interim-Management in Germany was the dismissal of Ron Sommer as chief executive of the German Telekom AG in 2002, whereby the former retired chief Helmut Sihler, stepped into his old job on an interim basis, pending a new appointment. Overcoming a strict employment legislation and high employment costs is a decisive aspect for the establishment of this new management practice in Germany. The implications of firing a biotechnology chief executive in Germany will be financially significant.<sup>48</sup> Presently the number of Interim-Managers in Germany is estimated at approx. 8.000 to 10.000.<sup>49</sup>

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<sup>48</sup> Larbey (2000): Interim-Management: What is it and how does it fit with biotechnology in the 21<sup>st</sup> century?; p. 239-248

<sup>49</sup> Bloemer (2003), p. 32

### **3. Approaching Potential Interim-Management-Deployments in the Context of Innovation**

In chapter three the foundation is laid for the later empirical analysis of Interim-Management deployments in the context of innovation. First the successfulness of leadership in innovation-projects will be presented, and then the closest and obvious deployment of an Interim-Manager – the temporary complement and completion of different roles in innovation-projects – will be approached. After a closer characterization of the tensions in innovation-management as a result of management bottlenecks and a subsequent examination of methodical considerations and a verification of options for alternative solutions, it becomes clear that Interim-Management generally is an option for flexible enterprise management. Accordingly the concluding summary of this chapter defines Interim-Management as an integral part of innovation-networks, and thus as an interactive, external partner of modern innovation models.

#### **3.1 Successfulness of the Leadership-Structure in Innovation-Processes**

The work of Schumpeter from 1912 is considered the basis of economic innovation theories.<sup>50</sup> Because of the fundamental significance his viewpoints shall be considered in particular in the context of triggering innovations.

Schumpeter assumes that innovation always requires an ideal type of entrepreneurial person, who is a charismatic personality with exceptional capacities.<sup>51</sup> In his view this ideal type is led by intrinsic motivation. This ideal type considers added value and financial profits as secondary. Schumpeter distinguishes between inventors and entrepreneurs. The function of an inventor or a technician and that of an entrepreneur are not the same. The entrepreneur can also be inventor and vice-versa, but only accidentally. The entrepreneur is not a creator of spiritual combinations, the inventor as such (creator) is neither entrepreneur nor leader of any kind.<sup>52</sup> As a third person Schumpeter sees the promoter,<sup>53</sup> who does lead negotiations, but is not the founder of the enterprise or of the invention. The promoter appears as an external freelancer and

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<sup>50</sup> Schumpeter (1912): Theorie der wirtschaftlichen Entwicklung

<sup>51</sup> Same as above

<sup>52</sup> Same as above

<sup>53</sup> Same as above

works on a commission basis which are attributes known already from the Interim-Management concept as well.

Witte as well confirms the two views about the essential input factors in the innovation process – on the one side specialist knowledge and on the other side the power to implement and enforce.<sup>54</sup> In a comprehensive empirical study of 420 enterprises he could record 233 reliable and documented cases of innovation. He also researched the existence of specialist- and power promoters, or a union of both in one person.

The result shows that from those

87 (37%) had a dual-structure of power- and specialist promoter,  
37 (16%) had only the power promoter,  
43 (19%) had only the specialist promoter,  
16 (7%) had a personal-union structure, and  
50 (21%) did not have such promoters (Witte 1973).

When the various structures are classified with the size of enterprises a trend appears that the dual-structure and the one-sided specialist promoter are more likely in large enterprises, and the small enterprises rather have a one-sided power structure, a personal union, or no structure.<sup>55</sup> At the same time it becomes obvious that innovations with promoters reach considerably more activities for the solution of the innovation problems, and they have a higher innovative level. In the sum of all activities a clear trend is noticeable from the dual-structure towards the one-sided structures, and further on to the personal-union structure to the structure without promoter.<sup>56</sup> The tendency can also be seen with the innovation-degree, where the one-sided specialist structure only gets the last place but one.<sup>57</sup>

Globe et al. in their study come to a similar conclusion.<sup>58</sup> They analyzed ten successful innovations and defined factors, which had a decisive influence. In the evaluation of importance the internal management with the organization of the innovation-processes through goal setting, time-planning, and relieving special personnel stands in the top position. In the second place follow the decisions of the

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<sup>54</sup> Witte (1973): Organisation für Innovationsentscheidungen

<sup>55</sup> Witte (1973): Organisation für Innovationsentscheidungen

<sup>56</sup> Same as above

<sup>57</sup> Same as above

<sup>58</sup> Globe et al. (1973)

management about the willingness to risk in financial matters. In third place are technical aspects, possibly represented by a technical entrepreneur and an information catalyst (technological gatekeeper). Another role, especially in the early phase of the innovation-process, they consider the independent inventor, who supports the invention in his own interest. Globe et al. do not distinguish in their explanations between success-factors and key positions. However, if the key factors are matched with carriers of actions, one reaches quasi automatically three main roles:

- An organizer, who set goals, carries out planning, selects the most suitable personnel, and mediates between the individual interests.
- A holder of power, who guarantees the financing of all dimensions (e.g. cash flow, relieving personnel) and carries the risks for it.
- A carrier of specialist knowledge, who can be described in three nuances (technical entrepreneur, technological gatekeeper, and independent innovator).

Hauschildt and Chakrabarti refer to the results of Witte and confirm the partition in three groups by completing the specialist- and power promoter with the process promoter.<sup>59</sup> In an empiric study with 133 reliable and documented innovations, Hauschildt provides the evidence together with Kirchmann for the positive effects of the trinity for innovation.<sup>60</sup>

The growing complexity of innovation-processes illustrates that it is not enough to only describe the role of the inventor and that of an entrepreneur. It might still work in smaller enterprises today. With the separation of ownership and management in the enterprise and the resulting and growing delegation of authority to make decisions<sup>61</sup> the importance to fix roles becomes clear, and thus be able to control the increasing complexity of leadership / management. First is the author as specialist promoter, and then the entrepreneur, or in other words, the power promoter. As a third function an organizer of the innovation is needed, who decides the steps of the process and resources, and who mediates between professional and economic interest. Only through a common focus on a goal by all three functions does the innovation have the fundamental leadership structure, which will enable the systematic success.

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<sup>59</sup> Hauschildt, Chakrabarti (1988): Arbeitsteilung im Innovationsmanagement – Forschungsergebnisse, Kriterien und Modelle, Zeitschrift Führung und Organisation.

<sup>60</sup> Same as above

<sup>61</sup> Savage (1997): Fifth Generation Management – Kreatives Kooperieren durch virtuelles Unternehmertum, dynamische Teambildung durch Vernetzung von Wissen.

For the successful effectiveness of the leadership structure in innovation processes all three of these function / roles have an important place value for the successful innovation process. It is clear that the complete filling of these three roles in the innovation process has the greatest influence on the success of the innovation process, and thus such a 'completely filled trinity' promises the greatest chances for success and for the development of innovations.

In the first chapters Interim-Management as a flexible form of work has been introduced – and this allows to suggest the completion of such a 'trinity' by Interim-Managers, who can take on one or more roles in the innovation process, if vacancies occur. Therefore Interim-Management can add a significant contribution to the success of innovation processes in one of the three roles suggested by theory and practise.

In the following section typical symptoms will be characterized that regularly hinder the successful leadership of innovation processes.

### **3.2 Characterization of typical Management-Bottlenecks in the Innovation Process**

The ability of enterprises to produce innovations confronts numerous hindrances. In an empirical study Kleinknecht<sup>62</sup> provides a list of possible problems, which enterprises experience in the course of an innovation process.

The result emphasizes the following factors as the most important ones and for the ability to innovation most hindering ones:

- a) Provision of financial means
- b) Insufficient management-qualifications and difficulties in recruiting
- c) Difficulties to acquire technical information and know-how for innovation projects
- d) Difficulties to foresee the future demand
- e) Costs of innovation are too high

The above facts make it clear that enterprises are confronted with specific limitations as to their ability to innovate.

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<sup>62</sup> Kleinknecht (1989): Firm Size and Innovations, p. 219 ff.

Additionally, failures of innovations are not only due to ‘bad luck’, but must be seen in the context of the inability in enterprises to follow certain principles of management.<sup>63</sup> These management principles presented by Bughin and Jacques<sup>64</sup> include:

- a) Effectiveness of marketing, research, and development
- b) Synergies between marketing, research, and development
- c) Ability to communicate
- d) Quality of management and organization
- e) Protection of the innovation

From this assessment it can be concluded that the insufficient ability to drive on the own innovation-ability is closely connected with observing these management principles.

The aforementioned hindrances enterprises face, can also be interpreted as a bottleneck of the management basis. These bottlenecks prevent enterprises from reaching a ‘critical management basis’, which enables them to successful innovations in the first place. Potential bottlenecks can be divided into two categories, which will be discussed in the following.

### **3.2.1 Quantitative Management-Bottleneck**

This type of limitation describes a condition in which the necessary competence – namely the necessary knowledge – exists in the enterprise but cannot be made available sufficiently for the meaningful solution of various management tasks. This quantitative limitation can be temporary or of a permanent nature.

In enterprises this is often due to the accumulation of tasks and overworking of the manager or entrepreneur, who does have the necessary knowledge and a certain competence, but cannot utilize it in the particular case, because due to the overworking he tends to pay attention to the immediate operative matters first.<sup>65</sup>

Within entrepreneurial organizations a fundamental relationship of tensions exists between the operative need for stable processes on the one hand, and strategic

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<sup>63</sup> Bughin / Jacques (1994): Managerial Efficiency and the Schumpeterian Link between Size, Market Structure and Innovation Revisited, p. 653-659.

<sup>64</sup> Same as above, p. 653-659

<sup>65</sup> Küpper/Bronner (1993): Strategische Ausrichtung mittelständischer Unternehmungen, p. 73-87



necessity on the other hand. Only a high measure of stable, efficient, and controlled processes enables an enterprise to deal successfully with the present in a climate of competition. Additionally it is necessary to develop new and better products, processes, etc., in order to deal successfully with the future as well. From this conflict one of the most fundamental tension-area in today's management arises.<sup>66</sup>

To make matters worse, in smaller and medium sized enterprises it happens that the entrepreneur has an affinity to rather coping with technical tasks, and thus the commercial and organizational aspects in managing the enterprise – although the ability exists – are neglected.<sup>67</sup>

The quantitative overworking becomes especially acute during periods of growth, which are rarely strategically planned, and because of uncertainties new employees are not taken on immediately, which could overcome the quantitative limitations.

### **3.2.2 Qualitative Management-Bottleneck**

Qualitative limitations within professional and leadership competence are situations and challenges where an enterprise should provide competences for dealing with a situation, but these competences are not available at the time.

In contrast to the quantitative bottleneck dealing with the qualitative bottleneck has two additional difficult aspects.

First, in the case of a qualitative bottleneck there is the fundamental danger that employees will perceive it in a selective way. This easily leads to a situation where the limitation is not recognized, where it will be suppressed or belittled, or it cannot be dealt with properly with the available means.<sup>68</sup> A qualitative limitation in the management area will only become obvious in the whole enterprise, when a noticeable pressure for action exists.

The second problem-situation is, when the enterprise has actually recognized the qualitative limitation, but then faces the question to evaluate the consequences of the bottleneck. The complicating aspect results from the situation that the organization should evaluate something and then act adequately as a reaction to something, which it does not know in its quality and which it cannot judge sensibly.

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<sup>66</sup> Trott (2002): Innovation Management and New Product Development, p. 66

<sup>67</sup> Pleitner (1995): Die Klein- und Mittelunternehmen zwischen Chancen und Risiken, p. 43-58

<sup>68</sup> Picot et al. (1996): Die grenzenlose Unternehmung, p. 100

### **3.3 Methodical Aspects for the Evaluation of the Practicability of Interim-Management Deployments**

The enterprise management has the option of integrating an external leadership person on a temporary basis to cope with management bottlenecks, but these deployments must be checked in the situation specific context for their practicability.

The breakdown of the quantitative, qualitative, spatial, and temporal aspects, which determine the need for overcoming such a bottleneck situation, shows the complexity of these decisions. Nevertheless, certain generally valid situations and constellations – when separated from the individual case – can be described, for which the practicability of Interim-Management deployments can be analyzed.

#### **3.3.1 Variations of Eliminating Bottlenecks**

Every solution for the removal of bottleneck situations can be evaluated as to its efficiency by certain criteria. Efficiency can be compared between solutions of the same kind or between different variations. In the context of eliminating bottlenecks in the management structure of enterprises the following theoretical variations are thinkable:

The first possibility to overcome bottlenecks is the mobilization of existing management capacities. Depending on the structure of the bottleneck this can be just additional internal work of the existing leadership personnel, it can be the advance training or education to overcome a deficit of know-how, or the creation of free internal capacities through rationalization measures. The second option is the recruitment of new managers and their permanent employment. The third variation is the temporary deployment of external consultant-know-how, while the time-wise limited integration of an Interim-Manager into the organizational structure is the fourth variation.

#### **3.3.2 Efficiency-Criteria for the Evaluation of the Variations**

The attempt to show the typical bottleneck-situation where Interim-Management can be deployed sensibly in innovation-driven enterprises requires the identification of criteria, through which the efficiency of an Interim-Management-Deployment in overcoming a bottleneck can be compared with theoretically thinkable alternatives.

In a technical-scientific definition, efficiency measures the relations of a process between certain out-put and in-put factors. Economically speaking, this results in the demand for the maximum out-put by deploying a certain in-put, or vice-versa – to achieve a certain out-put with the minimum in-put.

Efficiency measures can be the criteria of time, costs, and quality.

### **3.3.2.1 Time-Criterion**

The time-criterion as efficiency measure is justified, when a bottleneck is defined as the situation where the resources of an enterprise are not sufficient either quantitatively and/or qualitatively for dealing with a concrete situation.

The delay in time from the point of identifying the need until the respective variation can become operative in the concrete removal of the bottleneck, and the time necessary for the completion of the task, have to be evaluated.

### **3.3.2.2 Cost-Criterion**

The question about the financial expenses required for the elimination of the bottleneck is a second criterion for the enterprise. As has been mentioned, the shortage of the financial means for management resources in enterprises brings the aspect of costs to the center of attention when theoretical variations for solutions are considered.

### **3.3.2.3 Quality-Criterion**

Quality as a criterion in evaluating the efficiency of Interim-Management for the elimination of bottlenecks can be measured through the respective degree of completing the tasks. The question is to which extent an option (solution) fulfills the qualitative aspects, which will help to reach the defined output-result.

### 3.3.3 Optimization-Problem

Since all three output-factors can be elevated into the denominator of the efficiency-fraction, a problem of optimization between these three aspect results, where the maximum output of one factor is determined by the input-performance of the other factors.

Therefore the three aspects build a ‘magical’ triangle (ref. to figure 6) in which not all corner-factors of a management process can be optimized at the same time.

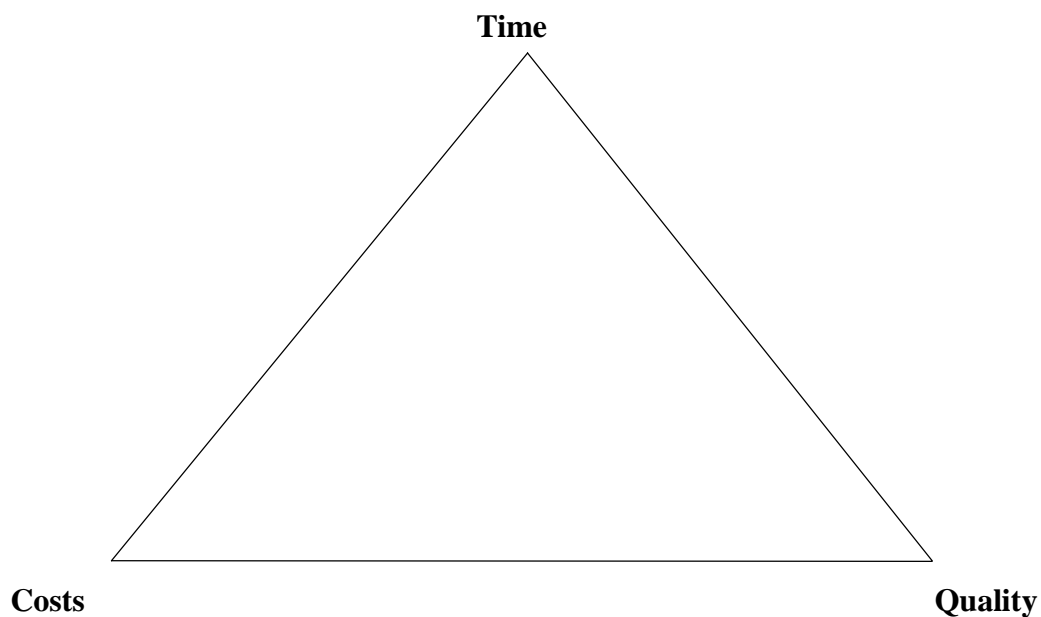


Figure 6: Magical Triangle of process-optimization (Source: Vögtlin 2002)

### 3.3.4 Measuring-Problem

Through the availability of several possible solutions for the quality-criterion the basic question exists about the quantified measuring of management processes. On the one hand the enterprise should quantify the level of a minimum output that needs to be reached. But in many cases this is rather impossible – especially when the goal is a qualitative one, e.g. setting up a marketing strategy in the process of considering the internationalization. In the case of the classic and unexpected vacancy of a leadership position the core-output-result could be defined hundred percent in taking on carrying out all tasks and responsibilities of this function. The medium- and long-term effects on the character of the enterprise cannot be easily and clearly distinguished, classified, and measured. This raises also the question how the actual output-performance of a

specific variation (solution) should be quantified. Even if measure-criteria for the definition of evaluating the quality are set in the preparation stage of a project, and even if the degree of completion is quantified in accordance of the utility-value-analysis, it is after all a subjective procedure, which is shaped by individual preferences and concepts.

Due to this, when searching for options of solutions to a management-bottleneck in the next section, analysis of the practicability of Interim-Management deployments empirical studies are utilized for supplementing the theoretical examination.

### **3.4 Personnel Options (Solutions) for Overcoming Innovation-Barriers**

As has been stated, the enterprise has several possibilities to react to quantitative and qualitative management-bottlenecks or to highly specialized expert-knowledge against the background to overcome innovation-barriers.

When the enterprise has identified such a demand for personnel several questions will arise as a result, question, which must be clarified in the process of overcoming the management bottleneck. These relate to the criteria of time, quality, and costs in connection to the possible options as solutions.

At this point this thesis will present basic concepts – while considering the above mentioned criteria – to the following four options for overcoming innovation barriers.

#### **3.4.1 Mobilizing the Internal Management-Potential**

Every enterprise will try to overcome a bottleneck first of all with internal measures, because that will require the least resources in a first step. In this context it will be a decisive question for the enterprise whether it can provide the qualitative competence in sufficient quantity to overcome the bottleneck. While the quantitative component can be provided adequately through extra work over a certain time period, the qualitative component will pose more complex problems for the enterprise in dealing with this option. The list of the detailed demands indicates the complexity of this component. Without wanting to specify concrete management-bottleneck-situations at this point, a central problem for organizations in the process of overcoming the bottleneck will be highlighted here. If it is assumed that the needed competences do not exist in the organization, then they have to be acquired, provided, and implemented via training and advanced training of the current employees and leadership personnel. A continuous personnel development will be demanded – at

least theoretically, and the decisive importance of well-trained, motivated and involved employees for competition and securing the future is emphasized.<sup>69</sup> Essentially it is important not to neglect the motivational effects of advanced training measures.

In practice enterprises face various obstacles in the implementation of these demands. The advanced training measures can often not be carried out in a sensible way in smaller and medium sized enterprises. This restriction becomes even more acute when the qualitative management bottleneck concerns highly specialized expert knowledge – as is often the case with innovation-projects – that does not need to be acquired by a larger number of employees. Qualifying the internal personnel resources must therefore be done in external seminars and advanced training measures. Besides the expenses for the event, travel, and accommodation the enterprise has to deal also with costs for appropriateness due to the absence of employees in the enterprise.

However, the central problem of external measures is the lacking connection to the actual problem in the enterprise and the tasks. Often these trainings are not specifically tailored to the demands in the enterprise. Therefore, these measures often fail due to the insufficient transfer of what has been learned to the situation in the enterprise.<sup>70</sup>

As a third obstacle the time-factor is mentioned. The occurrence of competence bottlenecks will not be limited here to the sudden and unexpected situations but also include the possibility that the demand is recognized at an early stage. However, the operative focus and the insufficient strategic planning in enterprises affect this variation, and the problem remains despite of early recognition. Adequate, affordable, and available advanced training offers at the time when needed, might be hard to find. In summary it shall be stated that training and advanced training are justified and necessary, but they rather serve as continuing instrument of personnel- and organizational developments, and not so much as a structured and comprehensive concept, which is focused on all possibilities in the area of strategic and operative problem situations.

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<sup>69</sup> Weingärtner (1995): Betriebliche Weiterbildung und Weiterbildungsberatung im mittelständischen Unternehmen, p. 214.

<sup>70</sup> Pedler et al. (1994): Auf dem Weg zum ‚lernenden Unternehmen‘, p. 62

### **3.4.2 Recruiting New Management-Potential**

The enterprise can solve the management bottleneck by employing qualified new personnel. This alternative in practice has also several problem fields – besides the obvious advantage.

First of all, the detailed features of such a demand are of decisive importance, because many management bottlenecks are of temporary duration. The high and specialized qualifications necessary at the time might not be needed in the long run. Through the permanent employment the enterprise ties itself to a specialist, who will not only expect the appropriate material compensation, but also wants to occupy corresponding areas of action and creativity in the enterprise. Through this not only the flexibility of the enterprise will be restricted but also its regular expenditures will be increased unnecessarily.

In the case of eliminating an occurring management bottleneck, which is marked by the uncertainty about the length of the demand of the respective competence and qualification, the aspect of maintaining flexibility in the management gains further significance. Searching for and selection an external manager often takes up to twelve months for the enterprise when the periods of notice are taken into consideration, and it can be extremely lengthy and take the same time as the project itself. Additionally the recruitment process is expensive. Unsuccessful employments have more negative effects in enterprises of this size, because the position binds resources and secondly, there is seldom another suitable position within the enterprise.

The detailed features from a time- and cost-perspective of the bottleneck demand are another decisive question whether the long-term relationship with a new external manager is a sensible option for solving the management bottleneck.

### **3.4.3 Engaging External Management Consultants**

The range of possibilities for which external consultation services can be utilized, has become extremely wide today. It ranges from an expert opinion to expert consultations as far as to developing an organization and systematic advice. The diverse and fragmented offer on the market offers high specialization and a variety of parameters in the form of the deployment in the enterprise, which have made the advisor a supplier and moderator in the consultation process. In a broad definition external consultation can be understood as a project-centered process of interaction between persons of the client (enterprise) and a consultant, where the consultant is

independent and helps the client professionally from a holistic viewpoint to optimize his (client) potential to success.

The deployment of external consultants has several advantages for the enterprise of which the most important ones are competence and qualification, the flexible deployment, and the objectivity in the consultation due to independence.

From this perspective the variant of utilizing external consultations for the elimination of management bottlenecks offers enough options to meet any kind of bottleneck adequately.

However, the considerations and researches about success-factors and criteria for efficiency of the consultation process indicate difficulties and problem areas, which can occur in the context of it. The insufficient implementation of the consultation results and the costs are generally named as the main problems.<sup>71</sup> The qualitative problems during implementation are not eliminated, despite the wide range of different roles of the consultant, because the client does not hand over the competence of making decisions or the responsibility for the resulting actions.

External consultation certainly is an option, especially as a quick and flexible reaction to management bottlenecks, and when this bottleneck is one of a qualitative nature. However, their deployment in less theoretical and academic-biased enterprises has both, psychologically based resistance and structural defects in the qualitative implementation of consultant concepts in the enterprises.

#### **3.4.4 Engaging External Interim-Management**

Interim-Management is a temporary and limited deployment of an external expert or leadership person in the enterprise / organization. The basic idea is that the enterprise eliminates a temporary bottleneck by employing the external Interim-Manager. He is integrated with all tasks and responsibilities in the hierarchy of the enterprise. However, his presence is temporary and limited, and his employment and pay analogous to the external consultant, mostly on the basis of a daily rate, and therefore they are very flexible. As stated before Schumpeter assumes, that next to the ideal type of an entrepreneur and the inventor a third person is needed for successful innovations. Schumpeter sees such a third person as a so-called the so-called promoter, who supports the entrepreneur and inventor in organizational questions and who does his job as a freelancer and on a commission basis.

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<sup>71</sup> McCune (1995): The Consultant Quandary, p. 40-43



In the literature the Interim-Management is sometimes blamed that it does not solve the actual management bottleneck but rather solidifies it in the enterprise. This is based on the idea that the bottleneck exists in the same form after the deployment as it did before. The Interim-Manager is seen as a static foreign body that bridges a certain deficit during his presence in the organization, but he does not contribute to the long-term solution of the bottleneck. In a static observation the Interim-Manager is compared with the pure enforcement of will, during which the Interim-Manager only uses his previous experience and does not care about the specific constellation of the enterprise, in which he is active. From this perspective Interim-Management is indeed only a temporary bridging of vacancies without triggering a process of change in the enterprise.

Nevertheless, in contrast to and in comparison with other solutions, the Interim-Manager can be an option that is quickly available, relatively inexpensive and of high quality, especially in problem situations, which only can be solved with experiences. This will be illustrated by the following empiric research-results.

### **3.4.5 Advantages and Disadvantages of Interim-Management**

The quick availability and the flexibility were mentioned as main advantages of the Interim-Management (ref. to diagram 7).<sup>72</sup> Therefore, the Interim-Manager has the image of an uncomplicated and swift problem-solver who, after the job is done dedicates to new tasks. Experience, transfer of know-how, objectivity, and giving stimuli, are considered as a complex of quantitative advantages. These points belong together. They document that the Interim-Manager is usually over-qualified for the job he does. He has worked already several times for the solution of these type of issues in enterprises. As 'outsider' he can address problems more openly and thus give new stimulus through new ideas. It is appreciated that the daily fees are all-inclusive costs. Thus, budgets cannot be burdened by hidden extra costs.

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<sup>72</sup> Reference is made to the Interim-Management Report 2001, a survey of 70 German enterprises with Interim-Management experience conducted by the Handelshochschule Leipzig/Management Angels GmbH, Leipzig 2001

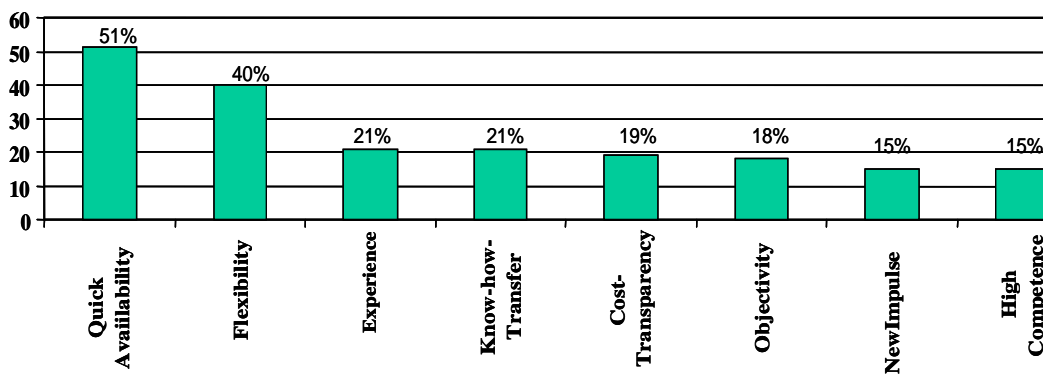


Figure 7: Advantages of Interim-Management (Source: HHL, 2001)

As the main disadvantage (ref. to figure 8), the partial lack of understanding the specific situation of the client is named with 51%. Connected with this is the disadvantage of a necessary training period. 44% of those questioned mentioned the possible problem of acceptance within the enterprise of the client. Just under one third has difficulties in accepting the costs. Here the importance becomes clear that the Interim-Manager should have knowledge of the specific business field, and that he has to quickly comprehend the situation of the new enterprise. Reducing problems of acceptance will require 'social skills'.

It is interesting that certain statements, which some consider as disadvantages, are considered advantages by others. For example, 13% see a disadvantage in the short planning horizon of the deployed Interim-Manager, while 9% consider it as positive that the manager has to accomplish his tasks within a clearly defined time period. Furthermore, 10% are worried about the possible drain of know-how while 21% expect the transfer of know-how into the enterprise.

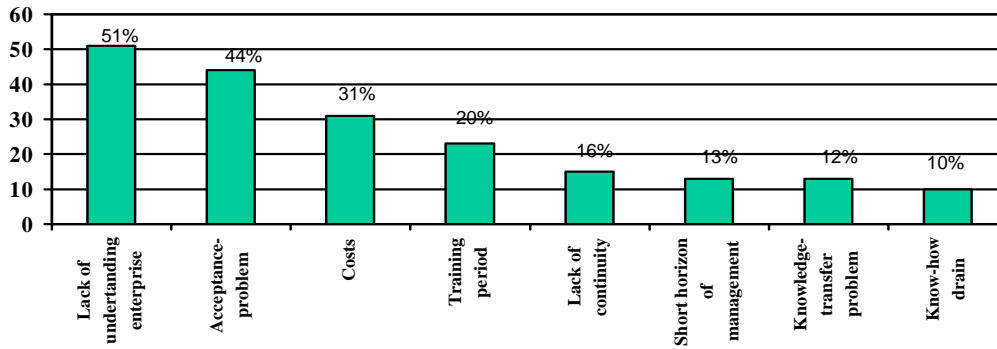


Figure 8: Reservations against Interim-Management (Source HHL 2001)

30% were very satisfied with the performance of the managers. No one in the enterprise was unsatisfied with the work of the Interim-Manager. 91% consider it as certain or rather certain that Interim-Managers will be deployed again in the enterprise in future.

The Interim-Manager can play a decisive role as ‘promoter’ of strategic and organizational innovative activities for the successful effectiveness of the management structure – as the empirical results clearly show. The suggested model in this thesis – the Interim-Manager as external promoter – can make a significant contribution to the success of innovation-activities in the expanded Schumpeterian sense, because it represents the flexible sourcing of knowledge.

### 3.5 Interim-Management as Integral Part of Innovation-Networks

It is certainly possible to interpret the areas of tension and the obstacles an enterprise faces during the innovation process as limitation of the knowledge basis. This kind of limitation prevents the accumulation of a ‘critical mass of knowledge’, which enables successful innovation in the first place. Against this background and the described dilemma of management bottlenecks the need for an integration of enterprises into an innovation-network and the interaction within the network becomes obvious.<sup>73</sup> The German expert-network INSTI<sup>74</sup>, which is based on the Japanese Hatsumei Kyokai (since 1904), offers since 1995 country-wide innovation consultation services, from the ‘birth’ of an idea to the marketing in Germany, and it can be considered an exemplary network of its kind.

<sup>73</sup> Einsporn (2001): INSTI-Innovationsdienstleistungen: Angebote zur Verbesserung des Innovationspotentials von Unternehmen und Forschungseinrichtungen.

<sup>74</sup> Network for ‘Stimulating Innovation in the German Economy’ – in short INSTI – and sponsored by the Ministry for Education and Research ([www.insti.de](http://www.insti.de)).

The knowledge basis that an enterprise relies on during innovation processes can be based internally or externally. The classic research- and development departments represent these internal resources normally. But such a knowledge basis is not enough anymore – although efficient and successful work is accomplished there, there is a definite need to complete the internal efforts with external knowledge and in some cases with external personnel. The successful combination of internal and external knowledge can generate exceptional business opportunities. This is true for the general business opportunity itself (defined by commercial knowledge, identifying new markets, improving distribution through strategic alliances, implemented price strategies, etc.), but also for new and improved technical possibilities (e.g. acquisition and deployment of new materials, or the use of new and improved production measures), which in connection with the already existing knowledge basis and competences in this area can enable the enterprise to produce innovations.<sup>75</sup>

The efforts concerning the innovation must expand and include the access to external knowledge resources, namely through integration into networks.<sup>76</sup> Cohen and Levinthal call this ability to combine internal and external knowledge sources ‘absorptive capacities’.<sup>77</sup> Figure 9 illustrates this interactive teamwork.

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<sup>75</sup> Trott (2002): Refer to same as before, p. 10

<sup>76</sup> Pleschak (2001): Erhöhung der Leistungsfähigkeit von Innovationssystemen durch Netzwerke

<sup>77</sup> Cohen / Levinthal (1989): Innovation and Learning, the Two Faces of R & D.

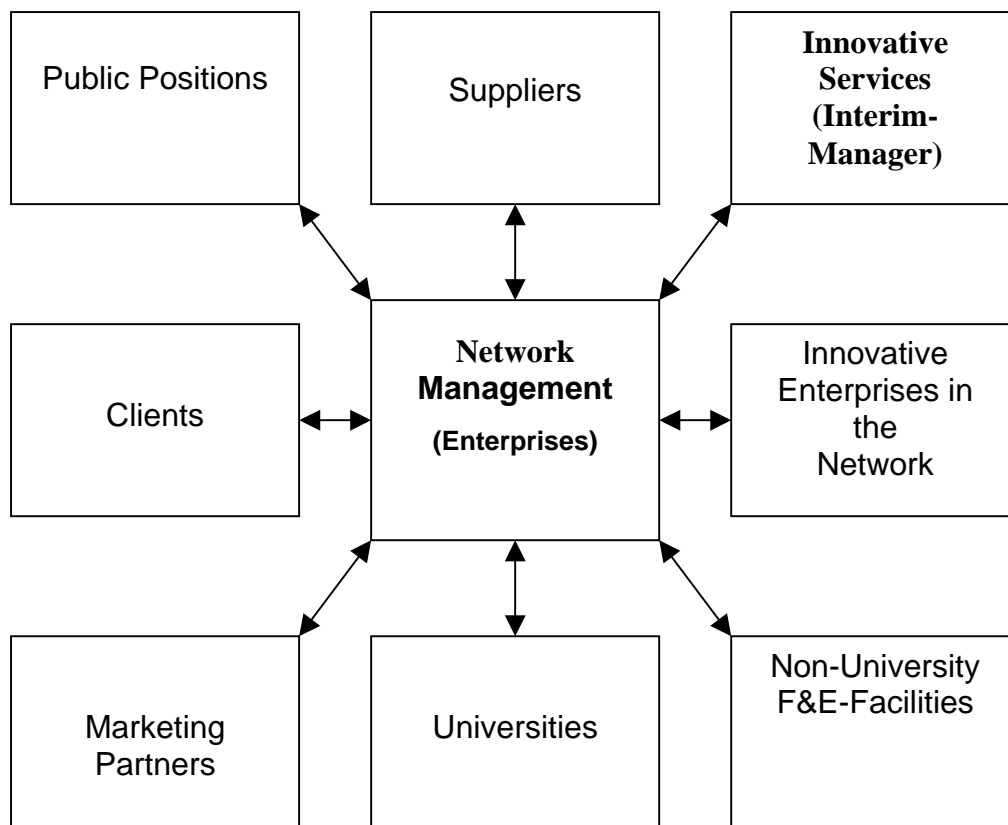


Figure 9: Actors in the Innovation-Network (Source: Pleschak, F. 2002/a.a.O.)

In the expanded application of innovation, the interaction between innovative service providers – e.g. Interim-Managers – and enterprises be considered as complementing contribution to Innovation. The external resource Interim-Manager is used temporary and complementary to the resources of the enterprise.<sup>78</sup> Interim-Managers bring special R & D-know-how as innovative service, and they help as innovation coaches<sup>79</sup> to carry our business-managerial work-methods or market studies, or they increase the efficiency of the enterprise through process analysis. Thus, it makes sense to see the Interim-Manager in the role of a co-innovator and as a ‘midwife’, as Von Einem and Helmstädter expressed it in 1994: *‘Enterprise-related services are not only growing strongly themselves, but they also contribute significantly to the ability of other enterprises and undertakings, to strengthen their position in competition through providing information, knowledge, experience and capacity, which are required during structural changes. The knowledge-intensive and business-related consultation services serve as ‘midwives’ by providing advice and impulses from background of general technological- and managerial knowledge, and then tailor and apply it to the*

<sup>78</sup> Böhm (2001): Checkliste – Wie entwickelt man ein Expertennetzwerk, p. 12

<sup>79</sup> The Innovation-coach is one of nine suggested services of the INSTI-network

*individual case.*<sup>80</sup> This approach refers to an expanded, broader concept of innovation, which not only relates to the pure research and development. It includes also to other areas in the enterprise and organization, such as human resources, sales- and acquisition strategies, investment and financing, protective rights, etc. and thus it opens a wider field for interaction between enterprises and innovative service providers, e.g. Interim-Managers.<sup>81</sup> This viewpoint corresponds with the models dealing with co-production of innovation.

Thus, the Interim-Manager provides three essential functions as innovation service provider:

1. Interim-Managers can serve as information sources for their clients.
2. Interim-Managers can hold a 'bridge function' or serve as interface between the environment of the business world and their clients.
3. Interim-Managers can take on the function of 'catalyst' for the development and innovation capacity of their clients.

In approaching Interim-Management deployments in an innovation context in this chapter, it can be concluded that enterprises, which deploy Interim-Management, will be able to promote their innovation capacity.

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<sup>80</sup> Von Einem / Helmstädter (1994): Produktionsinnovation in Wechselbeziehungen zwischen Industrie und Dienstleistungen

<sup>81</sup> Muller (2000): Innovation Interactions between Knowledge-Intensive Business Services and Small and Medium-sized Enterprises, p. 38

## **4. Empirical Methodology**

In order to shed more light into the rather young field of research on Interim-Management and to be able to complement existing empirical findings, an explorative and qualitative empirical investigation is undertaken. Firstly, the empirical research approach is presented. Secondly, the structure of the investigation will be examined in terms of the process of data gathering, configuration and analysis as well as a description of the research field. The last section presents a summary of the empirical results which will be utilized afterwards to set up a conceptual model for Interim-Management deployments in an innovation context.

### **4.1 Research Approach**

#### **4.1.1 Objective of the Empirical Investigation**

The objective of the empirical investigation is to confront the phenomenon of Interim-Management deployments with the data surveyed and to generate overall propositions with respect to the required common management approach and behaviour as well as with respect to the content of special management measures taken within an innovation context. In connection with the aforementioned, the work in hand starts out from the thesis that successful Interim-Management deployments – despite situative differences – provide evidence of common features with regard to the content of management measures within an innovation context as well as with regard to management approach and behaviour patterns.

#### **4.1.2 Explorative Research Approach**

Owing to the new phenomenon of Interim-Management in the sense of scientific discovery, qualitative research in terms of an explorative research strategy forms the focus of this study. In connection with the discovery of propositions, it is criticized often that the corresponding research studies merely display any old “ad-hoc propositions” which are then empirically examined. This way, a flood of incomparable individual results is produced which is incapable of being integrated in a statement system. In an effort to counter such criticism, this study develops a

conceptual frame for the systematic analysis of Interim-Management deployments. Apart from depicting problematic variables, it also offers the opportunity to integrate existing theoretical and practical knowledge in the research process. This type of orientation aid performs a selection and steering function as it limits the problem to be researched and steers the research process in that it implicitly specifies the data base upon which the design recommendations to be drafted for Interim-Management deployment in an innovation context are based. The disadvantage of the explorative research strategy is that the information gleaned displays a tentative character and is only applicable for the excerpt of reality under examination. Consequently, it is impossible to derive representativeness from the propositions generated. One advantage of this procedure however is the fact that the researcher's experiences from observing reality can be taken into consideration directly while drafting the conceptual frame and examined in reality at the same time. As regards this interplay between theory and practice, Witte established: "Regardless of how intelligent or imaginative theoretical a thought framework is, it will only become scientifically and practically acceptable once it has proved itself in the empirical test and ultimately in practical application."<sup>82</sup>

The detailed research is outlined in the following. A distinction is made between active and passive types of process alternatives available depending on the extent of influence possible by the researcher on the respective item under examination.

Active research designs such as action research, laboratory and field experiments are eliminated as procedures for this study as they require active structural participation by the researcher in the entire planning, realisation and control of Interim-Management deployment. As these requirements can not be complied with within the framework of this work, passive research methodology is selected as an alternative. Passive methods include case studies and types of comparable field studies. The methodological procedure is basically aligned towards the objectives of the study already referred to. Each research strategy indicates specific advantages and disadvantages depending on the line of questioning involved, the control possibilities availed by the researcher while gathering data as well as the degree of topicality of the research material.<sup>83</sup> Yin notes that apart from the Who, How, Where, Why and How many questions, the "What" question can also be of relevance for the case study as well as the survey associated with each research strategy provided that the examination objective is at an explorative level.<sup>84</sup>

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<sup>82</sup> Witte (1981): Der praktische Nutzen empirischer Forschung, p. 13

<sup>83</sup> Yin, (1989) p. 17

<sup>84</sup> Yin a.a.O.



## **a) Interviews**

The study involves a focus on the exploration and evaluation of data on individual items under examination. The goal is a comprehensive description of all relevant aspects. The interview technique has a high degree of explorative potential. As interviews only involves individual cases, the disadvantage lies in the poor comparative nature of information gleaned. It is however particularly suitable at the outset of researching a problem in order to develop a precise and realistic conceptual frame to form the basis of further examinations. This way, it was possible to use the explorative potential of various Interim-Management deployments and at the same time the disadvantage referred to above could be avoided by examining Interim-Management deployments in several companies and by applying a semi-standardised interview.

## **b) Cross section versus longitudinal analysis**

Comparable field studies involve analysis of several companies at a certain point of time (cross-section analysis) or at various points in time (longitudinal analysis), whereby the longitudinal analysis should be highlighted here as it permits a time-related record of various Interim-Management deployments on the basis of once-off data collation. This means that co-operation limited in terms of time only is necessary with the companies to be analysed. In order to be able to depict the time delay between realisation of the Interim-Management deployment in an innovation context and the effect on the activity however, the cross-section analysis must be extended in the direction of an unreal multiple longitudinal analysis. In this context, Kubicek refers to examinations “in which only one survey is performed but where questions do not only concern the current situation but also extend to cover the past status recorded from the memory of the Interim-Manager questioned”.<sup>85</sup> Thus the analysis is not per se of longitudinal character but related to an event-historical data analysis.

The research methodology selected in this study can therefore be summarised as an explorative analysis collecting not only data at one point of time but also at critical points of time in the past. By comparing several interview results, it is possible to examine regularities and derive empirically justified statements as regards the content tendencies of Interim-Management deployment in an innovation context and as regards the processes and procedures in the Interim-Management deployment process.

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<sup>85</sup> Kubicek (1975): Empirische Organisationsforschung, p. 62

### 4.1.3 Structure of the Investigation

One further aspect for identifying the research concept refers to depiction of the process of data gathering, preparation and evaluation. As preparation for the empirical survey, the first step involved an analysis of the literature available on the issue at hand. On the basis of this review, principles were developed for the expert interview. The principles developed for this purpose comprised the following questions:

- Objectives of Interim-Management deployment in an innovation context
- Measures of Interim-Management deployment (process and procedure as well as strategic and organizational approaches for improving the innovation capacity)
- Subjective assessment of the success of Interim-Management deployment

The selection of the target group relevant for the examination of Interim-Management deployments was based on the following criteria:

Type of deployment	Reasons for limitation
1) Interim-Management deployments in Germany	Assurance of a common institutional and socio-cultural environment
2) Interim-Management deployments in different industries	Assurance of assessments across different industries
3) Interim-Management deployments in an innovation context	Assurance of assessments within an innovation context and its comparability with respect to individual objectives

Within the framework of this analysis, 50 potential Interim-Management deployments could be identified thru a multiple search via the internet and specialized publications. Of these, 8 Interim-Managers were approached directly and personally using pre-contacts. The remaining 42 Interim-Managers received a letter. Of these 50 potential Interim-Managers, 30 were prepared to be available for an interview. This corresponds to a response rate of 60%.<sup>86</sup> This comparably high response and willingness to co-operate underlines the practical relevance and topicality of the issue at hand.

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<sup>86</sup> For five interviews, however, it turned out that the activities described did not match the definition of Interim-Management as outlined in this thesis. Thus these cases were excluded from the analysis.

The next step involved the relevant Interim-Managers being questioned specifically on the basis of keywords such as “Innovation”, “Strategy”, “Organisation”, “Project Management” and “Behaviour” within the framework of their task profiles. An open question-technique and a closed question-technique have been used for the interviews.<sup>87</sup> The knowledge gleaned from this analysis was compacted in a special profile generated for each Interim-Manager. Detailed preparation of the discussions entailed obtaining any available business reports on companies supported by the participating Interim-Managers and the relevant information being incorporated into the interview principles. Preliminary document analysis permitted an increase in efficiency in terms of how interviews were conducted.

After conclusion of this preparatory work, sufficient preliminary information was available for the phase of data gathering. This occurred within the framework of personal interviews with the Interim-Manager experts.

The bandwidth of Interim-Manager experience ranged from 1 year to 15 years. Owing to this high degree of specialist competence and by largely avoiding misunderstandings and misinterpretations by choosing the method of personal interview, a high degree of reliability of data communicated can be assumed. In order to circumvent the risk of errors, the interview principles were subject to a pre-test with two Interim-Managers.

Semi-standardised interviews were chosen as the research technique.<sup>88</sup> The interview is regarded as the most important instrument of empirical social research.<sup>89</sup> Although this procedure requires principles, the order in which questions are asked and how they are formulated is not necessarily specified with the result that this more versatile technique for gathering data appears to be the most effective alternative owing to the high complexity of the issue.

Data gathering was followed by the generation of a standardised interview protocol for each Interim-Manager and appropriate feedback thereon. Feedback was integrated in the interview protocols. Interview protocols comprised on average 6 pages. A total of 150 pages of interview protocols were produced.

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<sup>87</sup> Diekmann (1998): *Empirische Sozialforschung*, p. 374

<sup>88</sup> Müller-Böling (1992): *Organisationsforschung*, p. 1495

<sup>89</sup> Koolwijk(1974): p.12

## 4.2 Description of the Research Field

Once the selection of the research approach has been illustrated in the previous section, the research field consisting of its participants, business-sectors involved and its relation to the innovation context is presented in the following:

### a) Participants

The participants in the study were recruited from a group of Interim-Managers who had successfully completed at least 10 Interim-Management deployments within an innovation context. Most of the Interim-Managers requested anonymous presentation for reasons relating to confidentiality.

### b) Sectors involved

The sectors represented in the study in which Interim-Management deployments occurred largely reflect companies which are subject to extreme competitive pressure. The study focused on companies in the automotive industry (28%), followed by the chemicals and pharmaceuticals industries (20%). Third place was occupied by the telecommunications industry with 12%. Moreover, the automobile/automobile construction sector, the clothing/shoe/textile industry and precision mechanics / optics and electronics suppliers followed with 5% each.

### c) Innovation context

As indicated above, the study observed a wide range of companies associated with Interim-Management in the various sectors. At the outset all of the companies displayed a qualitative and/or quantitative management bottleneck in relation to their innovation capacity. In some cases, projects really requiring urgent completion in the innovation context were postponed over several months or even interrupted. Interim-Management deployment had however a time limit by virtue of its very nature as all projects and/or measures could be implemented within the framework of the specifications.

Due to the fact that 25 interviews with Interim-Managers which carried out at least 10 deployments the exploration potential of this investigation is deemed to be rather sound. For this reason, the empirical results obtained indicate a high degree of practical relevance and reflect sound practical experience.

### **4.3 Conceptual Frame and key-findings of the Empirical Analysis**

As already mentioned above, a conceptual frame served as the basis for empirical research on “Interim-Management deployments in an innovation context”. This way, it was possible to dissect the complex problem structures into more simple, manageable problems and make them available for an empirical analysis. Problem-related variables in the examination of successful Interim-Management deployments were initially the objectives at the beginning of the deployment. These objectives of Interim-Management deployment have in turn a considerable influence on the range of measures. Concluding problem variables to be examined were the results of the Interim-Management deployment, whereby the objectives defined at the beginning were examined.

In the following section, the components of the conceptual frame will be explained briefly as well as the central terms for the empirical analysis of Interim-Management deployments.

#### **4.3.1 Objectives**

In order to ensure a result-oriented realisation of Interim-Management deployments, clearly-defined objectives must be specified right at the very start. The Interim-Management deployment objectives depict the target status to be reached using Interim-Management measures. Compared to the other elements of the conceptual frame, the objectives of Interim-Management deployments occupy a central and predestined position. Apart from influencing identification of the problem by specifying a target situation, objectives also steer the problem-solving process as well as all considerations with regard to the measures to be taken. Furthermore, they are also required for the assessment of alternatives. After all, evaluation of the success of measures is only possible by means of a target definition followed by a comparison of the actual and planned status. Within the framework of Interim-Management deployments, competitiveness is the primary objective. This prerequisite is part of the general objectives planning for a company in which economic and non-economic corporate goals are specified. With reference to Hahn,<sup>90</sup> economic, material and social objectives form a component of general objectives planning and are the means towards achieving the individual objectives of all interest groups involved in the company, e.g. shareholders or employees. The following text depicts the alignment of individual objectives in the throes of Interim-Management deployment.

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<sup>90</sup> Hahn (1997): *Unternehmensziele im Wandel*, p. 303-320

Economic objectives: The primary objective of all interest groups in an Interim-Management deployment in the innovation context is sustained competitiveness, e.g. via maintaining a long-term innovative and profitable product portfolio ensuring long-term competitiveness.

Material objectives: The basis for achieving material objectives is formulation thereof specifying the company's future success potentials and/or activities. They describe which of these new products are to represent the company on what markets, for example. Within the framework of Interim-Management deployments, specification is required as to which areas of activity can be dispensed with and which ones are absolutely necessary for the future success of the company.

Social objectives: Material and social objectives should be specified giving consideration to social objectives which determine the behaviour of companies towards the various interest groups involved in the company. Within the framework of Interim-Management deployments, social objectives in particular play a major role as regards employees where the focus is on transmitting positive signals and employee motivation through to full employee integration in implementing measures and are therefore key success components in relation to the sustainability of Interim-Management deployments. Furthermore, depending on the individual case, behaviour towards external interest groups such as providers of outside capital or market partners, for example, can be determining factors for success as they are usually relevant in such situations when it comes to external financing of future investments or for joint-venture projects.

Specific active objectives need to be derived in order to achieve these abstractly formulated minimum objectives. These then specify how to proceed with Interim-Management deployment. In order to reduce complexity, the superior minimum objectives need to be broken down into manageable sub-complexes or sub-objectives. Such objective detail leads to an objective hierarchy in which all of the inferior objectives have average character in relation to the superior minimum objectives. In order to avoid contradictions when specifying inferior objectives, generation of a list of priorities has proved to be practical. All Interim-Management deployments under investigation have had the primary objective of improving the client company's competitiveness, meaning that economic and material objectives have been at the forefront.

### 4.3.2 Measures

Measures of Interim-Management deployment in an innovation context represent the means towards achieving the innovation targets defined under the given objectives. The emergence of management bottleneck-induced reductions in innovative capacity (see chapter 3.2) can not usually be attributed to poor developments in an individual area of the company. The causes for this should be sought in all areas and remedied using suitable measures. Individual measures can not usually be regarded separately. Very often, they intersect or are interdependent. For example, tapping a new division within the framework of a market entry strategy can lead to new locations being opened up, adapting personnel capacity or acquisition of competing companies.

The range of measures as a sum of all measures represents the “heartpiece” of Interim-Management deployment and is therefore the focus of this empirical study which includes an analysis of the strategic and organizational measures as well as an examination of the procedures and behaviour in the Interim-Management deployment process. Neglecting this process would exclude an essential success component of Interim-Management deployment. Like in other Change Management processes, the measures concept represents an obligatory range while realisation of the measures is similar to a routine which makes a considerable contribution towards success. This is also confirmed by the work performed by Knopf<sup>91</sup> who conducted an empirical analysis on the reasons for discontinuing reorganization projects, whereby factors such as “resistance by those involved” or “poor powers of assertion on the part of those persons responsible for reorganization” had a considerably greater influence on discontinuation of reorganization than an “insufficiently new concept”.

The success of the deployment is therefore dependent on both a well-conceived concept and on special measures as regards procedure and behaviour within the framework of Change Management.<sup>92</sup>

The particular situation of Interim-Management deployment also places particular demands on a Change Management process. This study therefore concentrates on recording these particular features of Change Management within the framework of Interim-Management deployment.

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<sup>91</sup> Knopf (1975): Dimensionen des Erfolges von Reorganisationsprozessen

<sup>92</sup> Thom (1995): Change Management, p. 869-876

Specifically, the following three dimensions with its underlying key variables were analysed in the empirical investigation with the following key-findings<sup>93</sup>:

**1) Measures of the Interim-Management process.**

In this context, the formal design of the process (Identification / Planning / Implementation / Control) as well as the applications of specific leadership, organizational and motivational features have been explored.

<b>Frequency of chosen measures</b>	
in % (n = 25)	
<b><i>Design of Interim-Management-Process</i></b>	
<b>Measures</b>	
Appointment of main-responsible person for the arrangement (content) of the Interim-Management-Deployment at the beginning of deployment and the necessity of high time-investment at the beginning, especially during identifications- und planning-phase (followed by: implementation and control-phase)	100
Delegation of responsibility in the course of Interim-Management-Deployment to personnel of the organization, and assuring personnel continuity in the leadership of innovation-processes after the finish of the Interim-Management-Deployment	72
Professional arrangement of the project-organization by favoring the Matrix-Project-organization for an optimized dealing with the tension areas between daily business and creative project work	80
Sharing of project-tasks and deciding the composition of individual project teams; if necessary by integrating other persons such as competent members of the supervisory board external experts in project commissions for support	92

<sup>93</sup> Note: Limited at this stage to key-findings in respect to developing a conceptual model of Interim-Management deployments in an innovation context – however transcripts encompass more findings which are deemed to be too specific for the development of a conceptual model and therefore discussed within the theoretical context of the next chapter.



<b>Frequency of chosen measures</b> in % (n = 25)	
Setting up project control authority (especially in case of extensive projects und complex tasks)	60
Deciding rules for communication and documentation for the sake of measurable progress control and speeding up the process	84
<b><i>Leadership- and Motivational Behaviour</i></b>	
<b>Measures</b>	
Situational leadership-style in Interim-Management-Process through a phase-oriented variation of the leadership-style	100
Integration of leadership personnel in the decision-making process, independent from the chosen leadership-style	100

## 2) Measures in the strategic area

These include long-term effective decisions relating to a realignment and improvement of the product/market portfolio, the production process, the company's purchasing power as well as its possibilities for reforming financing and investment decisions for research and development.

<b>Frequency of chosen measures</b> in % (n = 25)	
<b><i>Strategy</i></b>	
<b>Measures</b>	
Optimization of investment-activities in research & development through increasing efficiency and efficiency in the project-development-process (Simultaneous Engineering-Approach, inter-functional know-how integration beyond borders and strategy to protect patent, Target-Costing-Approach to market-price-oriented project control etc.)	92
Optimizing finances of research- and development plans by improving equity- and foreign capital and accessing public funds	84

<b>Frequency of chosen measures</b> in % (n = 25)	
Accessing new and improved purchasing opportunities by separating strategic and operative buying, reduction of material expenditure through concentration and inter-group cooperation, deciding for sourcing strategies and creating inter-functional buying teams	92
Introduction of new and improved production-methods by creating product-/market-oriented production-segments, increase of efficiency and effectiveness in the production-process by integrating IT-systems and the introduction of new, flexible working-time-models	60
Developing new and improved sales potentials through strategic alliances and cooperation, a more user-friendly and thus client-oriented sales policy, automatic order-processing and additional market developments through modern 'online' technology	84

### 3) Measures in the organizational area

This summarises all of those approaches taken in the operational functions via realignment of the organization and business processes as well as supporting systems for increasing effectiveness and efficiency in the companies.

<b>Frequency of chosen measures</b> in % (n = 25)	
<b>Organization</b>	72
<b>Measures</b>	
Implementation of a new organization by optimizing structures, processes, systems and personnel capacity as strategic competition factors for successful innovation activities	
<b>Structures</b>	
Creation of client-/market-oriented units responsible for the results according to Profit-Center-Concept and simultaneous decrease of hierarchy for the reduction of complexity	

<b>Frequency of chosen measures</b> in % (n = 25)	
<i>Processes</i>	
Elimination, merging and making parallel of process steps and establishing inter-functional team-structures for the reduction of interfaces and use of most modern communication-technology to increase the speed of the organization	88
<i>Systems</i>	
Optimization of reporting-systems and implementation of decentralized, enterprise-centered structures under consideration of ISO 9001/14001 and introduction of incentive systems for the individual increase of performance	76
<i>Personnel</i>	
Filling key-positions with new personnel in the innovation-process and qualifying employees for new demands, and increased use of Interim-Management-Deployments as a chance to initiate cultural change as towards an increase of the innovation capacity	92

The research results above indicate – within the three dimensions analysed – a relatively high correlation with regard to the specific measures and features of Interim-Management deployments in an innovation context. These results will be utilized to build a conceptual model for Interim-Management deployments in an innovation context in the next chapter.

## **5. Interim-Management-Deployments in the Context of Innovation – a conceptual model**

The present chapter is devoted to the theoretical examination of the Interim-Management phenomenon based on the empirical key-findings in the previous chapter four. Going one step further than considering Interim-Management not just a temporary convenience, it can be suggested that Interim-Managers play a role of co-innovators.<sup>94</sup> This suggestion refers to a broad conception of innovation and interactions of Interim-Managers which is empirically supported. Indeed if Interim-Management Deployments are not reduced only to “ensuring continuity within an organization, but can also be put in place to augment the skills of an existing management team”<sup>95</sup> within the dimensions of strategy and organization (see key-findings; chapter 4.2.2.), a broader conception of innovation interactions amongst Interim-Management and the enterprise can be considered.

This corresponds to the view expressed by a model referring to innovation co-production.<sup>96</sup> The model attempts to integrate the impact of Interim-Management on the innovation capacities of their client enterprises. It offers a conceptualization of the innovation process which is useful for analyzing not only the impact of interactions with Interim-Managers on the innovation capacities of client-enterprises but also to analyze the Interim-Management process itself, its organization and special features of behaviour patterns in terms of leadership and motivation. Without the empirical investigation on Interim-Management deployments and the exploration of key-findings in the previous chapter, clearly these important process components<sup>97</sup> would have been neglected for the constitution of a conceptual model. Thus the conceptual model (ref. to figure 10) encompasses a set of key variables for Interim-Management deployments which are derived from the key-findings of the empirical investigation.

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<sup>94</sup> Von Einem / Helmstädter (1994): p. 2

<sup>95</sup> Schoemakers (1989): Executive Interim-Management

<sup>96</sup> Gallouj (1994); Muller (2001): These authors focus on consultancy firms. However the spectrum of activities they refer to (i.e. legal productions, accounting and finance, strategic consultancy, organizational management) show clearly that the conception of consultancy services they have in mind corresponds to the one retained for the present investigation. The main difference appears to be that these authors do not focus on the consultancy process or as in this work on the Interim-Management process itself.

<sup>97</sup> Knopf (1975); Thom (1995); see also chapter 4.4.2

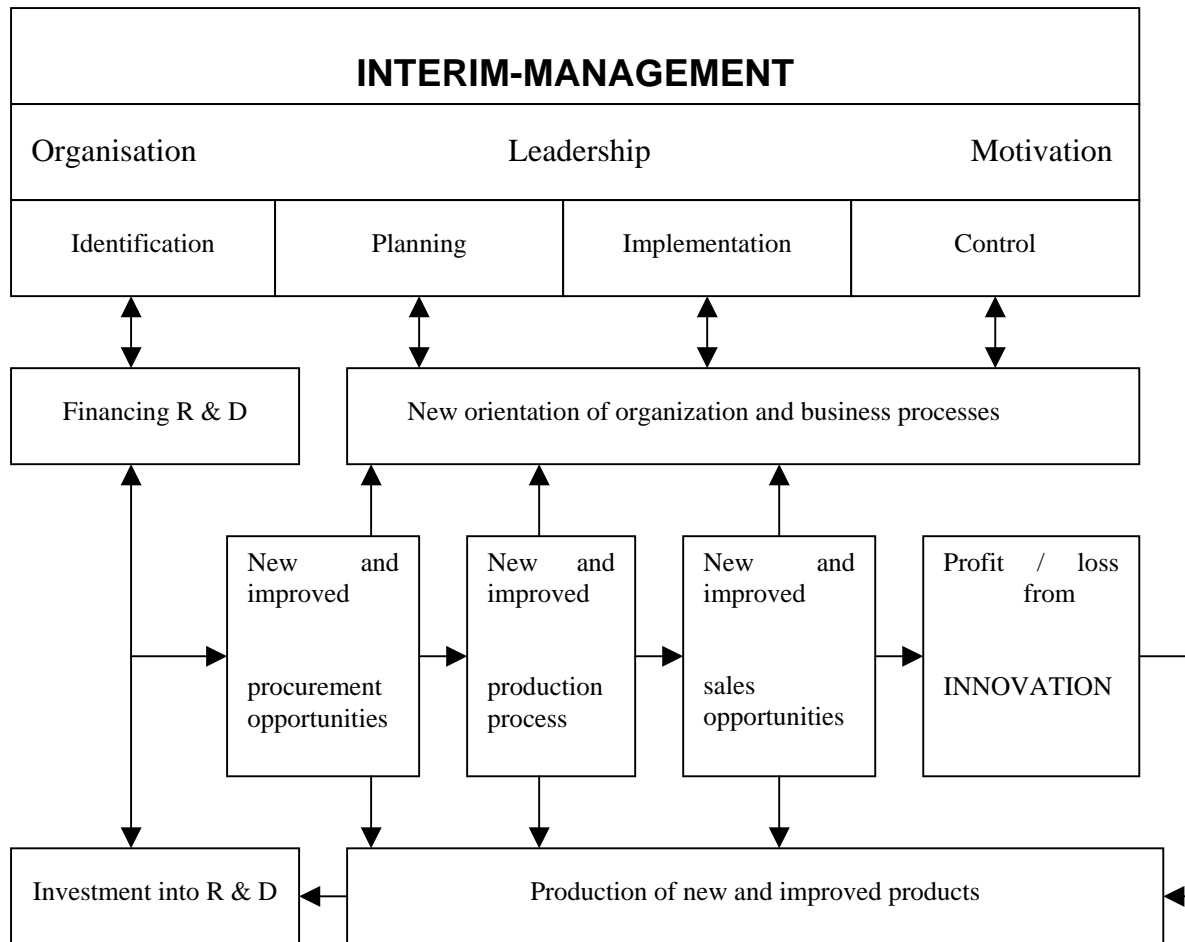


Figure 10: Conceptual model

The key-variables as components of the conceptual model relate on the one hand to the Interim-Management-Process itself, with the phases *identification, planning, implementation and control*, as well as special features of behaviour patterns in terms of *leadership, organization and motivation*. On the other hand they focus on the classical areas of strategic and organizational measures along the value-chain, within which an increase of the innovative capacity can take place, and where in a continuum the *profit* basis can be increased through the deployment of Interim-Management.

Strategic and organizational measures – identified as key-findings in the empirical investigation get operationalized as key-variables for a further theoretical discussion as follows:

- *Production of new or improved products*
- *Introduction of new and improved production processes*
- *Accessing new and improved possibilities of procurement*

- Accessing *new and improved sales opportunities*
- Implementation of *new organization*

Permanent innovation according to Schumpeter can take place in one of the five above mentioned categories at the time.<sup>98</sup>

The application of the newest and improved methods and procedures in the course of the primary activities of an enterprise, considers production, the new orientation of the organization and business processes. In its entirety these are necessary conditions for reaching sufficient profits in the frame of the strategic targets of the enterprise. This line of thinking is mostly congruent with the postulate by Chandler<sup>99</sup> of the far-reaching dependence of an organizational structure from the strategy ('structure follows strategy')<sup>100</sup>. To round and complete the picture, the necessary and supportive components of *investment* and *financing* for R & D have been included.

This is intended to illustrate that the interactions of Interim-Management and enterprise lead to innovative success according to the Schumpeterian category, or according to Trott et al., it contributes to the generation of so-called GBOs (generic business opportunities) in this area.<sup>101</sup>

## 5.1 Phases of the Interim-Management-Process

In the following section the individual phases of the Interim-Management-Process will be examined in more detail. Modern innovation models are based on the concept that innovation takes place in an environment of competition.

In this context the innovative activity consists mostly of two important elements:<sup>102</sup>

- Identification of elements within the five categories of innovation activities, which contain an economic improvement- and development potential
- Implementation of a process, which transforms previously mentioned elements into innovation

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<sup>98</sup> Rassidakis (2001): Schumpetersche Ansätze zum Innovationswettbewerb, p. 11 ff.

<sup>99</sup> Chandler (1961): Strategy and Structure

<sup>100</sup> Müller-Stewens (1992): Strategie und Organisationsstrukturen, p. 2344

<sup>101</sup> Trott (2002): Innovation Management and New Product Development, p. 105

<sup>102</sup> Freeman et al. (1982): Unemployment and Technical Innovation, p. 39

These two decisive steps or phases allow the ‘innovative entrepreneur’ or the Interim-Manager as promoter to trigger the innovation process or even manage it.

### **5.1.1 Phase of Identification**

Analog to a general leadership process the dealing with the task starts with the recognition of the problem-situation by comparing the set goals with the actual and current condition.<sup>103</sup> Reaching the goal of an enterprise consistently – to gain profits – is decisively determined by the innovative strength of the enterprise. Based on a first rough identification of the problem a description of the innovation barriers follows. It includes a detailed analysis of the current conditions concerning the symptoms, causes, and effects of the innovation capacity. An overview of the extent and complexity of the problems shall be presented here. Examining the symptoms of the innovation crises is relatively simple, but identifying the reasons for the current problem-situation is relatively difficult due to the variety of internal and external factors as possible causes. However, the greatest potential difficulty is the analysis and prognosis of the effects of the current situation, and the estimation of the innovative potential and the future chances for success of an enterprise or some individual innovation projects.

A description of the innovation barriers or the ‘diagnosis’ of the causes of the problem are fundamental prerequisites for the decision about the continuation of an innovation project, connected with the introduction of a ‘therapy’ of a special Interim-Manager deployment. All enterprises, accompanied by an Interim-Manager, made a positive decision and determined the deployment of an Interim-Manager.

In this context it is an important question as to who will belong to the group participating in making the decision. The persons in the upper internal leadership as well as the members of the supervisory board – as external enforcement centers - of the enterprise are considered those who are legitimate. Beyond this also persons independent from the enterprise and external groups of interest – e.g. capital investors or management consultants – can factually participate in making the decision.

### **5.1.2 Phase of Planning**

After the basis decision for an Interim-Manager deployment and the first analysis of innovation barriers, the phase of planning starts. In the following planning is

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<sup>103</sup> Hahn (1994): Puk, p. 35 and the literature quoted

understood according to Hahn as the future-oriented process of forming a will, which includes making decisions of leadership based on a systematic preparation of decisions.<sup>104</sup> Starting out from the entrepreneurial goal to sustain the competitive ability through activation of the innovation potential, during the planning phase the focus is the derivation of detailed action goals and measures and resources for their achievement.<sup>105</sup>

As a first step – the so-called search-phase – potential possibilities for action are searched for and future alternatives are selected for closer examination. In the following assessment-phase possible actions – which have been identified as possibly useful - are evaluated as to their effects towards the defined goals. The evaluation instruments are largely congruent with those, which are also used in regular planning in enterprises. Finally the process of shaping a will is completed with the decision for an action alternative with the highest priority of a goal to be reached.<sup>106</sup>

Hahn points out that the individual activities during the process of shaping a will must not necessarily follow a fixed pattern. It is possible to have feedback take place between the various steps of the process. Searching for and evaluating alternatives for action can also lead to their expansion or restriction. Hauschildt comments about this aspect on the basis of empirical research: ‘Formation of a goal is a time-consuming process and not a one-time action. It is neither concluded before the start of the actual problem-solving process, nor after the first phase of this problem-solving process.’<sup>107</sup> This leads to the situation where goals from before the process of forming a will can be re-defined after the decision has been made.<sup>108</sup>

It should be pointed out that planning in an acute project situation has to be done under enormous time pressure. Therefore it cannot be ruled out that certain decisions are taken ad hoc – without detailed preparations. In the literature about management it is pointed out that solving the problem in an acute situation should still be planned systematically and must not be improvised. Otherwise the danger is that through quickly introduced measures only visible symptoms are cured, but the actual problems are not eliminated.

However, it should be mentioned in this context that this kind of improvised actions can be rather helpful as to the introduction of so-called immediate measures. Such measures – introduced by the deployment of an Interim-Manager – have to be carried out with first priority, and they can be realized without long planning processes and will have a positive effect for the situation of the enterprise. The time gained through

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<sup>104</sup> Pfohl (1981): Planung und Kontrolle, p. 28 ff.

<sup>105</sup> Refer to same, p. 16; Steinmann et al (1979): Führungslehre, p. 7

<sup>106</sup> Bleicher / Hahn (1994): Führungsprozess, p. 151

<sup>107</sup> Hauschildt (1997): Entscheidungsziele, p. 345

<sup>108</sup> Wild (1981): Unternehmensplanung, p. 37 ff.



this, can be used for measures, which require a solid preparation for a decision. The introduction of immediate measures leads to overlapping between the phases of planning, implementation, and control functions. Besides speeding up the process, this mode of action has also the advantage that realizations from the later implementation and control can be integrated into the further measures.<sup>109</sup> A central prerequisite during dealing with parallel tasks within the leadership is the exchange of information between the employees working within the different phases.<sup>110</sup> Also in those enterprises accompanied by Interim-Managers immediate measures for the stabilization of the situation were introduced at the beginning, and thus time was gained for the detailed planning of other measures.

### 5.1.3 Phase of Implementation

During the implementation period it is important to create first of all the conditions, which were worked out during the planning phase and are considered as helpful to the implementation, and then the implementation has to be induced.<sup>111</sup>

As a prerequisite for the implementation a formal frame in the sense of an organization has to be created as a first step. Only in a developed organization a sustainable implementation can follow.<sup>112</sup> Since Interim-Manager-Deployments are considered as temporary and special situations, the literature often suggests the project-organization as suitable instrument for carrying out Interim-Management tasks. Such a secondary organization runs parallel to the primary organization, and allows the solution of highly complex problem-situation in controllable and partial projects, which would be too difficult for the normal process-organization.

Once a decision for such a project-organization has been made and once the individual projects in the whole programs have been defined, the human resources and material potentials for the solution of the tasks, as well as the project-form and the rules for cooperation have to be decided at next.

After setting up the organizational conditions the implementation of the planned measures must follow. To secure the successful and efficient implementation, during this phase motivational and coordination tasks have to be taken care of.

E.g., the potential project 'Termination of a research-project due to a lack of demand', which is connected to individual goals of certain employees, might lead to conflicts

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<sup>109</sup> Bühner (1995): Organisation, p. 211

<sup>110</sup> Refer to Beck (1996): Project-organization, p. 144 and the quoted realizations of Clark / Fujimoto (1991): Product

<sup>111</sup> Hahn (1994): Puk, p. 35

<sup>112</sup> Pfohl (1981): Planung und Kontrolle, p. 17 ff.

and motivational problems with these employees. But also the acute threat to the enterprise due to 'high investments into R & D and the lack of a sales market' can make employees feel insecure and might have negative effects on their motivation. Therefore a central leadership task is the motivation on employees. This can be done through active integration of the employees affected by the measures, or through explaining the necessity if decisions that might otherwise affect their motivation. The necessity of coordination results from the complex problem-situation and from the resulting project-variety, which requires a regular and goal-oriented harmonization of objects or elements.

In the opinion of Krystek three levels of coordination activities can be distinguished during the Interim-Management process, which takes place under high pressure time-wise, as it is the case in coping with an extreme situation such as a crisis.

These three levels are the following:

- 1st level: Coordination between the totality of the projects and other relevant actions within the enterprise.
- 2nd level: Coordination between the individual levels, and
- 3rd level: Coordination of actions within the respective projects.<sup>113</sup>

Goal of the first coordination level is to avoid disfunctional effects through harmonization of the tasks carried out in the projects with the regular activities taking place in the enterprise. E.g., it is advisable to harmonize the measures of a potential project 'Optimizing Procurement' with the actual measures applied in daily business in the field of procurement. Doing so can avoid – for example - that materials for a certain product group are ordered from a supplier, while at the same time this material will be supplied for a new product from Asia.

The second coordination level secures the united focus of all individual projects and their activities towards the set of goals of the Interim-Management-Deployment. This concerns concretely the support in cases of overlapping competences between project groups, and the mediation in conflict situations.<sup>114</sup>

Coordination within individual projects is also called project-control. This is within the responsibility of the respective project leaders, and they report to the Interim-Manager.

Project leaders are responsible for the qualitative and punctual process of measures carried out in their group.

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<sup>113</sup> Refer to: Projects coping with crisis under high time pressure – Krystek (1991): Krisenbewältigungsmanagement, p. 139

<sup>114</sup> Dietel / Müller-Becker (1984): Führung, p. 175 ff.

A system for concentrated and relevant information exchange must be installed, as basis for the efficient realization and as support for the coordination on all levels, and for the early detection of potential deviation from the plan. Additionally communication and exchange of information among all those participating in the project must be secured through institutional meetings.

#### **5.1.4 Phase of Control**

The basic goal of control is to secure the realization of the planned goals, measures, and resources. The core-task of this leadership function is to compare the planned factors with the actually achieved factors. Besides gaining the information about possible differences it is also part of the control to analyze the causes of such differences between the intended and the actual situation. The reasons for a deviation can be in the planning or implementation phase. For example, it is possible that in the planning phase unrealistic goals were set, or that during the implementation insufficient motivational measures have been applied. If during the control deviations are detected, new introduction processes have to follow, which will include corrective measures of plans and realizations. In this way the control phase enables the accumulation of experiences and a learning-effect is created.<sup>115</sup>

The explanations so far make the close context between these two leadership functions of planning and control very clear. The planning of goals, measures, and resources alone provides not a guarantee that they will actually be realized. Wild illustrates this relationship well when he states: 'Planning without control is meaningless; control without planning is impossible'.<sup>116</sup> Planning and controlling necessitate each other.

A further precision of the term 'control' can be gained via the control activities. During the Interim-Manager-Deployment the control of results and of the process plays an important role. The controls of the results include the earlier mentioned comparison between the intended factors and the actually achieved ones. To set goals assures the fulfillment of plans. A disadvantage of this control centered on the past is that through this deviations might be recognized too late for the optimal compensational reaction. Here a continuous control, which accompanies the phase of implementation, comes into effect. It compares intended factors with expected current factors, and thus already existing or foreseeable deviations can be uncovered, before the end-result has been reached (and cannot be corrected anymore). This

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<sup>115</sup> Refer to Pfohl (1981): Planung und Kontrolle, p. 17. Hahn (1994): Puk, p. 43 ff; Steinmann et al. (1979): Führungslehre, p. 385 ff.

<sup>116</sup> Wild (1981): Unternehmensplanung

accompanying control plays an important role during Interim-Management deployments executed under high time pressure. Final results that do not correspond with the goals would slow down the innovation process and thus complicate the situation even more.

It is clear that Interim-Management deployments require continuous as well as end-controls. The control activities are closely connected to the coordination as has been described already in the implementation. From this follows that control has to be carried out on all coordination levels as described by Krystek. To assure efficient control and coordination of all activities during the Interim-Management-Deployment, appropriate systems of documentation and communication have to be set up.

During the phase of the control of the deployment process possible second controls have to be applied on the actual capacity of the measures worked out for a sustained elimination of the bottleneck. Especially with changed structures and systems it is possible that these cannot be connected to actions of the organization, and therefore cannot at all – or only partially – be used in the organization. The option to refer back to the know-how of the Interim-Manager after the deployment has been completed, is therefore in the interest of the enterprise. Individual Interim-Managers and specialized companies as well have an interest in maintaining the contact to their clients. Successful deployments are potential references for future network-projects. Furthermore, through these periodic refreshers of the contact new order might develop.

However, these kind of contacts has to be considered critically, because there is no far reaching input considered for such cases, where the solution has not been implemented optimally. This type of constellation generally leads to follow-up orders. But for enterprises with limited financial means this kind of solution is not satisfactory.

A good option to establish contact to the Interim-Manager and his know-how within the network is, to invite him into the governing body or the advisory board of the enterprise. However, an argument against this is that he would have to limit his activities as Interim-Manager with other enterprises. Besides the restriction in time it is especially a problem in content, if the Interim-Manager is a member of the governing body in one enterprise, and on the other hand he might be active operationally as Interim-Manager in a competing enterprise.

## 5.2 Leadership, Motivation, Organization, and Ethics in the Interim-Management-Process

The deployment of an Interim-Manager is an exceptional situation for all who participate in it, and it can lead to physical and psychological strain. The deployment has to be carried out within a short time, under great uncertainty and pressure for success. Through this pressing urgency feelings such as fear of losing the job or fear of sanctions in case of failure might arise with those who participate in the process, but also with other employees in the enterprise. Additionally de-motivation and resignation linger. If situation-dependence of leadership is assumed,<sup>117</sup> then during the Interim-Management deployment the attitude of the leadership has to be checked, and if necessary, adapted. The statement of Heinen that the business managerial success of an organization depends to a large extent on 'how superiors motivate their employees to a behaviour and actions that correspond with the task', applies in particular to the deployment of an Interim-Manager.<sup>118</sup>

In the following it will be explained, which leadership-style the Interim-Managers have chosen, and which measures they used to motivate employees.

### 5.2.1 Selecting a Suitable Leadership-Style

In the opinion of Wunderer / Grunwald leadership-style can be considered as the consistent attitude of superiors towards employees independent of time and specific situation.<sup>119</sup>

The question of the appropriate style of leadership during the Interim-Management-Deployment is only discussed peripherally in Business Management Theories, and it focuses on the basis forms of an authoritarian and a cooperative style of leadership.<sup>120</sup>

The representatives of the authoritarian leadership-style argue mainly for the necessity of quick planning, realization and control of goals and measures under time pressure and without paying attention to possible resistance. In this case, the highest and central leadership authority makes the decision, without integrating the members of the enterprise whom it will concern. Information from other leadership levels is done

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<sup>117</sup> The situation-dependence of leadership demands an adaptation of the form of leadership to different leadership situations. An important representative of this theory is Fiedler with his contingency model. Fiedler (1964): A contingency model, p. 149-190.

<sup>118</sup> Heinen (1984): Führungslehre, p. 15

<sup>119</sup> Wunderer / Grunwald (1980): Führungslehre, p. 221

<sup>120</sup> Refer to the Continuum by Tannenbaum / Schmidt (1958): How to choose a leadership pattern; Bass (1965): Leadership, p. 437 ff.

without, although this information might contribute to a qualitatively better solution.<sup>121</sup> For example, some Interim-Managers assume that the external stress situation in project-situations under extreme time pressure will have a negative effect on the behavior of those concerned and therefore they argue that solving short-term problems at the expense of a long-term approach will not necessarily be a disadvantage. Some supporters of this style argue that employees in enterprise situations explicitly request the authoritarian leadership-style, and that attempting the cooperative style would lead to a panic.<sup>122</sup>

The representatives of the cooperative leadership-style stand in contrast to the above viewpoint. They support the active integration of leadership and employees during the process of planning, realization, and control of the Interim-Management-Deployment's goals and measures. In this way the existing potential of abilities should be used and the acceptance of the planned measures can be prevented as well as possible delays.<sup>123</sup> In the opinion of questioned Interim-Managers returning to an authoritarian leadership-style would frustrate employees, because they would conceive it in such a way that they cannot be trusted to make a positive contribution to overcoming the innovation-barriers. Thus, valuable know-how of employees might drain from the enterprise. Those who support the cooperative leadership-style in situations of high time-pressure are confirmed by the results of an empirical study made by Blake / Mouton. For example, they found in their study about human failure as the cause of airplane accidents that the crisis situation was considerably caused due to the centralization of authority with the captain. Thus, the valuable know-how of the co-pilot and the flight engineer is not included in the solution of the problem.<sup>124</sup>

The contrasting positions presented so far highlight the difficulties in making generally valid recommendations as far as the mode of action in leadership is concerned. Both, the authoritarian style of leadership with the emphasis on the time factor, and the cooperative style marked by the comprehensive utilization of resources show advantages in the context of Interim-Management-Deployments. Therefore in the literature it is pointed out that the appropriate style of leadership in extreme situations – as is the case with projects under high time-pressure – should include authoritarian and cooperative elements. Following the line of Krystek the observation of leadership elements during the individual phases of an Interim-Management-

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<sup>121</sup> Bass (1965): Leadership, p. 437 ff.

<sup>122</sup> Seidel (1978): Führungsformen, p. 267 ff.

<sup>123</sup> Töpfer (1986): Personalmanagement, p. 81 ff.

<sup>124</sup> Blake / Mouton (1986): Effektives, p. 8 ff.

Deployment offers an approach to a solution in this context. The leadership during an Interim-Management-Deployment could be the following.<sup>125</sup>

- Presentation of problem / phase of formulating goal (*identification*): Due to the gradual recognition and analysis of the problem during this phase and its influence on the following phases, Krystek suggest a rather authoritarian style of leadership in this process sequence. Through this it can be avoided that multi-polar, diverse information as well as the understanding of the problem from different leadership personnel will become part of the goal setting.
- Phase of search, evaluation, and decision (*planning*): In preparing the decision the whole knowledge potential of employees should be used for the respective innovation-project, and therefore the cooperative leadership-style is appropriate. But the decision about which alternative to use should again be placed with the highest leadership level.
- Phase of *implementation*: In the opinion of Krystek the realization happens between the authoritarian-type order to enforce decision and the cooperative-type goal settings. In the project group responsible for the implementation the balance moves towards cooperative elements of the leadership-style.
- Phase of *control*: The continuous and final control of the conditions of the planned innovation measures should be carried out by the highest leadership level and thus assure the success.

## 5.2.2 Motivation of Employees

The motivation of employees in the context of an Interim-Management-Deployment is one of the most important tasks and of immanent significance for the success of the deployment. If the de-motivation and loss of perspectives of employees, which are typical for this kind of situation, cannot be quickly overcome then the danger is that the conditions slowing down innovation will become more acute. The enterprise management and the Interim-Manager therefore called upon to offer perspectives to their employees, to win back trust that possibly was lost, and thus created a an

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<sup>125</sup> Krystek (1989): Führung in Ausnahmesituationen, p. 35

atmosphere of ‘awakening’ and hope. One Interim-Manager remarked about this aspect as follows: ‘At least 50% of what I did was psychology’.<sup>126</sup>

Easing the psychological problems in a project situation has high priority and must be part of the whole Interim-Management-Deployment. In the literature<sup>127</sup> and also in the practice of enterprises researched – without a claim to completeness – the following significant factors, which influence the motivation of employees, exist:

The credibility of the Interim-Manager as the main responsible person during his deployment is one. This point is closely connected to the earlier mentioned questions of guilt related to a person, and the innovation-crisis as a crisis of trust. If no changes are made in the project-leadership then the leadership may have to restore lost trust through conviction and through demonstrating its qualification as to expertise and leadership. The same is true for those who join the enterprise as project leaders. They also have to build trust and overcome potential mistrust. Interim-Managers, who accompanied enterprises, stated that especially the demonstration of a future perspective through deeds – e.g. investment into R & D projects – can help to overcome insecurities and build trust in the ‘competence of overcoming’ of those responsible.

But also internal and especially personnel continuity, determination and resolution in the enforcement of decisions as well as ‘endurance in reaching goals’ underline the credibility of those responsible during the Interim-Management-Deployment, and they contribute to a certain stability in an insecure and changing situation.

- United actions of the responsible persons: The absolute commitment to innovation of all those responsible and their united attitude towards all questions and problem-situations is just as important for the success of the Interim-Management-Deployment itself.
- Model-function: The enterprise management and the Interim-Manager must demonstrate by their actions that they are united and together support the measures and go ahead as examples. Additionally they should demonstrate a high standard of personal engagement and encourage the members of the organization. The enterprises considered this kind of model-function as one of the most important success-factors.

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<sup>126</sup> Quotation of an Interim-Manager (interview)

<sup>127</sup> Bibeault (1982): Corporate Turnarounds, p. 181 ff.



- Catalyst-function: The main responsible persons should push the process ahead in the role of a catalyst and thus overcome ‘motivational bottlenecks’. In this research the Interim-Managers mentioned that this role was taken on in particular by themselves. In the majority of Interim-Management-Deployment’s surveyed the leadership personnel of the next level in the hierarchy joined in.
- Formal arrangement of the Interim-Management-Deployment: Participation of the employees in the process of solving the problem, can contribute significantly to raising the motivation and create the spirit of ‘being needed’.
- Transparent information policy: Informing all members of the organization about the current situation and the likely development of the enterprise as well as about plans for the solution – inclusive the reasons – can reduce feelings of uncertainty with employees and prevent possible rumors from developing. However, the information shared should not be too detailed, so that the flexibility and changes time-wise and in content will not be threatened. Additionally passing on of information, which could make the receiver feel uncomfortable, should be avoided. The Interim-Managers considered the open communication of problems and the creation of a climate of change – e.g. by making clear the need of a comprehensive re-structuring of the organization – as one of the most important factors of success.
- Aspiring visible partial success: The responsible persons for solving the identified innovational barriers should set realistic (partial) goals and report regularly about the achievements of these. Through this possibility of reaching ‘quick successes’ and a reward for these, in the opinion of the Interim-Managers frustration of the employees can be avoided.
- Promotion and pay: For those who participate in the process of the Interim-Management-Deployment it can be motivating if their performance in this context is considered in their promotion and payments.<sup>128</sup> Approximately two thirds of the Interim-Managers reported that the achievements during the Interim-Management-Deployment were included into the considerations for promotion, and this was emphasized from the beginning. Linking the achievements to the pay is another alternative.

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<sup>128</sup> Bühner (1995): Organisationslehre, p. 216

- Utilizing dynamic effects of groups: The possibly existing competitive spirit among various areas in the enterprise can stimulate to certain performances useful for overcoming the innovation barriers.
- Dismissal of ‘project-obstructors’: The early and consequent dismissal of persons who oppose the measures of the Interim-Management despite of convincing arguments should serve as a signal of the unconditional commitment to the Interim-Management concept by the management. The above listed motivational factors underline the important psychological component in an Interim-Management-Deployment. Besides the complex situation under time-pressure, the motivation of employees represents a task of immanent importance for the responsible personnel. The enormous amount of time invested for motivational measures is justified by the results achieved due to it. Interim-Managers consider the ‘factor human being’ as one of the most significant success-factors in an Interim-Management-Deployment.

### **5.2.3 Form of Organization**

In the following the organizational arrangement of the Interim-Management-Deployment itself will be discussed in detail.

#### a) Deciding the form of organization

First it must be clarified whether and if so, which form of organization will be installed for the Interim-Management process. Literature states that in principle, due to the complexity and time pressure of the special situation, the establishment of a temporary and limited project organization – which is team-oriented and shares the work – is suitable.<sup>129</sup> The experiences of Interim-Managers confirm this.

Besides the question of suitability of this secondary organization for processing the Interim-Management measures, the possibility of setting up a so-called single-personnel model exists. In this model the Interim-Manager plays the main role in the process of deployment, as the main responsible person.

#### b) Arrangement of the forms of organization

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<sup>129</sup> Bronner (1973): Entscheidung, p. 25 ff.

## Project-organization

The task of the centrally responsible Interim-Manager is the definition of the participation project groups, their area of responsibilities, the personnel composition, and the project form.

Research shows that a typical project organization should consist of three project groups. One is the highest directive committee, a core team, and usually several working groups.

The directive committee within a project-organization consists in its core of the main responsible persons, whose area of tasks has been described already above. Depending on the enterprise the inclusion of additional persons from the second leadership level, or of external consultants may be considered.

The core-team consists of the leaders of the individual working groups. They carry the responsibility for the punctual and qualitative processing of partial projects, and they assure the communication and coordination between the participating groups.

Delegating these leadership functions to internal leadership personnel is recommended. Thus it is guaranteed that internal know-how is used, that measures are accepted, and that consistency beyond the duration of the project is assured. Furthermore, according to the Interim-Managers the enterprises appreciated the continuity as to the leadership functions during the whole Interim-Management process. In this way unnecessary disturbances and insecurities within the individual working groups as well as loss of time due to the personnel changes, were avoided.

The operative processing of the individual work-topics should be carried out by multi-disciplinary working groups, which embrace the whole hierarchy. For the composition of the members it is useful to choose a majority from those areas, which are affected by the measures. Thus the relevant know-how for the solution of the problem is assured. Additionally barriers of acceptance can be avoided by participation.<sup>130</sup> Through the inclusion of members from different hierarchical levels and functional areas a general potential of knowledge is made available for the solution of the problem.<sup>131</sup> There is a necessity of a certain continuity in the working groups as far as personnel is concerned, in order to avoid possible loss of knowledge through departure of group members. Especially in Interim-Management-Deployments under time pressure the loss of knowledge would lead to delays in solving the problem. Training new group members would require additional expenditure, which is not an advantage for the innovation process in progress. If access to certain knowledge

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<sup>130</sup> Rosenstiel et al. (1997): Motivation durch Mitwirkung

<sup>131</sup> Beck (1996): Projektorganisation, p. 157

becomes necessary for a group, it is possible to expand the group temporarily with suitable internal or external consultants.<sup>132</sup> They can function as moderators or compensating capacity and know-how. Furthermore, because of their status as ‘outsiders’ they can neutralize occurring conflicts speed up the process of solving the problem in support of the catalyst function of the Interim-Manager.<sup>133</sup>

As another project committee the setting up of a project control authority is possible. This authority supports primarily the main responsible persons and those responsible for parts of the project, and it is responsible for keeping the deadlines and for the exposure of possible deviations in the course of the Interim-Management-Deployment. The establishment of such a control authority is recommended due to the usually large number of participants in the project and due to the complexity of tasks in larger enterprises. The personnel composition varies according to the enterprise. Empirical results show that the matrix-project organization is preferential against other forms. Due to the model of ‘dual superiors’ it offers the basis for coping with the project tasks and the everyday tasks. However, the prerequisite is a close cooperation and communication of the two superiors of the project-members, in order to utilize the capacities of employees and to avoid overburdening of some. But it is possible that the two task-areas overlap and thus, a member of a project will be absent and busy with daily duties although he / she would be needed urgently. In this way tension areas can develop and undesirable delays in taking care of project tasks might occur. This might become a critical situation especially under time pressure during Interim-Management Deployments – e.g. while introducing a new product. In this context it is recommended to refer to the minimum standards provided in the respective literature as to the effective temporal integration of employees into project-groups. For the fulfillment of leading project-tasks a guideline of 80% of the total working time of the respective person is suggested, and for the activity of working groups it is 50%.<sup>134</sup>

### Single-person model

The main feature of this alternative model for carrying out the Interim-Management Deployment is that the planning of measures is made by the Interim-Manager alone – e.g. through an engagement given by the top management of the enterprise. If needed, the Interim-Manager can hire external expert for support. In this model the leadership personnel will be made responsible for the realization of the measures. However, it is

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<sup>132</sup> Refer to same, p. 168

<sup>133</sup> Beck (1996): Projektorganisation, p. 149

<sup>134</sup> Beck (1996): Projektorganisation, p. 149 ff

good in this model to hear the opinion of the leadership personnel already in the phase of preparing and making a decision, in order to use available knowledge and avoid possible opposition. Integration of other affected members in the organization is not pursued in this model. Independent from the chosen method for the Interim-Management tasks a high investment of time from the main responsible personnel is required, especially during the phase of planning the measures. In the course of the deployment the gradual delegation of responsibility and tasks to the next level is recommended.

#### c) Time of Installation

Furthermore, the analysis has revealed that the time of setting up a project-organization in the Interim-Management-Deployment depends on the situation of the enterprise, the task, and the size of the enterprise concerned. In larger enterprises it is recommended to use the so-called bottom-up procedure. In this case the leadership personnel of the enterprise and those organization-members affected by the measures, are already included in the planning by the Interim-Management.

This is due to the fact that in larger enterprises with more complexities the detailed knowledge of several employees is necessary for working out optimal measures. A more top-down-oriented procedure is recommended for smaller enterprises.

#### d) Rules of communication and documentation

After the fundamental decision about procedures and the arrangement of the organization has been made, in a next step the rules of communication and documentation have to be decided. The communication should take place in accordance with a strict daily rhythm within a project-organization, and in form of status conversations between those persons responsible for setting up the measures and the chairman of the enterprise management in the single-person model. These institutionalized meetings primarily serve the regular control of the progress in coping with innovation. Besides this a 'policy-of-open-doors' has to be pursued on all levels to ensure short ways of communication, speedy passing on of information, and immediate reactions to possible deviations (wrong developments) and unexpected events.

For the documentation of the project-progress the use of time- and measure-plans as well as keeping minutes of the results about the most important meetings, is helpful. In the plans for measures detailed individual measures, including the responsible persons and deadlines should be documented. In documenting the plans for measures,

comprehension and the possibility to measure the progress of measures, is the main point.

#### 5.2.4 Ethical Aspects

Interim-Management in general aims to increase the flexibility of enterprise managements in a comprehensive way. The discussion of this topic does not only want to demonstrate the effects of such a flexible form of management, but also researches the temporarily active human resource *Interim-Manager* in the enterprise as to the social aspects – which in the end is again an ethical question.

Interim-Management can be affected by ethical matters in a dual way: on the one hand through the fact that temporarily in the enterprise active Interim-Managers do not place ethical considerations above their own actions and the actions of their client, but on the other hand due to the re-introduction of personal responsibility of the individual into a project-team like organization during the Interim-Management-Deployment, more emphasis is placed on humanistic aspects in this respect.

##### a) Ethical reflections of a temporary management-deployment

If the definition of an Interim-Management is reduced to the temporary deployment of management, and if these are reflected from an ethical perspective, an overemphasis of short-term project successes in comparison with traditional forms of work can easily lead to an unfavorable view of the ethical values-construction in an enterprise of peaceful conflict-resolution and helpfulness of measures in the enterprise.<sup>135</sup>

The Interim-Manager makes his decision as manager and also as a human being, not only as an official of an enterprise – and exactly here is the ethical responsibility, which through the possible negative economic consequences goes beyond a short-term success in a project during the Interim-Management-Deployment. A temporary management deployment can lead to a stronger emphasis of the priority of economic interests against ethical objectives, because the task is limited in time and the Interim-Manager will not remain in the enterprise. Only if the Interim-Manager succeeds in conveying the ethical dimension of his actions, an innovation projects within a limited time period becomes possible, because the factor ‘human being’ will be necessary. According to an empirical research by Wildemann the social competence of

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<sup>135</sup> Zocholl-Issmail (2001): Ethische Aspekte des Total Quality Management, p. 75

employees in the innovation-process is one of the most important influential factors as to the time consumption in the innovation projects.<sup>136</sup> Thus, the destiny of an innovation project under time pressure and accompanied by an Interim-Manager is tied to the social competence of the participants, and especially that of the Interim-Manager.

Leaders cannot deny their responsibility because from their decisions the future of people, their living circumstances, and environment depend.<sup>137</sup> Therefore, a management decision must not be seen only as functional in the context of an enterprise policy. If only used as a tool to increase flexibility, the Interim-Manager is bound to fail, because the deployment of Interim-Management is also an ethical decision. If it is not understood in this way, all that remains is an excuse that does not convince.

The basis for changes in the course of an Interim-Management-Deployment lies in the ethical foundation, which the Interim-Manager himself has to decide for actively, and here the decision maker for an Interim-Manager (deployment) have special responsibility and must exercise an ethical control function.

#### b) Ethical reflections of deployment success achieved by a team approach

The efforts during Interim-Management-Deployments in the context of innovation to optimize the so-called 'hard factors' – such as enterprise structure- and strategy, products and processes, meets its limits latest in the factor human being, which can be considered the decisive success-factor for the future. Project successes in the area of Interim-Management are neither possible without the potential of employees in the enterprise, nor can lasting and positive effects be gained for the time after the Interim-Management-Deployment. Thus, ethical aspects in the Interim-Management-Deployment are an indispensable condition for a successful deployment.

The basis-innovation of the future sixth Kondratieff-cycle<sup>138</sup> consists particularly of the opening up of such psychological, social, and creative competences, which are specific human potentials.<sup>139</sup> This means that the human resource management will

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<sup>136</sup> Wildemann (2003): Schneller zum neuen Produkt, p. 38

<sup>137</sup> Bausch et al. (2000): Unternehmensethik in der Wirtschaftspraxis

<sup>138</sup> Named after the theory of 'long waves' by the Russian scientist Nikolai Kondratieff; based on the current cycle of IT a sixth Kondratieff-cycle will follow under the sign of innovative dealings with re-structured information, with knowledge and all connected economic structure changes (Five Kondratieff-cycles have been empirically proved in the last 250 years).

<sup>139</sup> Nefiodow (1996): Der 6. Kondratieff

gain completely new significance from the aspect of innovation-competition. For dealing successfully with the transition from a national to a global information- and service society, so-called 'soft-factors' (business culture, leadership style, motivation, creativity, innovative strength, working in project-organizations and teamwork, etc.) become more important, and they will be decisive long-term performance factors in every enterprise.<sup>140</sup>

In arranging the organizational form for Interim-Management-Deployments often the project-organization in form of project-teams can be found (ref. to chapter 5.2.3 organizational form). Project-teams act under the guidance and control of the Interim-Manager independently, as largely autonomous units within the enterprise. They cooperate on factual matters and carry the responsibility together. Since the social structure grows in the course of time, it cannot be planned in advance for certain, but it depends from the relationships of the team members among each other. The more the team succeeds to create a united group, with which all can identify and thus will be motivated to good performance, the more success it will have.

The teamwork is not an additional activity to the actual work, but it is the main activity that corresponds to the actual work of the team members. Therefore the setting up of a project group is not only a humanistic aspiration, but first of all it is for the increase of the performance. Due to the principle of synergies, which states that the performance of a group is more than the sum of individual performances of individual members, through mutual overlapping of qualifications with those of the Interim-Manager, a wider spectrum of competences comes into existence. Through communicative dynamics in the group additional cognitive processes and creativity of participants are inspired, and this will lead to quicker and better results.<sup>141</sup>

Once individual members of the group are dissatisfied with their respective roles, this may lead to conflicts and cause problems. If a team-member feels not enough acceptance and that his / her interests are not sufficiently considered, such a person will not invest his / her full potential into the teamwork, or even behave in a destructive manner. This will depend on the maturation of the group and the integration of the Interim-Manager. Through this disturbances within the team come into existence, which will distract the orientation towards performance, because energies needed for the actual work will be diverted towards internal conflicts in

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<sup>140</sup> Vögtlein (2002): Innovation ist planbar, p. 59

<sup>141</sup> Schlund et al. (1998): Qualität der Arbeitswelt



communication processes.<sup>142</sup> This is, therefore, a social problem and one of performance as well.

In the area of social processes this kind of disturbances can be viewed from psychological as well as ethical aspects. Psychologically the performance efficiency of the team will be hindered if people cannot sufficiently open up, and they themselves will be frustrated and insecure.<sup>143</sup> This also has a negative influence on business-ethical goals, because the development of personality has to be considered as an ethical goal, which is threatened in this case.

Therefore, the deployment of an Interim-Manager is helpful for the social development of a team, contributes to a more humane work environment, by helping to make the teamwork more pleasant and satisfactory for all participants, and thus create the conditions for people to open up towards goal-oriented work patterns.

In conclusion it can be stated that Interim-Management - initially it appears questionable ethically – contains the basic danger of giving priority to short-term and economic goals, but on the other hand all economic efforts of the Interim-Manager will fail without him considering ethical and social aspects.

The strategic and organizational tasks of the Interim-Manager presented in the next section are the results of interviews with Interim-Managers as well as from own experiences in Interim-Management situations. The results from supplementary studies about Interim-Management and the presented explorative results as to the innovation management from the practice researched complement each other.

### **5.3 New Orientation of the Enterprise-Strategy**

The central task of strategic management is to create future competitive advantages through which the long-term ability to survive can be assured.<sup>144</sup>

The tasks, which must be taken care of in strategic management comprise the determination and guidance of the long-term development of the enterprise. The coordination and control of the implementation lies with the operative management.

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<sup>142</sup> Schlund et al. (1998): Qualität der Arbeitswelt

<sup>143</sup> Rosenstiel (1996): Motivation im Betrieb

<sup>144</sup> Kirsch (1993): Strategische Unternehmensführung, p. 30

Strategic decisions and their operative implementation have a high significance for the future economic competitiveness and concern enterprises on the whole.

The following supplementary empirical research results from the Handelshochschule Leipzig (HHL = Business University Leipzig) from 2001 in regards to Interim-Management-Deployments in German enterprises confirm the deployment of Interim-Managers at the strategic level, especially for innovation-driven enterprises in all phases of the growth-cycle.<sup>145</sup>

69% consider Interim-Management as a sensible or very sensible strategic tool. Only 4% of those questioned consider this working method as absolutely inappropriate.

From among those who already had deployed an Interim-Manager in their enterprises 90% are convinced of the appropriateness of Interim-Management. Those who do not consider Interim-Management as useful have mostly not made any experiences with temporary managers.

These interesting results show that Interim-Management is increasingly considered a strategic tool to bridge management bottlenecks.

Within the enterprise-cycle those phases where the trend is either 'up' or 'down' are considered especially suitable for the deployment of Interim-Managers. In the rather stable phase of maturation Interim-Managers are not considered appropriate (only 10% though otherwise), while 79% of those questioned consider the deployment appropriate in phases of restructuring (65%) and during start-up (65%). In an increasingly dynamic and innovation-driven economy, an economy in change, enterprises are less often in a phase of maturation, but in a process of permanent renewal.

Thus, it is clear that Interim-Managers from the first to the third leadership levels can offer a strategic contribution to the development of the enterprise. Deployment is possible from the position of a manager who builds up a new business field, to the position of project-manager in the third leadership level.

In summarizing it can be stated that Interim-Management can be used in a meaningful way in very different situations as strategic tool.

In the following sections the five categories of innovation according to Schumpeter (refer also to figure 10 conceptual model) will be discussed in regard to a theoretical

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<sup>145</sup> Handelshochschule Leipzig/Management Angels GmbH (2001): Interim-Management Report

analysis, empirically supported and enriched by practical implementation projects through Interim-Managers in German enterprises with very different innovation barriers (ref. to chapter 4).

### **5.3.1 Production of New and Improved Products**

#### **5.3.1.1 Investments into Research and Development**

The core task of the functional areas research and development is to gain new knowledge and / or the application of this knowledge in products or production processes of an industrial enterprise.<sup>146</sup>

In the life cycle of a product that constantly grows shorter and is marked by an environment of competition, the innovative ability plays a key role in the growth and competitiveness of enterprises.

All enterprises that were accompanied by Interim-Managers consider investment in research and development as an important factor for success in the creation of innovation. This viewpoint also finds support in the research by Perlitz/Löbner, who analyzed the behaviour towards risk in enterprises in situation of opportunity and risk. Their conclusion is that enterprises demonstrate a higher willingness to risk in crisis situations, which again leads to striving for innovation.<sup>147</sup> Correspondingly all Interim-Managers stated that they had advised the enterprise in extreme situations of opportunities to make high R & D investments. The investments were made in the development of new products and processes in the area of core competence (product- and process innovation), as well as in the improvement of products already on the market (product variation).<sup>148</sup>

In the following the improvement measures finally decided by the enterprises and implemented by Interim-Managers will be presented.

#### **a) Product- and Process-Innovation**

Product-innovation is the inclusion of new products into the (product-) program of an enterprise.<sup>149</sup> Product innovation plays an important role in the development of an enterprise against the background of saturated markets and shorter lifecycles of

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<sup>146</sup> Gerpott (2002): Aktuelle Forschung über Forschung und Entwicklung, p. 109 - 127

<sup>147</sup> Perlitz/Löbner (1985): Brauchen Unternehmen zum Innovieren Krisen?, p. 424-427

<sup>148</sup> Meffert (1998): Marketing, p. 361 and 423

<sup>149</sup> Same as above, p. 361

products. Features of process innovation are 'new factor-combinations, which allow the production of certain goods to be made cheaper, with better quality, more safe, and faster.'<sup>150</sup>

Enterprises, which were taken care of by Interim-Managers, despite of their difficult economic situation could recognize the significance of product- and process innovation in order to reach the multi-dimensional goal of leading in the areas of costs, quality, and time. As mentioned before, the investments into R & D played an enormously important role for the enterprises concerned in overcoming innovation barriers. The relationship to the core competence always stood in the forefront. According to the information from the enterprises they also invested considerable more in the development of new products and processes during an economic downturn, than had been the case in 'good times'.

The Claas KGaA to some extent developed a completely new product line and brought nine new types of machinery to market. Another enterprise raised its R & D investments during an economic crisis by approx. 60%. The result was a large number of new products. This enterprise set the goal to completely renew its product line. An enterprise in the field of machinery construction invested 7.6 and 7.9% of its turnover during years of weak demand in order to catch up with the market situation.

The goal was to increase the turnover of the new products until the year 2003 to 40%. The Interim-Manager underlined the importance of R & D investments also through the fact that no personnel reductions were made in this area within the enterprise, while massive reduction were carried out in other areas.

The product variation concerns changes of products, which are already on the market. The essence of the product remains the same, while aesthetic, physical, functional, and/or symbolic features are varied. The goal is the adaptation of an existing product line to the changing demands of clients.<sup>151</sup>

In those enterprises accompanied by Interim-Managers the development of a 'problem-solver' was at the center. They wanted to move away from the mass market and become suppliers of high quality products. For example, the Dorma GmbH & Co. KG in Ennepetal adapted its outdated product line to the technological advancements. Additionally the products already introduced to the market were upgraded through the integration of opto-electronic sensors, and thus the customers benefited from an extra intelligent device in their door systems.

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<sup>150</sup> Hauschildt (1997): Innovationsmanagement, p. 9

<sup>151</sup> Nieschlag / Dichtl / Hörschgen (2000): Marketing, p. 277

Parallel to this the Interim-Manager developed with the help of another network-expert (usually patent lawyers) a strategy of legal protection, which protects the new technological achievement also legally against competitors.

An important topic in the context of product-variation was the expansion of the service area. Many enterprises expanded their services by expanding the spectrum through extensive offers, such as financing, and thus can differentiate themselves in the competition.<sup>152</sup>

The conclusion is that all Interim-Managers during their deployments started ‘innovation offensives’<sup>153</sup> in the enterprises, with massive new- and further developments of products and processes in the core competence. The objective was to improve the quality and the time period, and thus reach a highest possible degree of harmony with new demands of customers.

#### b) Integration of research and development

The enterprises accompanied by Interim-Managers maintained their investments into R & D at the same level, although in other areas considerable cuts were made.

However, a high R & D budget alone isn’t a guarantee for ‘innovation success’. The time needed from the point of the idea until the introduction of a product in the market – the so-called *time-to-market* – is crucial. If this development-time is too long, then the enterprise might run behind the market development in extreme cases., and thus lose valuable market shares.<sup>154</sup> Beyond the above problems in enterprises where Interim-Managers were deployed it happens that many ideas are generated, but the realization into products ready for the market or innovative processes does often not follow.<sup>155</sup> In the following it will be explained, which operative measures were taken to enforce the described strategic measures and to increase efficiency in the R & D-area.

The most urgent measure in all enterprises, where Interim-Management has been deployed, is the evaluation of current development activities as to short-term and future benefits of these, and the setting of priorities. 90% of the Interim-Managers stated that they had optimized the development process in the respective enterprises. A shortening of the development time, while maintaining the benefits for the client,

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<sup>152</sup> Meffert/Walters (1984): Anpassung, p. 149 ff

<sup>153</sup> Quotation of Interim-Manager Zuhorn

<sup>154</sup> Seifert/Steiner (1995): F + E, p. 16

<sup>155</sup> Ref. to Groothius (1998): Im internationalen Vergleich, p. 99 ff; outlined the most recent study of research and development activities of German enterprises.

and a concentration of R & D expenses into the core competence, was the goal. A study of several enterprises from different business fields by Arthur D. Little shows the enormous influence of the development period on the sales volume, which in the end means economic viability. Accordingly, if the development time exceeds by 10%, the profits will suffer by 25-39%, while exceeding the product costs by the same percentage (10%) will only lead to 15-20% loss in profits.<sup>156</sup> The relationship between profits and R & D costs is even graver. If they are exceeded by 50% then the loss is only 5-10%.<sup>157</sup> This study proves the relevance of reducing the development time. The first important step to reach this goal in all these enterprises was the enforcement of a process-oriented perspective, and carrying out the process steps parallel in the sense of a simultaneous engineering-approach. While the individual process-steps of the product development previously took place in many departments in a scattered manner, the Interim-Manager established an R & D project organization in the enterprise for the process procedure. The project teams were composed from different disciplines. Generally they were recruited from the relevant areas of R & D, acquisition, construction/production, marketing/sales, patenting or controlling. Through the inclusion of the marketing/sales department the consideration of market- and customer demands was assured. The integration of the areas acquisition and construction/production assured that the possibilities of the suppliers and of the internal 'abilities to produce' new products were taken into consideration. Following this idea of 'know-how-integration' the majority of the enterprises concerned included their clients and suppliers in the process of product development. In this way even more 'authentic' information about customers' demands or about construction- and production-know-how from the side of suppliers could be considered. Developing and acquiring unnecessary and cost-raising special specifications could thus be avoided. Often the filling of positions in projects took place from various areas or even from different countries within the enterprise, instead of or within networks. This all-embracing approach contributed to the full use of existing synergies (e.g. reduction of costs for patent lawyer) and to the avoidance of 'double developments'. The necessary communication between the participants in the process was enabled through the use of modern IT technologies such as e-mail and videoconferences.

Another measure, which all enterprises implemented for the sake of increasing the efficiency of the product development process, was the enforcement of a business management-oriented approach. Starting from the total development budget each project team received precise time- and money target, which were not to be exceeded.

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<sup>156</sup> Tiby (1988): Die Basis unternehmerischer Initiative, p. 91-105

<sup>157</sup> Same as above

The financial targets usually were calculated in accordance with the Target-Costing-Approach. This approach follows a consequent market orientation and does not fix the costs from the viewpoint of technical feasibility, but from the view of the clients' wishes. Starting from a targeted market price, which the client is willing to pay for the new product, the final costs for the total product are decided. In this final price, all costs if the individual functions are included, e.g. buying and manufacturing. If the actual costs are higher than the aspired final costs, the product-concept will be checked for possible optimizations, until the final costs can be reached.<sup>158</sup> The responsibility for the coordination of the project activities and keeping within the set limits was delegated to a project leader, who usually came from the research- and development field. The all over coordination and control of all development activities was usually taken care of by a superior control authority of by the board.

The deployment of a project-organization that integrated all relevant interfaces, the setting and control of time- and expense targets, defining clear responsibilities, and the concentration of the R & D budget to only a few core-competence projects, led to significant reductions of the development time and to the effective deployment of human resources and financial means in the enterprises accompanied by Interim-Management.

In the following several exemplary procedures for the optimization of research- and development activities will be introduced.

Lydall Inc., USA, decided in the course of the acquisition of the German activities of the Lydall GmbH & Co. KG, Lüdenscheid, for a new structuring of the product development process. The objective was a reduction of the development times, regaining the leadership in innovation, and increasing the efficiency as to the deployment of resources. In a first step the R & D investments were concentrated on the development of one or two new items per year. The development of these new items was carried out within a strict frame and under all-over project-management. Additionally cooperation between the construction and the respective suppliers of parts in creating the drawings was set up, in order to avoid unnecessary and expensive specifications. Finally the product development was based on final-cost-calculation, and keeping these targets was checked regularly.

Die Lydall Inc., USA furthermore directed its product development worldwide and distributed it increasingly to international locations, and thus be able to respond to country-specific and customer-specific demands. To ensure the mutual know-how and

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<sup>158</sup> Refer to Target Costing-Ansatz, e.g. Bullinger et al. (1994): Kostengerechte Produktentwicklung, p. 77 ff.

technology transfer, the process procedure was carried out by internationally composed development teams, which were in permanent contact with each other. Due to this the development time until the products were ready for series production could be reduced by 40% within two years.

Another enterprise made its R & D activities global and concentrated them to four development locations in the USA, Great Britain, Australia, and Germany. The development was carried out in all embracing project teams by using CAD. Coordination and control of the worldwide development activities were taken care of by the central control-group 'Global R & D'.

And another enterprise focused its research in a new technology center in its head quarters. All the know-how was concentrated here, and the capacities in two other development locations were reduced significantly. The technology center was linked with another, newly opened development center in the USA. In one particular area of the group a central service unit was established, which was to secure the utilization of synergies in this very de-centralized area. Research and development had the task to create a 'technology-bracket', while the group de-centralized.

### **5.3.1.2 Financing Investments into Research and Development**

The analysis of investments by enterprises that were guided by Interim-Management shows that R & D investments play an important role.

Of course, R & D investments must be financed<sup>159</sup>, and this is the central problem, as has been already illustrated by Kleinknecht<sup>160</sup> in the characteristics of innovation-ability of enterprises.

Basically an enterprise has two options to provide the financial means for investments:

- 1) Injecting 'new' capital through internal or external financing-measures
- 2) Optimizing the cash-flow by reducing costs or expenditures

This last measure is - for example – through the optimization in the five categories (e.g. reduction of complexity costs in the production area, etc.), and it will be

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<sup>159</sup> Refer to the financial planning and strategic measures-plan by Krystek (1985): Reorganizations-planung, p. 606

<sup>160</sup> Refer to the explanations in this chapter, 3.1



explained later in this context in connection with the optimization-potentials along the value added chain (e.g. buying, production, etc.).

In the following measures of financing through internal means and external means will be introduced.

#### a) Measures through internal financial means

Measures in this area against the background of investment activities are focused on acquire new equity capital in form of liquid means by own or share capital. The entrepreneur has two basic possibilities to achieve this purpose:

##### a1) Retaining earnings

Earnings are usually divided-out and paid to the shareholders, when the enterprise has made profits and the shareholder participate in these. In an enterprise, which decides for an R & D investment program, paying out dividends will lead to weakening the equity capital substance and the liquidity situation, which will result in two negative consequences. Reducing equity capital rate will lead to a negative effect on the rating by European banks according to Basel II, and this will lead to a definite increase of the costs for foreign capital. Consequently, this will reduce the scope of liquidity due to the drain of liquidity through paying dividends and the necessary R & D investments. Furthermore, the re-investment of profits into the enterprise has a privileged status against paying out dividends. These aspects should be taken into consideration in the context of dividend- and investment policy of enterprises.

##### a2) Capital increase

The capital increase brings the inflow of 'new' capital and thus a strengthening of the equity capital basis. The difficult thing is finding investors – besides the existing shareholders – who are willing to invest money into such innovative projects and accept the high risk. For example, the enterprises received new capital through issuing new shares, placement at the stock exchange, accepting new (silent) shareholders, or through venture capital (VC of the technology holding, e.g. Intershop, Jena).

Acquiring capital through the stock exchange is for many medium sized enterprises a unique situation, and often the necessary knowledge is missing. An Interim-Manager helps in this case with the adaptation of reporting, clarifying the placement in the market and towards competitors, to decide the communication strategy, and to prepare the enterprise for the new external demands, which are connected with the stock exchange.

The former microchip business unit of the Siemens AG, the present Infineon AG, was spinned-off from Siemens and prepared its stock market flotation according to US GAAP-standards. This necessitated that the annual balance sheets for the past six years be projected in retrospect at a fictive 'stand-alone-situation', and to apply US evaluation- and accountancy-principles. The Interim-Manager, a seasoned controller with experience in US subsidiaries, strengthened the team consisting of well-known external consultants and Infineon employees.

#### b) Measures of financing with external means

Typical measures for acquiring external capital are to take on new debt-finance or to expand the existing credit line. Partners for such negotiation can be existing or new creditors, e.g. private investors, participating partners with so-called 'seed-financing', clients / suppliers, or banks. Besides these typical methods for acquiring capital exists the possibility of issuing a convertible loan. Besides the right of repayment of the nominal value and the relatively low interest, the creditors have also an option to change their investment into shares of the enterprise.

Furthermore, special programs of the state to promote innovation should not be neglected, programs such as ProInno<sup>161</sup> of the Federal Republic of Germany, or various supportive programs of the EU, which promote high-tech innovation projects and the deployment of personnel resources (specialists, Interim-Manager, etc.). Here the Interim-Manager can play an important mediator role between the enterprise and promoting institutions.

The previous explanations made it clear that in the business financial area important, additional measures for the provision of financial means for the R & D investments were made.

Besides the described and typical measures in the area of equity and external capital also other measures to increase liquidity were taken, e.g. sale of unnecessary fixed

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<sup>161</sup> Refer to [www.forschungskoop.de](http://www.forschungskoop.de)

assets, sale-and-lease-back, reduction of stocks, sale of claims, etc. Altogether it became clear that in most of the Interim-Management-Deployments the enterprises sought the intensive use of liquidity reserves just as much as using 'external' means.

### **5.3.2 Introducing New and Improved Production-Methods**

In the business-managerial terminology production is the actual process of a performance, a transformation of an input into an output ready for the market.<sup>162</sup>

Since the seventies new forms of work-structures for the production field as the central transforming process of a company's performance are discussed. The essence of this is to replace the dominating Tayloristic principle of specialization or separation of planning and executing activities.<sup>163</sup> This discussion has been revived during recent years especially through the MIT-study about 'lean production'. An important starting point of the 'Lean-Production-Concept' is the achievement of high quality and a high benefit for the customer as advantage of the workshop production, and at the same time using the potential of reducing costs through the advantage of mass production. This should be achieved, for example, through transferring a maximum of tasks and responsibilities to those persons responsible for the performance (de-centralization), furthermore, through the integration of production tasks and related activities and their processing by independently responsible teams (group work), and by establishing early warning- and information systems and thus be able to recognize defects or to avoid defects, as well as assuring high product quality.<sup>164</sup>

Also the enterprises accompanied by Interim-Managers during the Interim-Management-Deployment took numerous measures in the field of production oriented towards the concept of 'lean production'. Primary goals were the reduction of the process-time, reduction of costs, improvement of the quality level, and an increase in the production and flexibility. The starting point was a change of the work-organization. In more than 80% of the enterprises the Interim-Managers together with the management decided for a de-centralization of the production structures. The central starting point was the building of product- and market-oriented production segments, which were equipped with all necessary resources and functions to perform, and which carried all responsibility for the costs and results for their respective segment. The process was carried out in group- or teamwork. The concept

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<sup>162</sup> Schulte-Zurhausen (1995): Organisation, p. 223

<sup>163</sup> Reichwald / Rohloff (1993): Alternative Konzepte, p. 419

<sup>164</sup> Womack et al. (1991): Die zweite Revolution

of de-centralization of authority to make decisions close to the performance process, which was a goal pursued for the whole enterprise-structure by the enterprises that were studied, was expanded to the production through the production-segments and the deployment of group-work.

Some enterprises did not change the production process, because due to the dominating routine in activities and the low demand of production flexibility it was not suitable for group-work, or the production structure did not demand segmentation. The feature of group- or teamwork is the production process carried out by small and partly autonomous units, which work independently and on their own responsibility. The principle of work sharing is not applied here, and the spectrum of tasks within the group is expanded through the integration of process-oriented activities. The expansion of tasks can include the joining of individual production activities, the integration of preparatory and supporting tasks, e.g. disposition of materials, quality assurance, or preparations. The degree of delegating responsibility has to be decided in accordance with the enterprise situation. For example, a group might be entrusted with the whole responsibility of costs, quality, and observing deadlines for the respective performance, or the responsibility can be limited to the quality criterion of assuring the standards of ISO 9001 and 14001.<sup>165</sup>

Concerning the leadership a variety of options exists. E.g., a group can be led by a superior who at the same time is a member of the group in the sense of *primus-inter-pares*, or a superior coordinates the group who leads several groups. Often the guidance is based on goal-agreements and through setting up internal client- and supplier relationships. In this way the group will be confronted directly with the pressure of the internal market and with the necessity of customer-oriented thinking.<sup>166</sup>

The goal of group work is composed of human and economic goals at the same time. On the one hand the humanization of the working place and an increase of satisfaction through work is aspired through a qualitative and quantitative expansion of tasks – job enrichment, enlargement or job rotation – as well as through the emphasis of communication and cooperation in the team. On the other hand synergy effects and a higher potential to solve problems are expected through the concentration of individual potentials of employees.<sup>167</sup> The economic advantage of autonomous forms of work in the production should become visible through higher quality, lower costs,

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<sup>165</sup> Concerning the characteristic features of group work, refer to Bühner (1995): *Betriebswirtschaftliche Organisationslehre*, p. 261 ff.

<sup>166</sup> Senft / Kohlgrüber (1997): *Arbeitsorganisation – das Ganze ist mehr als die Summe seiner Teile!*, p. 95 ff.

<sup>167</sup> Same as above, p. 92 ff.

shorter production times, and maximum flexibility as to the demands from clients, and thus strengthen the enterprise in its competitiveness.

The detailed implementation of these new production structures depends much on the specific conditions in the enterprise. Thus, also the concepts of individual enterprises accompanied by Interim-Managers varied. In the following several representative examples are introduced.

One of the enterprises reduced the number of levels in the hierarchy during the re-organization of production structures from six to four, and the previous culture of craftsmanship was replaced by group leader, master and upper master. The production was divided into four cost centers and three supporting departments, consisting of disposition, quality management according to ISO 9001, and planning of improvements. Within the cost centers team structures were arranged. Teams consisted of eight to ten members, and each group directly reported to the master. The control was carried out by setting measurable goals for costs, quality, logistic, and motivation.

The Lydall GmbH & Co. KG in the course of re-organization of the production structure introduced teams, which were responsible for partial processes such as galvanic, including disposition of materials. Indirect tasks such as work preparation, product control, disposition of materials, and optimizing the stock were integrated into the teams. The tool manufacture was divided as well among the teams 'development' and 'repair', which were responsible respectively for the all over process. The teams considered themselves as service units for their internal clients. The same model was also implemented in the maintenance-field.

Another enterprise eliminated the tayloristic-type model of separating management/planning/control and the supporting functions of production and assembly, and introduced so-called production units, which came under the leadership of the newly created position of 'manager of the production unit'. The complete product-responsibility for such a construction group – e.g. the laser machines – was within the production unit. One production unit consisted of 50 to 100 employees. Besides the production tasks also the work-planning, disposition of materials, programming, responsibility for business means, and the quality control according to ISO 9001 was delegated to the production unit. Within the production units the carrying out of tasks was under the team's responsibility. All means and resources necessary for the performance were available to the teams. High responsibility, self-organization, and multiple qualifications were demanded from the teams. A

significant increase in efficiency was the result of the re-organization of the production-structure.

The new work structures led to a significant role-change of employees in the production. The Interim-Manager therefore introduced corresponding measures in regard to pay and qualification, in order to secure the implementation of the new structures.

All enterprises, which reorganized their production structures, introduced a system of bonuses in the groups. These bonuses related to the achievement of goals, e.g. concerning the product quality, materials, or time periods for productions. The Lydall GmbH & Co. KG, for example, agreed new categories for wage-groups. These were adjusted to the new demand profiles. Additionally to the basic salary the production employees received a bonus tied to performance and team, and the criteria were availability to supply, quality, and presence.

Through introducing the new work-organization, the Interim-Management-Deployments could create a platform for an efficient process in the production in the enterprises. Furthermore, other already described strategic measures, e.g. standardization of products and numerous other operative improvements, resulted in the increase of productivity and an optimization of the flow of materials in the production.

For example, through the standardization of products batches could be increased and the capacity better utilized. Additionally the enterprises invested in new production technologies, in modernizing the machinery, or in the automation of certain production steps. Also the use of new IT-systems such as integrated production planning- and control systems (PPS) in the Lydall GmbH & Co. KG improved the flow of materials.

Besides reducing the costs flexibility was increased significantly.

### **5.3.3 Accessing New and Improved Sales Opportunities**

The term 'sales' in the following defines the 'sale of goods against payment as the final phase of the business performance process'.<sup>168</sup>

All Interim-Managers pursued an offensive strategy of profitable growth during their deployments. For the sake of doing so, new sales markets in the area of the core

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<sup>168</sup> Diller (2000): Absatz, p. 3

business were opened up, and/or investments in the development of newer and improved product-programs were made.

The worldwide development of new sales channels was an important building block in this growth-strategy. Almost all Interim-Managers report that the enterprises pursued a global strategy based on their core competence. Besides the already described worldwide expansion of the production-locations, which primarily are carried out from the aspects of saving costs and rationalization, the presence on the world market was considerably expanded.

One instrument for developing new markets was the creation of strategic alliances. This describes usually the cooperation of two or more equal enterprises, which are active in the same or different markets. Mutual partnerships of these enterprises are possible but not necessary.<sup>169</sup>

The purpose of such strategic alliances is the joint utilization of specific strengths of the partner enterprises. For examples technological and personnel resources, or sales channels in certain regions, and thus strengthen the competitiveness of the enterprises. From those enterprises accompanied by Interim-Managers, which aimed for the development of new sales markets, 25% entered international strategic alliances in the sales area. Emphasis was placed on the utilization of sales capacities in the respective markets and the complement or completion of the product range. The expansion of the product variety increased the attractiveness before customers. Cost for entering the market could be minimized due to the use of already existing capacities.

For example, the Claas KGaA entered into a partnership with the US-concern Caterpillar, the worldwide leading manufacturer of excavation machinery, mining equipment, diesel and gas engines, and industrial gas turbines, and two joint enterprises were founded. The US joint venture was responsible for the sales on the North American and Australian markets. The products of Claas represented a suitable addition to the product line of Caterpillar. The European joint venture took on the same task with a product line of Caterpillar.

An empirical study of the likely success of strategic alliances this type of strategic alliance is graded with especially high changes for success. The ideal combination of a strategic alliance exists, 'if two partners from different regions whose products are not in competition with each other open their respective sales system for the products of the partner'. In this case besides products also the country-specific know-how and local resources are included in the alliance.<sup>170</sup>

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<sup>169</sup> Sell (1994): Unternehmenskooperationen, p. 79; Rall (1994): Internationale strategische Allianzen – Wege zum Erfolg, p. 33 ff.

<sup>170</sup> Rall (1994): Internationale strategische Allianzen – Wege zum Erfolg, p. 39

As an additional measure to develop the market direct investments by the enterprises in these markets were made. For example, the investment were made into establishing their own sales subsidiary, take over of existing sales companies or in joint ventures with partners that already had a presence in the market. In some cases trade-networks were created and/or agents hired and then integrated into the network.

These results make clear that almost all enterprises accompanied by Interim-Managers put great emphasis on the development of international sales methods. In doing so they did not restrict themselves to a presence in one region only, but intensified their sales activities in all parts of the world.

For dealing with the North American market the Lydall GmbH & Co. KG as well arranged a sales-joint-venture with a US-partner.<sup>171</sup>

In the course of a diversification strategy an energy-supply-enterprise of the E.ON-group decided to develop new business-fields and jobs. One of the new development fields was a Call-center. An Interim-Manager with Call-center experiences helped to develop the project from the blueprint to the end of the first operative business year. Already after half a year the business targets were surpassed to such an extent that for additional employees office containers had to be hired.

Last but not least also the Internet was ‘discovered’ as a sales channel for the enterprises, including the electronic possibility to observe the product from the point of the ‘online’ order until delivery to the customer.<sup>172</sup>

#### **5.3.4 Accessing New and Improved Procurement Opportunities**

According to the general opinion the purchase department is responsible for the ‘acquisition of the necessary goods for the performance of the enterprise, in the needed quantity and quality, at the right time, at the right place, and at the most economic conditions.’<sup>173</sup>

The costs for materials are together with the personnel costs one of the biggest expenses in industrial enterprises. Reducing these costs is one of the most pressing

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<sup>171</sup> Refer to possible sales methods in foreign countries the illustration by Belz / Reinhold (1999): Internationales Vertriebsmanagement für Industriegüter, p. 96 ff.

<sup>172</sup> Refer to Internet as a sales channel – illustration by Belz / Reinhold (1999): Internationales Vertriebsmanagement für Industriegüter, p. 141 ff.

<sup>173</sup> Barth (1996): Betriebswirtschaftlehre des Handels, p. 243



measures in order to improve the economic results and thus be able to re-invest into innovation projects. Measures in this area usually are reflected in the profit and loss account. During the recent years the activities in the automobile industry<sup>174</sup> have made clear the extent of the potential for increasing the efficiency in the area of acquisition. Not least measures for the reduction of costs in this area are an option, because they are acceptable 'socially' in a climate of internal tensions, and can be implemented without redundancies in the enterprise.

The Interim-Managers stated that first the purchase organization had to be disassembled into the strategic and operative task-areas, in order to generate potentials for the increase of value, and that beyond this it was the time factor of those responsible for buying to carry out a structured check of the buying function.

Main task of the strategic buying was the management of certain groups of materials, the buying volumes of which were concentrated and thus use the synergies in the whole concern. Furthermore the supplier portfolio in the strategic buying field was optimized, the setup of partners for added value was cultivated, price negotiations with suppliers were brought to a conclusion, or the supply markets for relevant groups of materials were observed worldwide. Strategic buying was carried out beyond the own enterprise, the spatial establishment of most enterprises was in the concern headquarters, the other enterprises chose a decentralized establishment in the most suitable unit as to the buying volumes and material know-how. Operative buying in the sense of disposition of those goods needed for the performance was separated from the strategic buying and, for example, delegated decentralized directly in the production. The primary task of the disposition was the supply of the materials according to needs, and at the same time with the least possible accumulation of materials.<sup>175</sup> In this context enterprises have optimized and reduced their material stocks. This could be achieved primarily through a stronger synchronization of deliveries with the production. The supply of materials should be scheduled in such a way that no storage time occurs, and that the parts are available in the required amount and quality directly at the place of production.<sup>176</sup> The prerequisites for these 'just-in-time' deliveries were arranged with the introduction of the decentralized, stronger order-oriented disposition, and by linking between suppliers and buyers. Separating strategic and operative tasks assures the best possible buying conditions and sources, and it guarantees at the same time a punctual supply of resources according to the needs and to 'the spot'.

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<sup>174</sup> In the media often is referred to the so-called 'Lopez-Effect'

<sup>175</sup> Refer to the explanations by Mehl (1986): *Beschaffungsmanagement in der Krise*, p. 48 ff.

<sup>176</sup> Bühner (1995): *Betriebswirtschaftliche Organisationslehre*, p. 315

From among the enterprises, which implemented the reorganization of their buying department, only 10% had carried out the separation of the strategic and operative tasks already before the reorganization by the Interim-Manager. Therefore it must be stated that all relevant enterprises recognized the necessity of the strategic focus in the buying area, and that high priority was given to this in the course of the Interim-Management-Deployment.

Beyond fundamental organizational change in the buying area the enterprises also implemented numerous measures to reduce their material expenditure. All enterprises decided to check their existing supplier contracts and to reduce their expenditure for materials through new and/or additional negotiations of the buying price and the modus of payment. Generally the goal was the conclusion of contracts valid for the whole enterprise. The basis for new negotiations and for considerable price reductions in specific fields of material was the concentrated buying volume for the whole group (concern). About one third of the enterprises went even one step further and concluded buying cooperation beyond their own company, together with other companies and for certain types of materials. The negotiations were led by buying teams composed of employees from the buying- and technique fields. Thus, the necessary technical know-how was available in the negotiating process. In addition almost all enterprises optimized their supplier-portfolio or the specific sourcing strategy for materials.<sup>177</sup> Goal of this optimization was the exchange of existing suppliers and the increase of worldwide supply sources for groups of material with a high degree of standardization or low technical know-how in regards to a multiple and global sourcing-strategy. Secondly, the enterprises pursued a single/dual sourcing strategy in the area of demanding supply parts. Here the number of suppliers was reduced and the build-up of long-term partnerships for adding value was strengthened. Generally the decision was made on the basis of comparing the demand-profile and the performance-profile of the respective supplier.<sup>178</sup>

In the course of optimization and through buying certain components, which did not belong to the core competence, on the worldwide market, and through the reduction of variety, the buying costs could be reduced considerably.

For example, one enterprise as a first step analyzed its buying products and the volumes, and thus created transparency of the relevant figures. On this basis a buying-controlling-system was implemented, which from then on supplied the current figures of demand. In a second step buying of the three existing factories was combined and the buying volumes were concentrated. An interdisciplinary buying team from the

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<sup>177</sup> Ref. to Eger / Bröker (1998): Sourcing-Strategien vom Markt her entwickeln, p. 38

<sup>178</sup> Refer also to procedure of evaluating suppliers - Arnold (1995): Beschaffungsmanagement, p. 164 ff.

areas of buying and technique led the negotiations with suppliers. The physical disposition was still carried out in the individual factories, but according to exact dispositional processes for all products. Thus, efficiency could be increased considerably and the number of employees could be reduced.

The Crompton Corp. decentralized its buying functions on the basis of the new 'post-merger' group structure and installed a group management for materials. Here the central responsibility for important groups of materials was concentrated for the whole group. The location was decided as to the most suitable operative unit. The task of the material-groups management was the concentration of the demands, a unified approach towards suppliers, concluding basic contracts, the systematic cultivation and optimization of the international supplier-portfolio, and the control of the total chain of added value in regards to make-or-buy decisions. The objective of optimizing the supplier-portfolio was the reduction of the number of suppliers and the establishment of long-term partnerships for individual groups of materials. The disposition of materials was carried out on the basis of the basic contracts on the spot. Those responsible for buying met once a year for the so-called 'purchasing managers meeting' and exchanged their experiences. These optimization measures led to a considerable price reduction for the total buying volume for 2001.

A good example how to integrate suppliers for the sake of improving the buying process was given by another enterprise. In the course of optimizing the supplier portfolio first of all the suppliers were evaluated as to price and quality. An interdisciplinary team then selected the suitable suppliers. In this way the number of suppliers could be reduced by over 30%. In a second step long-term oriented partnerships for added value were concluded with selected suppliers. A joint, intensive cooperation followed, as far as the joint development of modules within simultaneous engineering. Through intensive training of suppliers and a close cooperation as to the standardization of parts or modules purchase, significant reduction for the price of materials of nearly 15% could be achieved. The savings were split to one third for each, the supplier, the enterprise, and the customers, in form of price reductions.

The presented examples show that there are no significant differences in the way Interim-Managers went about. In essence they all decided for a strategic orientation of the buying-function, utilizing volumes-effects through concentrating volumes from within the whole group, checking the number and quality of suppliers, and the intensified cooperation with selected suppliers for the sake of improving the buying-process for the whole group. In addition various measures, such as order-oriented

disposition, newly integrated systems for production planning and controlling, as well as 'just-in-time' concepts, to an improved working capital efficiency.

#### **5.4 New Orientation of the Enterprise Organization**

The second block following strategic measures is a new arrangement of the organizational- and leadership structure. According to the instrumental viewpoint the organization is considered as an instrument for the efficient management of the enterprise. The organizational structure includes all formal and lasting rules, which direct the actions of organization members towards a higher goal. This includes, for example, defining competence, sharing of tasks, rules for the hierarchical coordination, for the processing of performance- and utilization processes of exchange of information. Generally there is a distinction between the set-up and procedural organization.<sup>179</sup> Bleicher defines the set-up organizations as 'organizational differentiation of enterprises' into subsystems and as the result of the arrangement of distributional relationships, and the procedural organization as 'effect system between the organizational units and as the result of arranging the working relationships'.<sup>180</sup>

If one observes the discussion about organizations as a means to achieving economic success, then a significant increase in importance during the nineties in comparison to the eighties can be recognized. While the market-oriented view dominated during the eighties, since the beginning of the nineties – which were marked by recessive tendencies – the 'internal' viewpoint has come more into the center.<sup>181</sup> Against the background of a changed competitive environment – especially the more intensive international pressure of competition – the long-term competitive advantage through pursuing a strategy of 'best price', or a strategy of differentiation<sup>182</sup> has come into doubt. The changed basic conditions move the optimal satisfaction of client demands as to the aspects of time, costs, and quality in the center of competitive strength. As has been explained before, all enterprises accompanied by Interim-Management pursued the optimization of the three factors time, costs, and quality. Whether these goals can be reached, depends significantly on the 'correct' arrangement of the enterprise organization.<sup>183</sup> What matters is the creation of organizational regulations that will allow the optimal performance expected by the customers, and thus make the

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<sup>179</sup> Bleicher (1991): *Organisation, Strategie – Struktur – Kulturen*, p. 35 ff.

<sup>180</sup> Same as above, p. 42 ff.

<sup>181</sup> Gomez (1992): *Neue Trends in der Konzernorganisation*, p. 166 ff.

<sup>182</sup> Porter (1983): *Wettbewerbsstrategie, Methoden zur Analyse von Branchen und Konkurrenten*

<sup>183</sup> According to the thesis 'structure follows strategy'.

organization the decisive competition factor.<sup>184</sup> Those enterprises accompanied by Interim-Managers decided for extensive measures for the adaptation of their respective organization. The questions of arrangement focused on the fundamental leadership structure and the business processes of the enterprise, as well as on the corresponding adaptations of the supporting systems, and the qualitative and quantitative personnel arrangement. Thus, they complied with the demands for new organizational concepts according to a holistic method.<sup>185</sup>

Also Frese/von Werder notice a novelty with current organizational re-structuring processes. They see the new innovative content of current re-organizations in the specific combination and in the previously uncommon radical use of individual, already well known instruments, for the achievement of new and harmonized goals. In the opinion of Frese/von Werder the majority of current organizational restructuring processes can be related to the arrangement principles of

- Increase of ones own responsibility
- Creating manageable areas
- Introduction of pressure from the market, and
- Harmonizing the interfaces.<sup>186</sup>

As the core points of a new strategic orientation in the enterprises the expansion of the following strategic competition factors were identified:

- Structure
- Process
- System, and
- Personnel capacity

During this the ‘correct’ arrangement of the organization for the improvement of the positions costs, time, and quality were in the center of almost all Interim-Management deployments.

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<sup>184</sup> Refer to the example of Frese (1993): Geschäftssegmentierung als organisatorisches Konzept – zur Leitbildfunktion mittelständischer Strukturen für Großunternehmen, p. 1002 ff.

<sup>185</sup> Hammer / Champy (1994): Business, Re-engineering – Die Radikalkur für das Unternehmen, p. 109 ff.

<sup>186</sup> Frese / von Werder (1994): Organisation als strategischer Wettbewerbsfaktor – Organisationstheoretische Analyse gegenwärtiger Umstrukturierungen, p. 18

### 5.4.1 Structure

As has been outlined earlier, a complex and inflexible organizational structure is a main cause for innovation crisis and for the development of innovation barriers. Such a structure results in delayed reactions to market- and competition developments, which leads to a weakening of the position of the enterprise concerned.

As the number one measure within the complex of a new organizational orientation, checking and reorganization the leadership structure in regard of changed competitive circumstances, is obvious. Literature suggests for small and medium size enterprises and for enterprises with a manageable performance program the selection of a functional organization structure. With the increasing size of enterprises and with the expansion of the offers a decentralized organizational structure is recommended.<sup>187</sup>

The Interim-Manager-Deployments confirm this and show that for larger enterprises and/or for those with a relatively complex performance program, a reorganization of the leadership structure is to be recommended. The object is the introduction of decentralized, client-/market oriented units, which are responsible for the results. The form of an organization according to business areas seems particularly suitable.

The results also indicate that in any case the product-orientation of decentralized units is to be given preference.

Smaller enterprises with a manageable and homogenous performance program should give preference to the functional organizational structure and thus benefit from synergy effects through concentration of activities.

Independent from the chosen leadership structure and size of the enterprise it is important to promote entrepreneurship and to delegate clearly responsibilities and competences. Through providing entrepreneurial freedom the foundation is laid for the increase of independence, competence, and motivation of the employees. In addition both, the internal and external client-orientation should be in the center of the organizational new orientation. Furthermore the elimination of hierarchical levels for the reduction of complexity and a 'organizational speedup' in the course of the reorganization makes sense, since they will also have the effect of shortening the time of developments.

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<sup>187</sup> Schulte-Zurhausen (1995): Organisation, p. 221 ff.

## 5.4.2 Processes

In parallel to the new orientation of the hierarchical basic structure the continuous optimization of the process structure during Interim-Management-Deployments is subject to scrutiny. The extensively discussed demand for a process-orientation during the last years is based on this critique. The process management in the form of a secondary organization<sup>188</sup> does justice to this aspect. Here the business processes of the enterprise are defined first of all.

A business process consists of the sequence of functionally connected activities, which lead to a result – which was defined at the beginning of the process – e.g. an order in the purchasing process. Porter distinguishes in his ‘value-chain-model’ primary and supporting processes. Primary processes are those chains of activities, which directly participate in the added value chain and contribute to the production, marketing, and service of products. This includes the incoming and outgoing logistic, transformational operations, e.g. production/assembly, marketing/sales, and customer services. Supporting processes enable the unhindered realization of the primary processes. This includes the technological development, purchasing, personnel affairs, and the infrastructure of the enterprise.<sup>189</sup> Responsible – so-called process managers – are defined for the business processes. They care for the smooth execution of the processes and optimize it in regard to time, costs, and quality as well as client-oriented goals.<sup>190</sup>

For the optimization of business processes the literature and the practice of Interim-Managers offer numerous starting points, e.g.:

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<sup>188</sup> Schulte-Zurhausen defines secondary organization as follows: ‘The secondary organization comprises the organizational structures, which complete and surpass the hierarchy.’ Schulte-Zurhausen (1995): *Organisation*, p. 247

<sup>189</sup> Porter (1992): *Wettbewerbsvorteile, Spitzenleistungen erreichen und behaupten*, p. 65 ff.

<sup>190</sup> Gaitanides et al. (1994): *Process management – foundations and goals*

Change of processes:

- Optimizing interfaces through institutionalizing inter-functional teams that surpass hierarchy
- Elimination, merging, and parallel arrangement of process steps

New definition of processes:

The purely hierarchical relationships in primary organizations have some weaknesses in the practical business transaction. E.g. interface problems between the individual organization units of functional levels might occur, because certain tasks can only be solved by surpassing hierarchy and function. But the vertical order ignores the performance- and utilization processes in the enterprise largely, and thus prevents the uninhibited 'flow' within the organization.

The enterprises accompanied by Interim-Management also recognized the necessity of the process-orientation for realizing a flexible and speedy organization. Without exception they replaced the hierarchical basic structure through a process structure surpassing the hierarchy, and they optimized their business processes. In the forefront were the processes of dealing with orders and production. The institutionalization of a team organization that surpasses functions and hierarchy served in all of the enterprises as an instrument of integration of the various interfaces. All enterprises as well optimized their process through the elimination, merging and/or parallel arrangement of process steps. 80% of the enterprises invested in new IT-systems and thus increase efficiency and speed up the process. All enterprises established networks within the concern, and some also with their clients and suppliers. In this context especially new IT such as Intra-/Internet, e-mail, or electronic data-exchange (EDI) were utilized.<sup>191</sup> Seven enterprises introduced standard software, and one introduced individual software. In this way the search for information could be eliminated, travel times could be avoided, and they mostly could do without paper. Furthermore, the utilization of these time-, location-, and hierarchy-independent possibilities of the information exchange supported the creation of decentralized, autonomy-centered organizational structures.<sup>192</sup>

One enterprise followed the organizational approach 'process control and teamwork'. Besides the basic structure of a product-oriented business organization a process-oriented secondary structures was established. The communication beyond function

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<sup>191</sup> Refer to advantages / disadvantages of EDI: Barth / Möhlenbruch (1999): Beschaffung, Logistik und Controlling, p. 220 ff.

<sup>192</sup> Reisach (1995): Informationstechnologie und organisatorischer Wandel, p. 621 ff.



and hierarchy was guaranteed through institutionalized meetings and teamwork. For example, a worldwide operating production-development-team was responsible for the development of new products, a team consisting of employees from research and development, production and sales departments. To assure the function of these global structures the necessary information technology was provided.

Another enterprise established within its business portfolio structure also a process organization. The classification of the decentralized portfolio was arranged according to the previously defined core processes 'generating market position', 'generating clients' orders', 'generating new performances', and 'fulfilling clients' orders'. For these processes so-called process owners were defined, who for example were responsible for the 'fulfilling clients' orders' from the point of construction to the technical acquisition and as far as to the sale. For the support of this process organization a unified platform for internal communication was created and the most advanced IT was used.

### 5.4.3 Systems

To secure the implementation of the new organizational regulations it is recommended to optimize the auxiliary systems as quickly as possible. The earlier mentioned IT- and communication systems for the support of the process, and the figures and incentive systems belong here.

Investments into the information- and communication technology can support and speed up the process organization. Thus, it is possible to generate time- and cost advantages. Interim-Management-Deployments have shown that successful enterprises prefer the use of standard software to tailor made software. The reason for this is probably the high costs of development.

Indexes are measuring factors for the evaluation and comparison of the economic situation of an enterprise or parts of it. Individual indexes usually provide only limited information and therefore systems of indexes are set up, which fit the special situation of enterprises. Index-systems can be used for planning, directing, and controlling, and thus they are an instrument for the management<sup>193</sup> or the controlling subsystem of the management.<sup>194</sup>

The majority of the Interim-Managers stated that they had optimized the index-systems. The majority adapted the index-system 'as quickly as possible'<sup>195</sup> to the new

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<sup>193</sup> Perridon / Steiner (1997): Finanzwirtschaft, p. 564

<sup>194</sup> Horvath (1996): Controlling, p. 107

<sup>195</sup> Quotation of an Interim-Manager (interview)

leadership structure and introduced new index-systems for the control of decentralized units. The reporting frequency of decentralized units to the management was increased during and after the Interim-Management deployment, and thus assured a current insight into the situation of individual units. In many cases the monthly balance sheet and profit and loss account was new. In addition the enterprises accompanied by Interim-Managers optimized the 'participating' controlling, in order to achieve a stronger integration and control of (foreign) subsidiaries. In the annual budget planning process with the portfolio responsible person and integrated long-term planning for five years was made, which besides the detailed profit- and loss account also includes the cash-flow development and necessary investment projects for the aspired turnover growth in accordance to clients, project groups and market segment. Finally, to measure the process optimization indexes for time, costs, and quality, and the existing quality management system was interpreted according to ISO 9001 and ISO 14001.

These were established in goal-agreement-processes with all employees as the basis for variable pay.

Another enterprise introduced calculation programs for expenditure and income in order to enable monthly results for each business line. The respective leaders of each field had to report on a monthly basis about keeping within the budget limits and about the result situation.

Quarterly meetings for the control of commonly defined goals in the decentralized units were introduced. Furthermore it is advisable to adapt the financial and non-financial incentive systems in the enterprise quickly to the new structures. The experiences of Interim-Managers show that in financial terms the introduction of variable bonus-payments for leadership personnel, depending on performance, is a promising concept. The variable component should depend on reaching the goals of the whole enterprise and also goals in the personal responsibility of leadership personnel. In the determining the goals a participating method in the sense of the leadership concept 'management by objectives' is recommended. The introduction of this success-oriented payment system is basically suitable for all employees of an enterprise. However, the results show that in a first step the focus should be on the leadership personnel. For other members in the organization – e.g. in the production and sales areas - the introduction should follow.

Motivation through non-financial incentives should essentially result from the new organizational regulations.<sup>196</sup> They should not be neglected in the re-organization of the enterprise. Important in this context is for example the 'enrichment' of work through delegating competence to make decisions and the resulting increase of

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<sup>196</sup> Staehle (1991): Handbuch Management, p. 752

responsibility of individual employees, or the expansion of the task-spectrum. More process- and team-orientation instead of emphasizing hierarchy, and the improvement of communication and information transparency, can contribute to strengthen the motivation and increase the performance of employees.

#### **5.4.4 Personnel**

As the fourth block of measures in the organizational re-structuring the quantitative and qualitative personnel capacities have to be checked in regards to the overcoming of innovation-barriers, and if necessary they have to be optimized.

As the discussion about innovation-barriers already indicated, the mistakes made by the top-management are among the most important factors, which limit the innovation-capacity of an enterprise. The analysis showed that successful enterprises in this context followed a strict policy of 'coming to terms with their past', and they employed Interim-Managers, and if necessary key positions in the highest management of the enterprise were filled with new personnel.

After the 'quality check' in the highest leadership level the check of the professional profile of the next hierarchical levels should follow, and if necessary personnel changes should follow. The decisions of those responsible about suitability and non-suitability should be made as early as possible, and necessary redundancies should be carried out swiftly. Through an early decision of the future leadership team uncertainties and resignation can be avoided, and a spirit of awakening and forward looking can be created.

From the experiences of enterprises accompanied by Interim-Managers it is recommended to make changes in behaviour and attitudes the center of personnel development trainings. Specially important topics that concern the whole enterprise, are the strengthening of personal responsibility and entrepreneurial thinking and acting within the existing or new management systems (ISO 9001/14001), team-oriented working, improvement of communication, and the process of client orientation along the lines of the strategic orientation of the enterprise. Also the necessity of a further development of methodical- and professional competence should be checked and in case of need be initiated.

Another promise seems to be the fact that the majority of successful enterprises have used the Interim-Management-Deployment as a chance to initiate a cultural change to increase their innovation capacity.<sup>197</sup> In this way perhaps falling back into old habits can be avoided.<sup>198</sup>

## 5.5 Conclusion

As it has been postulated several times in this thesis, innovative activities are not restricted to new products and product-improvements within research and development only, but the concept is based on a wider understanding of entrepreneurial innovation activities, such as management of human resources, marketing strategies, financing investments, legal protection of the innovation, etc. This concept of innovation is based on modern, interactive innovation models, within which Interim-Managers can initiate and develop the aforementioned activities.

The innovative and entrepreneurial performance in this environment of competition consists mainly of – under restriction of existing management bottlenecks – a first identification of elements, which contain an economic potential (incentive of entrepreneurial profits), and secondly, of the implementation of a working process, which enables the transformation of these elements into an innovation. It is these two phases of identification and implementation, which allow the ‘innovative entrepreneur’ to set the innovation process into motion.

On the basis of the presented conceptual model at the beginning of this chapter (figure 10), the different interactions between the enterprise and the Interim-Manager in regards to the innovation process could be derived.

The Interim-Manager can offer the following functions and tasks to an enterprise in the context of innovation:

- 1) An ‘external scanning’ of the innovation activities within the enterprise. This function is not limited to only technical aspects, but in can also include other areas, such as finances, marketing, production, purchasing, patents, etc.

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<sup>197</sup> Gaugler (1993): Paradigmenwechsel in der Organisation und Qualifizierung der Mitarbeiter, p. 98; Fuchs (2004): Vitalisierung von Unternehmen: Vom Taylorismus zum Organismus

<sup>198</sup> Sattelberger (1994): Die lernende Organisation; Konzepte für eine neue Qualität der Unternehmensentwicklung, preface, p. 7

- 2) An ‘internal scanning’, which aims for the revival of innovation activities in the enterprise.
- 3) The ‘co-production’ of the innovation itself, by:
  - a) The Interim-Manager contributes his knowledge as to the applied strategic measures
  - b) Support through the Interim-Manager as to the organizational changes
  - c) Participation in the conception and development of the innovation
- 4) Accompanying the enterprise in the phase of introduction in the market, process introduction, etc.

In attempting to offer an intermediate synthesis of the chapters two, three, and four the following valuable contributions by Interim-Managers in the context of innovation management can be defined:

- a) Better integration of the enterprise into the innovation environment
- b) Better mobilization of internal innovation resources
- c) Improved mobilization of external innovation resources

Through the temporary integration of Interim-Managers development- and realization times of innovation projects can be shortened, the total costs of the innovation project can be reduced, possible financial bottlenecks can be optimized simultaneously, and the innovation risk can be reduced.

Thus, for realizing the changes of innovation growth, the necessary project management is improved, and the enterprise qualifies at the same time for further innovation challenges.

## 6. Interim-Management Deployments in a European Innovation Context

The analysis of new management practices like Interim-Management gets complex once the domestic context is left.<sup>199</sup> Brewster and Hegewisch stress "...with more organizations operating across international borders and more managers being transferred internationally and with the increasing influence of international trading blocs such as the European Community the importance of comparative knowledge about such areas as labour markets, skills, legislation and trade unions is apparent".<sup>200</sup>

The objective of this chapter is to analyze the general transferability of research results on Interim-Management Deployments in an innovation context in Germany (Chapter 5) to Estonia under special consideration of the at current intense discussions about convergence and divergence of management practices within Europe.

Therefore an examination of the actual convergence-divergence discussion in the light of European integration has to take place at first.<sup>201</sup> Although these two theses of convergence and divergence are very different from another it will be shown that there is one underlying similarity: "they all view firms latitude in regard to selecting and developing personnel management strategies as being shaped, governed and given impetus by a mix of factors which may be defined as technological, economic and institutional".<sup>202</sup> The discussion is theoretically integrated looking at neo-institutionalist theories, distinguishing between the US school (isomorphisms) and the European school (national business systems, hereinafter referred to as NBS).

Once the aforementioned theoretical grounds are prepared the phenomenon of Interim-Management and its evolution and diffusion across Europe can be better understood and explained by applying those factors as above in a retrospect to the Netherlands and the United Kingdom as the most developed countries in terms of Interim-Management. The argument of "a newer, institutional, version of convergence that argues that institutional driven convergence is taking place within the EU"<sup>203</sup> finds strong support in the NBS of the Netherlands and in contrast to the United Kingdom. Additional evidence for an institutional-driven convergence in the EU is given by the supranational efforts of the EU in the context of innovation-policy

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<sup>199</sup> Weber / Kabst (2000), p. 4

<sup>200</sup> Brewster/Hegewisch (1993), p. 1

<sup>201</sup> Schreyögg et al. 1995: 40-41

<sup>202</sup> Brewster et al. (2004), p. 18

<sup>203</sup> Brewster et al. (2004), p.20

as integral part of economic convergence of its member states. The benchmarking of Estonia in this respect on the European Innovation Scoreboard for discovering opportunities for institutional help and a practise report on the completion of EU-institutional (EBRD) funded Interim-Management Deployments in Estonia provides already strong evidence for an institutional-driven diffusion of Interim-Management as new management practise.

These findings stress not only the importance of the institutionalism for the international research on management but also highlights the “institutional limitations” of transferring research results on new management practices from one country to another (i.e. from Germany to Estonia).

Consequently the research results of the Interim-Management concept and its measures seem to be in general transferrable (as they are technological and economic driven) whereas country-specific e.g. in Estonia such as institutional embedded beliefs, norms, culture and values may limit a general transferrability of Interim-Management approaches and behaviour patterns. In the light of innovation-barriers identified for Estonia from selected study results recommendations are given therefore only for strategical and organizational measures in an innovation context.

## **6.1 Convergence and Divergence of New Management Practices**

The convergence vs. divergence debate has been a strand of the literature on management in general for decades and this has more recently been reflected in human resource management theorising.<sup>204</sup>

Proponents of the convergence theory suggest that efficient management systems will be adopted universally while country specific differences are less significant.<sup>205</sup>

Technological and economic factors are determining the efficiency and thus ultimately the application of management systems.<sup>206</sup>

Kidger<sup>207</sup> explains: "... differences that might arise from the differing beliefs and value orientations of national culture are superseded by the logic of technology."

The at current most meaningful contributions to the management literature to be focused on here are still based to a large extend on the basic assumptions of contingency theorists. Bartlett and Ghoshal<sup>208</sup> are the most famous representatives of

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<sup>204</sup> Child (1981), Adler (1997), Weber / Kabst (2000); Brewster et al. (2004)

<sup>205</sup> Sparrow et al. (1994); Weber / Kabst (2000), Tregaskis et al. (2001)

<sup>206</sup> Kerr (1983)

<sup>207</sup> Kidger (1991), p. 153

<sup>208</sup> Bartlett/Ghoshal (1989, 1997)

this management literature by combining classical approaches of corporate strategy<sup>209</sup> and analyzing these in a technological and economic driven context to its environment. The basic assumption of this approach often referred to as “evolutionary paradigm” is that there is tendency for international operating firms to converge towards similar organizational structures. This typology leads in its evolutionary final-stage to the so-called “transnational organization”, which strategy and organization is deemed to be the most flexible and efficient solution for the global-local paradoxon.

Following this technology and economic driven argumentation of the „convergers“, the phenomenon of Interim-Management Deployments could only be explained by organizational determinants, whereas country-specific determinants would not be recognized at all. The international comparative management research is criticising the assumptions of universal convergence by means of the so-called “high context” approaches.<sup>210</sup> Child<sup>211</sup> distinguishes “low” and “high context” approaches, whereas the later stresses the influence of social, cultural and political contexts for the understanding of decision-making processes in MNC, whereas “low context” approaches represents the “evolutionary paradigm” of the convergers as described above.

Divergence theorists suggest and argue, in direct contrast, that management systems are not following the imperatives of technology and economy but reflect national, especially cultural and institutional contexts which even prohibits any universal application of management.<sup>212</sup> According to this perspective, organizational choice is limited by institutional pressures, including the state, regulatory structures, interest groups, public opinion and norms.<sup>213</sup>

Following the institutional driven argumentation of the “divergers”, the phenomenon of Interim-Management Deployments could only be explained by country-specific determinants, whereas organizational determinants would be less meaningful.

Divergence theorists, however, refuse to subscribe even to this thesis of partial and delayed convergence. They argue, on the contrary, that national, and in some cases regional, institutional contexts are slow to change, partly because they derive from deep-seated beliefs and value systems and partly because significant re-distributions

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<sup>209</sup> Ansoff (1965); Porter (1980)

<sup>210</sup> Scott (1998); Child (2000)

<sup>211</sup> Child (2000)

<sup>212</sup> Laurent (1983); Adler/Jelinek (1986)

<sup>213</sup> DiMaggio and Powell (1983); Meyer and Scott (1983); Oliver (1991)



of power are involved. More importantly, they argue that change is path-dependent. In other words, even when change does occur it can be understood only in relation to the specific social context in which it occurs.<sup>214</sup> Performance criteria or goals are thus, at any point in time, socially rather than economically or technologically selected so that they first and foremost reflect principles of local rationality. Convergence of management systems can therefore only take place if supranational institutions are able to impose their influence across national contexts. Increasingly, it is being argued that that is what is taking place in the EU.<sup>215</sup> That is, there is an argument for the existence of an institutionally driven convergence of HRM practices within Europe.<sup>216</sup>

In summary, the divergence thesis is confronted with two distinct versions of the convergence thesis. On the other hand there is the traditional version of the convergence thesis that contends that convergence of management-practices is driven by market and technological forces and that the US is a trendsetter for changes elsewhere. On the other hand there is a newer, institutional, version that argues that institutionally driven convergence is taking place within the EU. There is a debate between these two viewpoints.<sup>217</sup> In the following these two models are examined in more detail, before analyzing Interim-Management Deployments in Europe in this theoretical context.

### **6.1.1 US Institutionalism – Economic Forces-driven Convergence**

American institutionalism emphasises that organizations in the same “organizational field” (e.g. in the industrial sector) develop similar cultural patterns, management concepts and structures extending over and beyond national state borders.<sup>218</sup> This explains the increased global expansion of shareholder-value thinking or ISO-9001 concepts in international companies, for example.<sup>219</sup> Phenomenon-based institutionalism thus latches on to the universal logic of the convergence theories discussed above.<sup>220</sup>

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<sup>214</sup> Maurice et al. (1986); Poole (1986)

<sup>215</sup> Brewster (1994)

<sup>216</sup> Brewster (2004)

<sup>217</sup> Brewster (1999); Tempel / Walgenbach (2003)

<sup>218</sup> DiMaggio/Powell (1983)

<sup>219</sup> Meyer (2000); Walgenbach (2000)

<sup>220</sup> Geppert et al. (2004) p. 381

Although American institutionalism aims at homogenisation of institutional environments beyond national borders. It is assumed that regulative, normative and cognitive mechanisms ensure that organizations adopt “best practices” or “best management practices”. This is not however necessarily the case because they are more efficient but rather because they are regarded as legitimate in certain institutional environments. The idea of legitimacy of actions in certain “organizational fields”,<sup>221</sup> such as industrial sectors, for example, is no longer defined on a national scale being understood as global or transnational instead.

One key theoretical construction for explaining the international adoption by organizations as regards their “best management practice choice” is the idea of isomorphism, whereby a distinction is made between three different types<sup>222</sup>:

- “Coercive isomorphisms” result from political pressure and interdependency between organizations, in particular because companies are obliged to legitimise their decisions towards internal (e.g. employees) and external (e.g. investors, suppliers and authorities) stakeholders. Non-observance of legal or even informal agreements could result in sanctions and an impaired reputation (e.g. necessity of introducing the ISO 9001 standard for automotive suppliers).
- “Mimetic processes” are regarded as the main reason why “best practices” management methods and the introduction of increasingly more similar organization structures and processes are prevailing world-wide. It is assumed that increasingly more complex technologies, ambiguity of objectives and environmental uncertainty encourage managers in organizations to imitate successful companies in order to paint themselves in a successful light and to increase the legitimacy of their actions (e.g. establishing a General Electric Six Sigma culture for the purposes of increasing efficiency in one’s own company).
- “Normative pressures” are primarily seen in the fact that modern capitalist states are becoming increasingly professionalised. This particularly includes aspects of growing significance of formal educational qualifications in order to be able to even take up certain management positions in companies or the increasing significance of networks (e.g. the necessity of a professional exam as a CPA for managing the financial department of a German subsidiary of an SEC-listed US multinational corporation).

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<sup>221</sup> DiMaggio/Powell (1983) p.64 f.

<sup>222</sup> DiMaggio/Powell (1983)

The result of such isomorphous processes lies in the increasing homogenisation of institutional environments across national borders.

### **6.1.2 EU Institutionalism – Institution-driven Convergence**

In contrast to US institutionalism, European institutionalism emphasises the differences between national cultures and constitutes the various institutions of the individual NBS.<sup>223</sup> International comparative studies indicate that differences in organizational structures and management patterns can not be sufficiently explained by the economic forces of the market but are significantly institutionally embedded in, and determined by, very different “societal contexts”,<sup>224</sup> “industrial orders”,<sup>225</sup> “social systems of production”<sup>226</sup> or “national business systems”.<sup>227</sup>

The NBS approach by Richard Whitley referred to above<sup>228</sup> can be regarded as the most extensively developed and most theoretically comprehensive approach in European institutionalism. The starting point for the NBS approach is formed by the key characteristics of the historically growing institutional image of a country, whereby Whitley distinguishes between four core elements:

- the political system,
- the financial system,
- the labour and educational systems as well as
- the cultural system.

The specific NBS is formed depending on the institutional boundary conditions of a social economy.

In its more recent history, the approach has been awarded impetus particularly by virtue of the fact that following conclusion of most of the (socialist) planned economy models accompanied by the intensity of globalisation processes, the idea has consistently asserted itself that capitalist economic models include considerable differences and in some cases there are “divergent” versions of capitalism available.<sup>229</sup>

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<sup>223</sup> Geppert et al. (2004) p. 381

<sup>224</sup> Sorge (1991)

<sup>225</sup> Lane (1994)

<sup>226</sup> Hollingworth/Boyer (1997)

<sup>227</sup> Morgan / Kristensen / Whitley (2001)

<sup>228</sup> Whitley (1997); Morgan/Kristensen/Whitley (2001)

<sup>229</sup> Whitley (1999)

The strength of the NBS approach lies in its embodiment of a cultural and institutional variety of national and local rationalities.

### **6.1.3 Conclusions for the adoption of New Management Practices in the EU**

In conclusion of a synthesis of the contingency theory in the light of convergence and divergence and how those are related to institutional approaches (American Institutionalism and European Institutionalism) it can be concluded that these theoretical approaches are not contrary to each other but that the institutionalism is complementary to those traditional instruments.<sup>230</sup> The European institutionalism is able to demonstrate how changes within the institutional environment of the NBS influence internal, normative and especially political processes. As opposed to that the American Institutionalism is focusing on the dynamics of institutional changes within the organizational fields of the enterprises. External factors of institutional changes are either unknown to this approach or limited to the appearance of the three isomorphisms as described.

Thus, in conclusion and for the purpose of a comprehensive assessment of the transferability of research results on new management practices such as Interim-Management all factors i.e. technological, economical or institutional need to be looked at whereas in the European context institutional factors of the individual NBS's deserve special attention.

## **6.2 Interim-Management Deployments in Europe – Evidence of Convergence?**

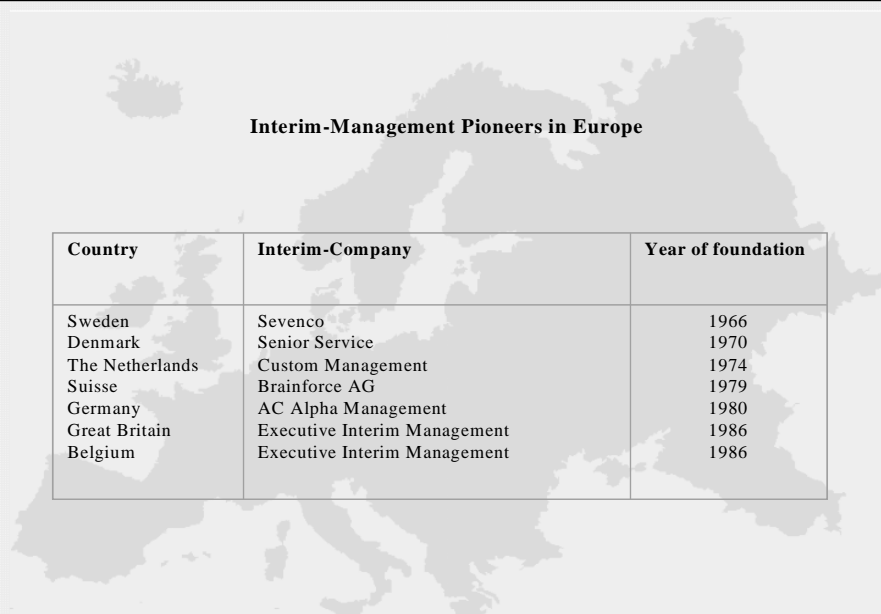
The objective of the following sections is to analyze the evolution and diffusion of Interim-Management Deployments in Europe based on the theoretical framework of technological, economical and institutional factors driving the adaptation of such new management practices. The finding that the diffusion of Interim-Management Deployments within Europe follows the same technological and economical parameters but depend with respect to the pace and speed of implementation to a large extend on institutional factors is a strong indication for institutional convergence taking place in Europe.

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<sup>230</sup> Geppert / Matten / Williams (2003)

### 6.2.1 Evolution and Diffusion of Interim-Management in Europe – or why institutional factors matter

The idea of Interim-Management goes back to the mid 1960's, when the solution was first used in Sweden. At that time most pro-social legislation compelled employers to seek forms of employment other than contracts based on the labour law, while the economic environment and situation on the labour market called for effective solutions in terms of employing managers.<sup>231</sup> However the Netherlands can be considered the cradle of professional Interim-Management and the most developed country in Europe in this sense with approximately 40,000 Interim-Managers.<sup>232</sup> Over the past few years a trend towards the use of this management form can be observed in various European countries. In the United Kingdom (approx. 10,000), Belgium (approx. 600) and Germany (approx. 8,000) the developments are growing strongly. The reasons for the evolution of Interim-Management, however, appear to a large extent unchanged from those originally driving the Swedes. Sweden has become well established and Denmark, Spain and Italy are still in the pioneering stage of professionalism. France is just starting. As reference the US-market for professionals is estimated to amount to 200,000 Interim-Managers.<sup>233</sup> The pioneer companies in Europe even if not necessary comparable with the overall per country trends above is illustrated below (figure 11).



**Interim-Management Pioneers in Europe**

Country	Interim-Company	Year of foundation
Sweden	Sevenco	1966
Denmark	Senior Service	1970
The Netherlands	Custom Management	1974
Suisse	Brainforce AG	1979
Germany	AC Alpha Management	1980
Great Britain	Executive Interim Management	1986
Belgium	Executive Interim Management	1986

Figure 11: Pioneer Companies Interim-Management Europe

<sup>231</sup> Kwiecien (2004): Interim-Management, a new formula for using managerial competencies

<sup>232</sup> Reijniers (2003): Interim-Management, p. 1-23

<sup>233</sup> Consultant News (2000)

The evolution and diffusion of the Interim-Management practice in Europe as a new form of management will be analyzed in the following under special consideration of the Netherlands and the United Kingdom as the most developed countries with respect to Interim-Management by reflecting on key variables of the convergence approaches discussed before. The underlying similarity of these very different approaches for micro level units like firms in selecting and developing new management forms is shaped and driven by a mix of macro level factors discussed above which may be summarized as technological, economical and institutional. In this respect the most important ‘pull- and push-factors’, which favor the diffusion off Interim-Management Deployments, will be examined in the following.

### **6.2.1.1 Technological factors**

Technology also needs to be considered when discussing the evolution of new emerging management forms and techniques. The definition of technology as “...knowledge applied to products or production processes”<sup>234</sup> provides already a good starting point from which to view technology with respect to the evolution and diffusion of new management forms.

The development of available general knowledge is another argument for the expected increase of Interim-Management Deployments. Biotechnology, pharmaceutical and chemical companies operate at the leading edge, breaking through the frontiers of knowledge on a daily basis. Indeed, not having the right people, with the right knowledge in the right place – exactly when they are needed – is simply not acceptable anymore in today’s tough and unforgiving marketplace.<sup>235</sup> In the individual fields of expertise from the total time invested by scientifically active personnel and institutions results that in comparison to the previous development an exponential advance in knowledge can be expected. Additionally the developments in the IT- and communication technology enable a swift diffusion of this knowledge, and this will quickly lead to the knowledge used until now being outdated. The spectrum of knowledge and the inter-disciplinary connection of different areas together with the potential capacity of an individual to digest knowledge, leads to the increasing focus on a special area and the attempt to digest the new knowledge in this area. Especially smaller and medium sized enterprises, which employ less highly

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<sup>234</sup> Trott (2002) p. 14

<sup>235</sup> Newman (2002): Interim-Management within Life Science Companies, in European Biopharmaceutical Review, p. 1-4

specialized personnel, face the question how they can integrate the necessary knowledge relevant for their innovative ability, in the enterprise.

This classic ‘make-or-buy’ question has several facets that need to be considered. The essential point is that enterprises can comprehend the development of their own core competence. Since the internal and external measure for advanced training in enterprises face problems of resources, transfers, and budget, an Interim-Manager can be an interesting option for securing a sufficient knowledge basis for the enterprise, especially against the background of a continuous decrease of the half-life of knowledge. Especially smaller and medium sized enterprises are often unable to evaluate all developments and acquire them if necessary. The temporary integration of an Interim-Manager can help to acquire in a flexible and situation-specific way exactly the knowledge that is relevant. Although the Interim-Manager will take the knowledge with him when he leaves<sup>236</sup>, however it is possible that the enterprise can assure the lasting utilization of the essential knowledge components.

The question is the lasting safeguarding of explicit and partly also implicit knowledge of the Interim-Manager for the enterprise. The decreasing half-life of knowledge promotes the increase of integrating external know-how on a temporary basis. This is not a one-time decision but due to the constant change it is a process of deciding again and again.

### **6.2.1.2 Economical factors**

In the Netherlands and the UK and the demand for Interim-Managers came up in the middle of the oil-crisis and subsequent recession in the early 1970s. Due to the price increases firms have been forced to cut costs and made management staff redundant. As a result “lean management structures” created management gaps which needed to be closed quickly. The labor market could provide knowledgeable and competent managers due to the prior shake outs and therefore regain their know-how but on a temporary basis. Through making the personnel expense-structure more flexible, the enterprise is enabled to respond to unexpected opportunities and risks, which are becoming more frequent in the complex and dynamic situation of competitions. An economic advantage can also be identified in the reduction of transactional costs. Executive search costs for the needed leadership personnel will be lower if the selection is made from a pool for Interim-Managers. Cost for training a person who is employed permanently will also be reduced because the Interim-Manager is specialized and often over-qualified for the problem-solution.

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<sup>236</sup> Drucker (1993): Die postkapitalistische Gesellschaft, p. 273

However technological and economical factors – even if the UK and the Netherlands have gone thru different economic cycles in the past decades – cannot be considered in isolation to be responsible for the significant difference in the amount of Interim-Managers and the timeframe in which they have accumulated. There must be another relative power and or other opposing forces which can explain for the divergence in the diffusion of Interim-Management in the Netherlands vs. the UK. Therefore, the next section is devoted to the special implications of institutional factors.

### **6.2.1.3 Institutional factors**

#### **6.2.1.3.1 European NBS-approach**

##### **a) Rigid Labor Systems**

In the beginning of the 1970s Interim-Management was seen as a way to get around the strict Dutch labour laws, which meant that companies after their shake outs taking on full-time managers incurred substantial additional fixed costs. Moreover a favorable fiscal tax regime in the Netherlands for employing managers on a temporary basis was an ideal way of staffing additional managers needed without the negative effects. According to the studies at the University Nyenrode in 1996, Interim-Management in the Netherlands is the logical consequence of the differences in legislation, especially the rather elaborate dismissal procedures particular when compared to the United Kingdom and the United States. Another plausible explanation for the Dutch Interim-Management phenomenon according to the studies is the culture of openness and innovation in the Netherlands and the fact that Dutch managers, as exponents of their culture and value system, have a harder time taking unpopular measures than their Anglo-American colleagues. Practice indeed shows that the incumbent management prefers to look for compromises – in accordance with the Dutch “polder model” of collaborative management – while Interim-Managers prefer, and are asked to implement, a quicker, more forced manner of dealing with conflicts.

Brewster suggests that in order to overcome such national rigidities, true convergence of management systems can only take place, if a supranational institution like the EU is able to impose their influence across national contexts.<sup>237</sup> However the integration

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<sup>237</sup> Brewster (2004)



within the EU does not necessarily imply convergence. Even of commonly executed influence by means of e.g. a supranational labor law results not necessarily into convergence since national contexts might lead to a divergent implementation into national law and organizations.<sup>238</sup> On the one hand the awaited governmental legislation on flexible working systems in the UK is derived from the proposed EU-directive 2002 (see also chapter 2.1.4), which raises concerns in the UK that the enforcement of “equal pay” for temporary agency employees (e.g. Interim-Managers recruited from agencies) might impact unfavorably the overall cost structure and thus the growth potential of Interim-Management assignments in the UK.<sup>239</sup> On the other hand, following the EU-forced enactment of temporary agency employee legislation in Italy (before the operation of an e.g. Interim-Management recruitment agency was deemed illegal) at the end of 2003, the evolution and diffusion of Interim-Management deployments have been improved in Italy.<sup>240</sup> Therefore the impact of supranational institutions like the EU seems to be limited when it comes to law by its subsidiarity whereby European law can impact the evolution and diffusion of Interim-Management favorably (e.g. Italy) and unfavorably (e.g. UK).

In conclusion it can be stated that the trendsetting of the Netherlands in professionalizing Interim-Management in Europe and especially versus the almost parallel start up in the UK is directly related to the NBS of the Netherlands and its institutional components such as openness within organizations, degree of liberalization, the social legislation (complicated laws governing dismissal), fiscal tax regimes and the collective bargaining economy.

## **b) Societal Change of Values**

A second institutional-driven aspect is connected to the general transformation of values in society. In the course of the current post-modern societal structure, which tolerates a great variety of individual preferences and concepts side by side, the number of those people, who do not orient themselves primarily on material values, is growing. They consciously want to work only for a certain time, and in between they want to pursue other activities.<sup>241</sup> The financial aspect of work is not anymore in the forefront, since they have either earned already a fortune or in some cases they inherited it.

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<sup>238</sup> Baldry (1994) p.107

<sup>239</sup> Reijniers (2003) p.20

<sup>240</sup> The Institute of Interim-Management (2004): Italy looks to the UK Interim-Management for EU Interim-Management Standards

<sup>241</sup> Lutz (1995): *Leben und Arbeiten in der Zukunft*, p. 14

In this category belong especially retired experts and leadership personnel who offer their service as Interim-Managers. The uncertainties of the duration of deployments as Interim-Managers and their sequence require some financial independence and flexibility. Otherwise Interim-Managers will be forced to spend much of their energy for a new acquisition during the final period of a deployment, or they have to accept projects for which they are not really qualified. Because of this the material independence of Interim-Management-Deployments is sometimes postulated a 'must'-criterion. But this demand does not comply with reality, just as much as the demand for a checklist of the individual features of qualifications, which are considered as generally valid criteria for the average Interim-Manager. According to these criteria the Interim-Manager is a person of solid character, with exceptional expert and social competence. Even in the most confusing situations of crisis they clearly recognize what is important, and they wisely guide the employees and take the appropriate measures. In the business managerial guidebook on leadership the theory of the omnipotent manager – fed by the success stories of turn-around-situations in large enterprises – has been identified and criticized as generalization and exception. The opinion that specific deployment constellations require different personalities is realistic. The investment an enterprise has to make in the search for the suitable manager is increased due to this. On the other hand it is exactly this connection to the temporary external know-how, which will provide the lasting effects in overcoming the situation in the enterprise.

As the only criterion that can be applied to Interim-Managers as *conditio sine qua non* the operative experience shall be named. This is the prerequisite that the Interim-Manager has already gained experience in situations, which are similar to the ones existing in the enterprise of the client. Then he could successfully improve the relevant professional and personal qualifications on the basis of the experiences gained. In the process of selection it is especially important that the Interim-Manager has the relevant situational experience in the business field, and thus – quasi over-qualified – he can become operationally active without losing time.<sup>242</sup>

The fact that experienced leadership persons are increasingly ready to accept uncertainties – but also variety and independence as Interim-Managers as a counter pole to a permanent employment – documents a change of values in society. This transformation of values, which is also supported by a higher acceptance of activities outside permanent employment, increases both, the offers and the demands for flexible deployments of experts and leadership competences.

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<sup>242</sup> Golzen (1992): Interim-Management, p. 95

### 6.2.1.3.2 U.S.-approach

In fact isomorphisms are also very helpful for explaining the evolution of the new management practice i.e. Interim-Management. Essentially there are two institutional-driven explanations for Interim-Management: the aforementioned “rigidity of labour systems” and “societal change of values” within the NBS-approach and the following mimetic process of “lean management” “needs of the business and the global trend of building “alliances and clusters” within the isomorphism-approach. Out of this and together with technological and economical factors as described before the Interim-Management evolution phenomenon can be better explained.

The appearance of the Interim-Management phenomenon can be understood as a reflex to the mimetic process driven “lean management” and its unfavorable impacts on the organizations (i.e. no organizational slack etc.) which seems to combine lean-management and flexible organizations in an elegant manner:

#### a) Lean Management

In the course of the re-organization waves during the beginning of the seventies and first half of the nineties many experienced leadership persons were set free due to the fact that especially large enterprises in some cases cut their middle management in the hierarchy without replacement.<sup>243</sup> Since many of these are over 50 years of age, finding permanent employment is difficult, but they are too young for retirement and they would be unable to maintain their living standard, and thus some of them try to avoid unemployment by taking on a self-employed job as Interim-Managers. Some of these managers aim to find permanent employment again via this temporal activity. But others see the possibility in this project-like and independent activity to use the experiences gained in their field and through the functions they held as operative leadership personnel, to deploy and market their experiences.<sup>244</sup> In the meantime the trend in re-organizations has changed again from short-term and purely cost-saving measures towards longer-term maintenance and improvement of the growth-ability.<sup>245</sup> But this does not mean that the previous employees made redundant will be re-installed again. On the whole the number of available leadership personnel has increased over the past years – leadership personnel with twenty and thirty years of experience in the field and in positions with management responsibilities.

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<sup>243</sup> Meyer-Raven (1992): Funktionswandel im mittleren Management, p. 89 ff.

<sup>244</sup> Houlder (1997): When even the boss is a temp, p. 9 ff.

<sup>245</sup> Roach (1996): The hollow ring of the productivity revival, p. 81 - 89

The demographic development in future in the industrialized nations will most likely see an increase of the significance of these senior experts, since their number among the working population will increase.<sup>246</sup>

Due to the economic and structural challenges during the first half of the nineties enterprises have responded by reducing their personnel to a minimum – lean management, re-engineering, and other concepts – with no redundancy or ‘organizational slack’, which means there are no quantitative or qualitative personnel reserves. Furthermore, a significant lack of qualified personnel and experts can be observed that already now, and during the next years this trend will further increase. This means that enterprises cannot by themselves and by their own power react swiftly and flexibly to unexpected and temporary challenges, to changed markets and competitions, or to the need of strategic innovation.<sup>247</sup> Intensified pressure from competition and customers who demand more and whose demands come and disappear rapidly and surprisingly<sup>248</sup>, demand an ever more flexible organization in enterprises. While large enterprises – despite of a ‘lean culture’ – might still be able to mobilized management capacities at short notice – e.g. from other areas of the enterprise or from central positions – small and medium sized enterprises lack the possibility to supply the necessary personnel resource internally. Here the Interim-Management offers the possibility to integrate sufficient specialized and leadership capacity in the enterprise at short notice.

However the mimetic-process of establishing Interim-Management itself as “best-practice” approach for specific assignments in flexible organizations seems to have started only and might be contemplated by the NBSs.

## **b) Alliances and Clusters**

A second aspect, which explains the evolution of Interim-Management, is the trend of forming global and or regional alliances between enterprises (‘clusters’) and to virtual organizations. These are regional networks of scientific institutes and enterprises in a business field (e.g. Stockholm/Sweden for IT and telecommunication, Helsinki and Oulo in Finland for telecommunication, or Jena and Dresden in

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<sup>246</sup> For example IBM (UK) has already founded a subsidiary at the beginning of the nineties – called ‘Skill-base’ – which guarantees those in early retirement 90 days interim employment with IBM per year, and thus their know-how is preserved.

<sup>247</sup> Picot / Reichwald / Wigand (1996): Die grenzenlose Unternehmung, p. 399

<sup>248</sup> Müller-Stewens (1992): Virtualisierung von Organisationen, p. 29

Germany for optic electronic, bio-technology, IT and micro-electronic).<sup>249</sup> These three concepts all relate to the trend that enterprises concentrate only on their core competence, and all other aspects and areas of performances are transferred to other, legally independent enterprises. The virtual organization as a temporary joining of know-how, information, and resources with the objective to solve a problem quickly, cheaply, and with high quality (usually fulfilling a client's individual demand) is considered as the relevant enterprise-model of the future.<sup>250</sup> Interim-Management can be seen as part of growing trend, where enterprises cooperate with specialized organizations in carrying out specific task. If the alliances work well, it can be considerably more favorable for enterprises to acquire precisely those resources necessary temporarily for dealing with a specific problem.

In connection with the Interim-Manager the alliance supplies the resources of the specific field and the leadership-know-how of the respective Interim-Manager, and partly also the organization, which mediates the Interim-Manager. After completion of the project the enterprise is no longer tied to the unnecessary resources. The Interim-Manager represents the temporarily integrated expertise- and leadership competency for the solution of a specific problem in the enterprise. The ideal theoretical type of the virtual organization as a temporary network of independent institutions, which are linked together without a central office, hierarchy, or vertical integration but only through IT, is still an absolute exception in practice. The core problems, which also appear in a milder form in cooperation, is the selection of the partners, the evaluation of the input and output performances of the individual partners, and particularly in the central factor of trust as a basis for cooperation.<sup>251</sup> Since trust in the productivity and loyalty of participating partners in a purely virtual organization can only substantiate through positive experiences, it can be assumed that this type of temporary mergers of institutions will always again will include the same partners, which already have made positive experiences with each other. Especially enterprises, which rarely become active in several business fields, will always again need the same expertise in such 'virtual' projects. However, if the recourse is constantly towards the same institutions, the virtual organization develops into a form of network alliance. The network of 'cluster'-organizations exists permanently and the contact between the members takes place more or less permanently. This leads to the advantage that 'cluster'-partners among themselves are informed about new developments, changes, and capacities, and at the same time the basis of trust is re-enforced. From these permanent 'clusters' as a basis for potential

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<sup>249</sup> Späth / Henzler (2002): *Jenseits von Brüssel*, p. 55 ff.

<sup>250</sup> Handy (1995): *Trust and the Virtual Organization*, p. 49

<sup>251</sup> Schimpf (1996): *Outsourcing*, p. 35

cooperation the limited temporary forms of cooperation between individual ‘cluster’-partners develop in cases of need.

The Interim-Management can be considered a very intensive form of cooperation, where the Interim-Manager is integrated through a contract of employment into the enterprise for the sake of overcoming a concrete management bottleneck.

The advantages of a network-like relationship in contrast to one-time deployments become clear through the increase in trust and the permanent contact, especially concerning the effected processes of change through the Interim-Manager.

### **6.2.2 Institutional Convergence in the EU – the Estonian Innovation example**

The transformation of the new member states in their maturity of today required continual efforts by entrepreneurs, businesses and a collaborative framework by the state. Apart from its regulatory and redistribution functions, the state must play a significant role through strategic interventions into infrastructure development, technological capacity formation and even more importantly while in the focus of this work into human capital formation.<sup>252</sup> This wider view of the economic environment is referred to as integral economics, where the economic processes are viewed in their social and political entirety an approach which goes perfectly in hand with the institutional convergence discussion and NBSs as mentioned before. As rightly pointed out by Dicken, “technology is a social process which is socially and institutionally embedded”.<sup>253</sup>

The following sections are devoted therefore to the Estonian innovation example and give evidence of institutional efforts of the EU and Germany towards economic convergence by means of funding and promoting Interim-Management Deployments as new management practice in an Estonian innovation context.

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<sup>252</sup> Trott (2002), p. 33

<sup>253</sup> Dicken (1998)

### **6.2.2.1 European Innovation Scoreboard 2002**

In response to increased competition and globalisation the EU concluded to increase and enhance efforts to improve the Union's performance in innovation. The goal was set in Lisbon 2000 that the EU will become the most competitive and dynamic, knowledge-based economy in the world within the next decade. The strategy was to built on the economic convergence that had been developed over the past ten years within the EU single market and to coordinate and "open method" of developing policies for creating new skills, knowledge and innovation.<sup>254</sup> The European Innovation Scoreboard (hereinafter: EIS) was launched to benchmark the performance of the member states. In order to operationalize innovation policy within the EU, the scoreboard gives clear indication where the EU institutions should target help and the precise type of help required by each member.

The 2002 EIS-edition includes for the first time, data from associated countries and candidate countries too. The statistical analysis comprises 17 indicators in the areas of knowledge creation, human resources, transition and application of new knowledge and innovation finance, output and markets.

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<sup>254</sup> Trott (2002), p. 24

At the first glance, Estonia performs favorably compared to the EU (see illustration 12 below).

### Innovation leaders among the Candidate countries

Indicator	EU	CC	CC Leaders		
	mean	mean			
S&E graduates / 20-29 years	10,3	6,6	13,1 (SL)	9,4 (LT)	6,8 (EE)
Population with tertiary education	21,2	17,5	45,0 (LT)	29,4 (EE)	26,8 (CY)
Participation in life-long learning	8,5	5,4	16,3 (LV)	9,7 (MT)	5,3 (EE)
Employment in med/high-tech manufacturing	7,6	5,4	9,2 (CZ)	8,8 (HU)	8,7 (SI)
Employment in high-tech services	3,6	2,6	3,4 (EE)	3,2 (HU)	3,2 (CZ)
Public R&D / GDP	0,67	0,41	0,68 (SI)	0,54 (CZ)	0,53(EE)LT/TR
Business R&D / GDP	1,28	0,32	0,83 (SI)	0,81 (CZ)	0,45 (SK)
All EPO patents / population	152,7	7,1	20,6 (SI)	16,1 (HU)	12,1 (CZ)
High-tech USPTO patents/population	12,4	0,5	2,6 (MT)	0,6 (CZ)	0,5 (LT)
High-tech venture capital / GDP	0,24	0,27	0,90 (LT)	0,62 (LV)	0,15 (SI)
Internet access / 100 population	31,4	14,8	30,1 (EE)	30,0 (SI)	25,4 (MT)
ICT expenditure / GDP	8,0	6,0	9,6 (EE)	9,5 (CZ)	8,9 (HU)
Inward FDI / GDP	30,3	31,3	84,7 (MT)	53,2 (EE)	43,4 (HU)

Figure 12: Estonia at the European Innovation Scoreboard 2002<sup>255</sup>

<sup>255</sup> <http://trendchart.cordis.lu/Scoreboard 2002/html/download-arfea/download-area.html>



The overall innovative capabilities of Estonia are relatively high due to the fact that Estonia can be found as taking the lead among the candidate countries scoring high with number 8 out of 13 slots.

Major relative strengths of Estonia are its current tertiary education, home Internet access and inward FDI whereas major relative weaknesses of Estonia are the trend for business R. & D.

In the candidate countries overall, innovation activity is concentrated in a few large firms and there are relatively fewer small innovative firms.<sup>256</sup> Two factors explain the situation:

1. Access to finance and innovation cost remains the most important barrier to the enterprise development;

while:

2. Skill gaps and limited management skills lead to a lack of internal capacity of many firms to manage the innovation process

Despite the fact that Estonia is leading its peers of candidate countries, the above mentioned structural issues in financial funding made available for innovation and management skills seem still to be virulent and also reflected in the indicators of:

- Business expenditure on R & D (% of GDP); Estonia scored below 20% of EU mean,
- Innovation expenditure (% of all turnover in manufacturing); Estonia scored below 20% of EU mean,
- New S & E graduates (% of 20-29 years age class); Estonia scored below 20% of EU mean.
- Participation in life-long learning (% of 25 – 64 years old); Estonia scored below 20% of EU mean.

Business expenditure on R & D captures the formal creation of new knowledge within firms. It is particularly important in the science-based sectors where most new knowledge is created. Moreover the investment in equipment and machinery and the acquisition of patents and licenses, measure the diffusion of new production

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<sup>256</sup> Radosevic (2001): The challenges, p. 27

technology and ideas. Thus the innovation expenditure indicator overlaps with the indicator for business expenditure on R & D.

A good coverage of new science and engineering graduates indicates future added value to incremental innovation in manufacturing and in the service sector. Moreover the central characteristic of a knowledge economy is continued technical development and innovation. Under these conditions, individuals need to continually learn new ideas and skills, which refers to the concept of life-long learning to become a high performing workforce and deliver quality results to the innovation process.

Estonia especially faces human resources difficulties in industry concerns among others, shortcomings in management skills (incl. marketing, cost-estimation, communication and technology management skills, etc.).<sup>257</sup> However it can be considered critical to make good use of management tools such as business-process re-engineering, project-development and management, quality management techniques, tools to foster creativity etc. The main benefit of applying such tools is to align technology and business strategy.

Estonia is lagging behind amongst others in terms of the only reliable international statistical study of the World Bank for the implementation and use of ISO 9001 (quality), and (ISO 14001 - environmental) certification per country. Moreover, the study unveils that there is a strong correlation between trade openness and ISO 9001 certificates with respect to levels of GNP per country. More than 80% of inter-country variation in the diffusion of ISO 9001 standards can be explained by trade openness suggesting that generic standards, like ISO 9001, have become a prerequisite for successful exporting. Moreover due to the study “Quality assessment and development prospects of quality management activities in Estonia” in spring 2000 the general rating by the state of quality promotion in Estonia is weak – progress has been made in some areas, but development is bogged down in a number of spheres.<sup>258</sup> These study findings underline the importance of programs to disseminate innovation management techniques as a means of strengthening the competitive position of Estonian enterprises in the run up to accession.<sup>259</sup>

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<sup>257</sup> Radosevic (2001): The challenges, p. 48

<sup>258</sup> The study of the Ministry of Economic Affairs industrial department involved a poll held among 52 Estonian enterprises and 37 quality related infrastructure institutions responded to the questionnaire

<sup>259</sup> Radosevic (2001): The challenges, p. 24

A round table of specialists and entrepreneurs<sup>260</sup> confirms and stated that there is a considerable lack of marketing and promotion knowledge and skills in particular. Even if an enterprise has a very good product, it cannot market it in the world as on the other hand it lacks the skill of selling and on the other hand the finances for bringing the product to the market.

In response the Estonian Government's Technology Agency (ESTAG) has launched a fully fledged funding program ("Raising competence in innovation management") in favour of innovation management tools as of 2002 including training on technology auditing, etc.<sup>261</sup> The subjects are also taught in the major universities. However Estonia has still a long way to go regarding the innovation and technology management training.<sup>262</sup>

According to the data of the Estonian Institute of Economic Research, experts identified a lack of qualified labour as the main factor, obstructing economic development for the first time since 1992 in September 2000.<sup>263</sup> The biggest problem is the mismatch between the demand and supply of labour, characterized by an unemployment rate above 10% and shortage of qualified labour at the same time. Unemployment in Estonia is mainly a structural issue, which means that the knowledge and skills of people are at a variance with the requirements of the economy particularly in managerial and information technologies skills.<sup>264</sup> At the same time the labor-force is not mobile enough.

In 2003 the Estonian economy has had an uncovered need for 1,200 people in the IT-industry and 12,000 IT-specialists in all other spheres from government to agriculture.<sup>265</sup>

### **6.2.2.2 Institutional-driven Interim-Management Deployments in Estonia**

Since the independence of Estonia in 1991, besides others, especially two – institutional funded – Interim-Management companies are active in Estonia – the

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<sup>260</sup> Estonian Roundtable discussion: "Innovation in Estonia", May 9, 2001 organized by Erik Terk und Silja Kurik, Estonian Institute for Futures Studies, Tallinn

<sup>261</sup> Private consultation firms provide technology management consultations and also hold courses on quality management and product development as to Radosevic (2001): The challenges, p. 55

<sup>262</sup> Same as above

<sup>263</sup> The same tendency was also observed in Western-Europe and North America

<sup>264</sup> Radosevic (2001): The challenges, p. 46

<sup>265</sup> Same as above, p. 50

German SES GmbH, Bonn, and the EBRD in London. The new orientation of Estonia after the dissolution of the former Soviet Union demanded efficient support in solving the economic problems and especially in the introduction of a market economy – as it was the case for the German re-unification. The examples serve as evidence that the Interim-Management concept can fundamentally be transferred as a flexible form of work also to Estonian enterprises, and they demonstrate not only the suitability of Interim-Management deployments in assisting innovation projects, but also illustrate the mode of actions of Estonian enterprises in the international network. The recently established HR-departments of Estonian organizations are open to innovation.<sup>266</sup> The institutional conditions analyzed in this chapter for Interim-Management on today's leading European markets need to be considered for a further successful evolution and diffusion of this new management concept on the Estonian market as well:

- The labour law encouraging employers to optimize the way of using Interim-Management competencies, sourced domestically or internationally.<sup>267</sup>
- A large group of managers of the Estonian market ready to pursue this professional path – of their own choice or forced by the situation by the labour market.
- Economic situation – especially the European economic convergence – forces optimization of innovation management capacities at affordable costs.

By meeting the aforementioned institutional conditions, the flexible Interim-Management concept could offer the Estonian open economy a “quantum-leap” in the application of a HRM best practise on its “innovation-driven” evolution path<sup>268</sup> since it could save Estonia a painful and costly lean-management business cycle as most of the Western European countries went through.

In the following the main areas of already successful completed deployments of Interim-Managers in Estonian organizations and institutions will be presented, and it will be attempted to provide an overview of the efficiency-criteria of such deployments in regards to time, costs, and quality.

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<sup>266</sup> Alas (2003): Eine Gesellschaft im Wandel, p. 40

<sup>267</sup> Kurik et al (2002) suggest “all bureaucratic obstacles complicating the process of hiring highly qualified foreign experts to Estonian enterprises should be eliminated”.

<sup>268</sup> Kurik et al (2002)

## Practice-Report by the SES GmbH, Bonn, Germany

The SES GmbH with its headquarters in Bonn, Germany, is a non-profit Interim-Management association, which has been active for 20 years and has more than 5.375 Interim-Managers in its data bank.<sup>269</sup> The areas of deployments in 2001 covered 85 countries worldwide with a total of 1.107 deployments.<sup>270</sup> The target groups for SES are primarily smaller and medium sized enterprises in various business fields. Estonian enterprises in different business fields have been supported by Interim-Management since 1991. For Interim-Managers working with SES in Estonia the development of the infrastructure – besides the industrial field with 56% of the deployments – evolved as one of the main areas.

Due to their many years of professional experience in the German economy the Interim-Managers have a wide and profound knowledge in various business fields. In the Baltic States a total of 818 Interim-Management-Deployments were carried out from 1992-2002.

This total number is divided among the three Baltic countries as follows (ref. to figure 13):

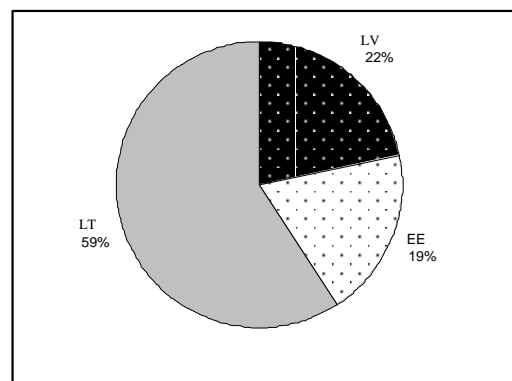


Figure 13: Interim-Management-Deployments in the Baltic States by SES  
(Source: SES 2002)

<sup>269</sup> Refer to SES-Annual Report 2001, p. 3

<sup>270</sup> Refer to SES-Annual Report 2001, p. 3

In Estonia this Management knowledge was primarily deployed in the following main areas (analogous to chapter 5; interactive frame):

a) Strategic new orientation

- Sales area: development of modern sales- and marketing concepts
- Production field: support in the process of introducing EU-norms in the production fields; support in the improvement of technologies and technical equipment

b) Organizational new orientation

- Optimization of the enterprise organization
- Qualifications of Estonian managements

The Interim-Managers for the above deployments could be supplied at rather short notice to the Estonian enterprises. The deployment duration on average lasted between two to eight weeks. The longest deployments lasted for six months. Follow-up deployments for stabilization and sustainability were affirmed and carried out.

In the case of this non-profit organization the costs for an Interim-Management-Deployment came only to Euro 3.200 for deployments of up to three months, and Euro 4.100 for deployments of more than three and up to six month, plus a flat rate of Euro 500 for other expenses.<sup>271</sup> Additional costs are for travel, accommodation, and for interpreters, if required. For smaller and medium sized enterprises that are financially weak, in individual cases support from public funds of the German Federal Government is available through the TRANSFORM-program. Generally these enterprises will then only be responsible for the costs of travel, accommodation, and for interpreters if required.

According to statements of representatives from the German Economic Delegation in Estonia the Estonian enterprises have made very good experiences with Interim-Managers of the SES, and they 'can only recommend such deployments to others'.<sup>272</sup>

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<sup>271</sup> Refer to SES-Annual Report 2001, p. 3

<sup>272</sup> Quotation of an employee in the German Economic Delegation in Estonia, Tallinn

## Practice-Report by the EBRD (TAM-Program), London, England

The European Bank for Reconstruction and Development in cooperation with the development program of the UN created in 1992 the so-called TAM-program (Turnaround Management) with today 3.000 Interim-Managers in its data bank.<sup>273</sup> Goal of the TAM-program is the deployment of experienced Interim-Managers in enterprises in Middle- and Eastern Europe and the former Soviet Union, in order to assist the management in these countries in questions of efficiency and increase of competitiveness of enterprises. The EBRD in cooperation with the TAM-program has carried out 991 projects in 26 countries from 1992-2000.<sup>274</sup>

The support by Interim-Managers in Estonian enterprises was given in very diverse business fields, as figure 14 illustrates:

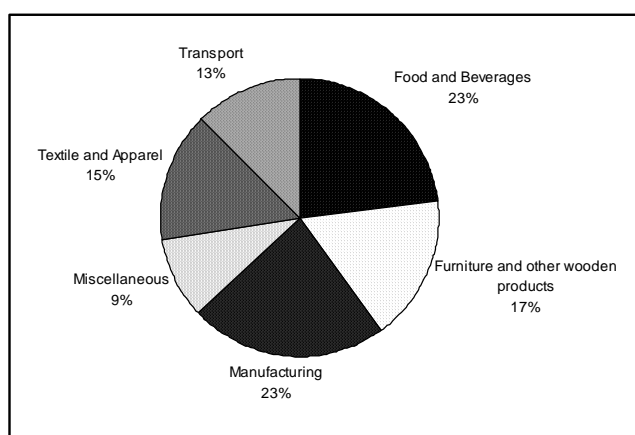


Figure 14: Interim-Management-Deployments by the EBRD  
(In Estonia according to Business Fields – Source: EBRD 2003)

The 95 Interim-Management-Deployments in Estonia in accordance with the TAM-program since 1992 have mainly been carried out in the following areas:<sup>275</sup>

### a) Strategic new orientation

- Sales area: development of realistic business plans for several years, establishing of new market strategies, support in the search of international cooperation partners and agents, support in the search for external financial sources

<sup>273</sup> Refer to Handbook TAM Program 2003, p. 1 and 10

<sup>274</sup> Same as above, p. 15

<sup>275</sup> Refer to Handbook TAM-Program 2003, p. 1 and 10

- Production area: improvement of the production processes
- Purchasing area: finding new suppliers for investment goods and raw materials

b) Organizational new orientation

- Systems: introduction of Controlling-Systems
- Personnel: arranging of new management-abilities and techniques

The Interim-Managers could start their above-mentioned deployments at relatively short notice in Estonia. The duration of deployments lasted from 12-18 months, and during this time only 60 working days were actually spent in the location.

The average costs for the deployment of an Interim-Manager within the TAM-program come to 60.000 Euro. As long as the Estonian enterprises fulfilled the program-conditions of the EBRD, the costs for the Interim-Management-Deployment were mainly (in some cases completely) covered by EU-funds (PHARE, BTASF) and other sources (ref. to figure 15).<sup>276</sup>

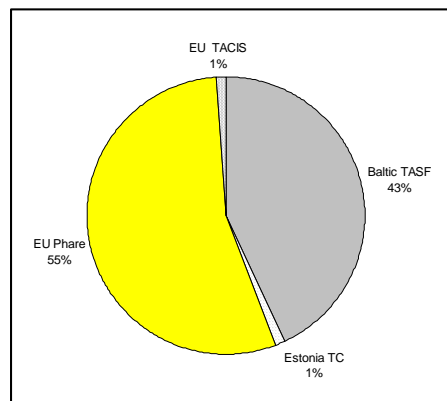


Figure 15: Financing of Interim-Management-Deployments of the EBRD in Estonia (Source: EBRD 2003)

An independent commission (OMAS) has been charged with the quality control of the TAM-programs within the EU-PHARE-support programs of Interim-Management-Deployments.

<sup>276</sup> Refer to Handbook TAM-Program 2003, p. 3



The report to the EU-commission dated April 19, 2003 states as follows:

- The enterprises that were questioned have been very satisfied with the Interim-Management-Deployments as far as the quality and process of the work is concerned; especially the Interim-Managers deserve appreciation for the accomplished work to reach the goal of the TAM-program – namely to make the enterprises competitive for a market economy.
- The measurable effects of the Interim-Management-Deployments on the employment and turnover are remarkable.
- Results from the past prove that the long-term effects of the Interim-Management-Deployment are remarkably high.

In addition, after the Interim-Management-Deployment, the CEOs of the enterprises were asked to fill in a standardized questionnaire evaluating the success of the deployment. The results of the questionnaires had to be sent to an independent staff office in the EBRD organization. The response rate was 83%.

The analysis of the survey – dated January 31, 2003 – came to the following results (grading: 4 = excellent to 1 = early termination):<sup>277</sup>

Evaluation	Percentage
4 Excellent and more than satisfactory	35,6%
3 Satisfactory	44,5%
Intermediate sum	80,1%
2 Unsatisfactory	11,1%
1 Terminated early	11,4%
Total	100%

Figure 16: Evaluation of Interim-Management-Deployments by the EBRD in Estonia (Source: EBRD 2003)

<sup>277</sup> Refer to Handbook TAM-Program 2003, p. 19

## 6.3 Transferring research results on Interim-Management-Deployments from Germany to Estonia

### 6.3.1 Transferability of research results

The evolution and diffusion of Interim-Management has been explained by means of an operationalized discussion of technological, economical and institutional factors embedded in the institutional convergence theory. If those factors can explain the evolution and diffusion of Interim-Management as a new management practice in Europe than those factors are also an appropriate toolkit with respect to an analysis of the transferability of research results on Interim-Management Deployments in an Innovation Context (chapter 4), its opportunities and limitations for Estonian enterprises.

Child<sup>278</sup> concludes that research which tackles the macro-level (e.g. in analyzing the organizational structure) tend to support the convergence-theory whereas research which tackles the micro-level (e.g. especially in analyzing the individual behaviour patterns of the organizational community) tend to support the divergence-theory.<sup>279</sup>

With reference to this analysis of Child, Adler concludes, that "... organizations worldwide are growing more similar, while the behaviour of people within organizations is mainting its cultural uniqueness."<sup>280</sup> In this sense also De Cieri expresses himself: "Convergence would be expected to facilitate international transferability of management style and practices, and MNC's are justifiable viewed as a considerable force of convergence."<sup>281</sup> The amount and pace of convergence will, however, vary according to the relative power of the opposing micro-level factors, such as beliefs, norms, culture and values which are the driving forces for divergence."<sup>282</sup>

Following this argumentation those aspects of research results on Interim-Management Deployments in an innovation context (chapter 4) appear to be transferable which tackle the macro-level (e.g. strategic and organizational measures)

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<sup>278</sup> Child (1981)

<sup>279</sup> Weber et al. (1997)

<sup>280</sup> Adler (1997): p.60

<sup>281</sup> Evidence is made by a 2003 survey of 160 Interim-Management deployments in Germany which unveiled that one third of the Interim-Management engaging companies in Germany are foreign and thereof the majority (56 %) with a European MNC or US-MNC background (www.interim-management.de)

<sup>282</sup> De Cieri (1996): p.159-160

provided that there is a corresponding need indicated – or innovation barrier identified – in Estonia as target country. However, those research results on Interim-Management Deployments which are dealing with the individual leadership and behaviour patterns of Interim-Managers and interactions within the organizations appear to be not transferable in general since the underlying individual, Estonia-specific micro-level factors such as beliefs, norms, cultures and values might differ from those of Germany.

The following section attempts to identify strategical and organizational-driven innovation-barriers in Estonian enterprises by analyzing selected studies in this respect. Consequently those findings of the analysis are synthesised and discussed in the light of the research results (chapter 4) on strategical and organizational Interim-Management measures.

### **6.3.2 Analysis of innovation-barriers in Estonian enterprises**

#### **6.3.2.1 Selected Results of the Study Concerning the Expanded Innovation Ability in Estonian Enterprises**

On the basis of a profound understanding of the Estonian State about the significance of knowledge, creativity, and innovation for economic development in the country, the Estonian parliament has approved the development of the ‘Innovation-Guidelines-Document’ in 2001, with the topic ‘Knowledge-Based Estonia’ – the research and development strategy for Estonia for the period from 2002 – 2006.<sup>283</sup> The goal of this guideline is to increase the knowledge basis and competitiveness of Estonian enterprises. Because of the transition from an investment-driven to an innovation-driven phase in Estonia (refer to chapter 1), and because of the concrete implementation program until 2006 of the Estonian government, this study has high practical relevance as a pragmatic-scientific discussion of this topic.

Developing adequate and suitable measures required an extensive study, which in particular the ability to innovation and the innovation barriers of Estonian enterprises during the period from 1998-2000 examined.<sup>284</sup> The innovation study was carried out in accordance with the EU Community Innovation Survey (CIS). The random samples of the study comprised 3490 enterprises with more than ten employees, and 777

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<sup>283</sup> Kurik et al. (2002): Innovation in Estonian Enterprises 1998-2000

<sup>284</sup> Same as above

enterprises with the number of employees up to ten. The response rate was 74% and 65% respectively.<sup>285</sup> Ability to innovation in a ‘narrow sense’ defines the ability to bring new and / or improved products, technical processes, or services onto the market. The attributes ‘new’ or ‘improved’ refer to the respective enterprise level, and not necessarily to the market in which the enterprise is active.

In addition the study also uses an ‘expanded’ definition approach for innovation, which allows – besides the ability to produce new and / or improved products, processes, and services – the ability of drastic strategic and organizational changes, which is the object of this thesis. Changes in the strategic and organizational areas – according to the study – can support and influence the economic success of innovation positive in the long term.

The study mentions the following strategic and organizational areas, which distinguish innovative from non-innovative enterprises (ref. to figure 17):

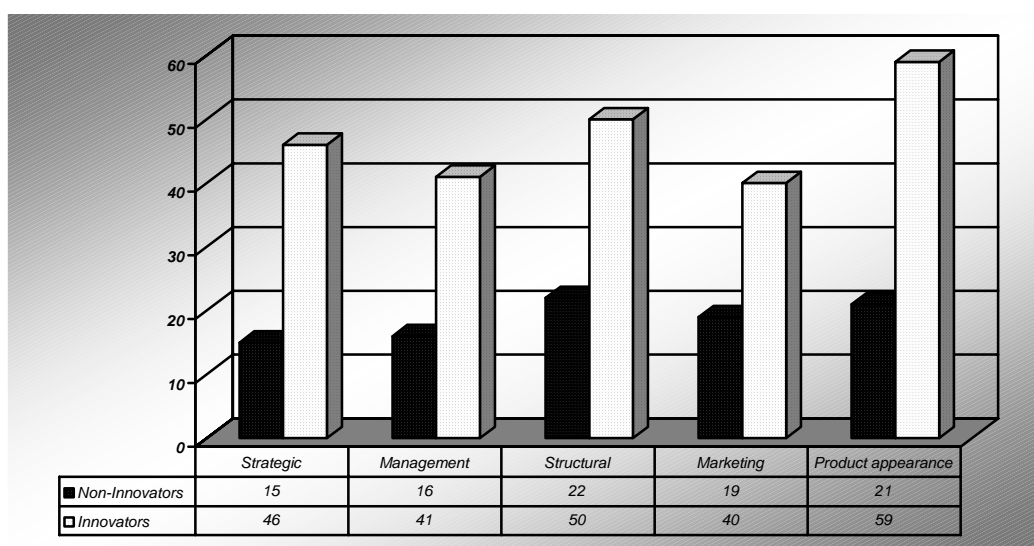


Figure 17: Profile of Innovative Estonian Enterprises (Source: Kurik et al. 2002)

- 1) New direction of strategy – introduction of new or changed strategies in all functional areas of the enterprise
- 2) The leadership area – introduction of new and advanced management techniques
- 3) Organizational area – renewal or drastic changes in the organization

<sup>285</sup> Same as above, p. 11

- 4) Marketing area – change of direction of the marketing strategy and concepts
- 5) Other areas, such as product variation – through aesthetic changes, or changes of designs and other features of at least one product or service of the enterprise

The turnover in enterprises, which implemented innovative changes in the above areas, was up to three times as high as in non-innovative enterprises.<sup>286</sup>

### **6.3.2.2 Selected Results of the Study Concerning Innovation-Barriers in Estonian Enterprises**

What follows in the next section is the summary of selected results of the innovation study regarding the earlier described ‘expanded’ innovation, namely the ability of Estonian enterprises to carry out strategic and organizational processes of change. The hidden innovation barriers behind this will be identified as well, and in the particular cases options for solutions are suggested.

a) Statement about strategic and organizational processes of change:

- The number of innovative enterprises, which implemented organizational processes of change, is twice as high as with the non-innovative enterprises.
- Larger enterprises and enterprises belonging to a concern are more active regarding to start a process of change
- One third of the enterprises surveyed carried out changes in the appearance of products, or organizational changes

b) Statement concerning potential innovation barriers (ref. to figure 18)

- 40% of the innovative enterprises surveyed had problems with their innovation projects (e.g. project delays or not even started because of economic or organizational factors, i.e. lack of competent personnel, organizational rigidity, etc.; simultaneous engineering and organization process as Interim-Management solution).

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<sup>286</sup> Kurik et al. (2002): Innovation in Estonian Enterprises, p. 56

- 55% of the non-innovative enterprises surveyed (management) claimed for themselves that the previous innovation was sufficient, and 44% insisted that the market does not need innovation.
- The biggest ‘external’ innovation barriers are the shortage financial means and the high innovation costs (economic factors; Interim-Management as solution for fund raising and savings program by strategic plan <LRP 5 years> for along the value chain, etc.).
- The biggest ‘internal’ innovation barrier is the lack of qualified professional personnel (internal factors; Interim-Management-transfer as solution)
- As another innovation barrier the lack of customers’ interest was mentioned (i.e. lack of marketing sales and / or integrated R & D / marketing effort; Interim-Management-transfer and / or outsourcing as solution).

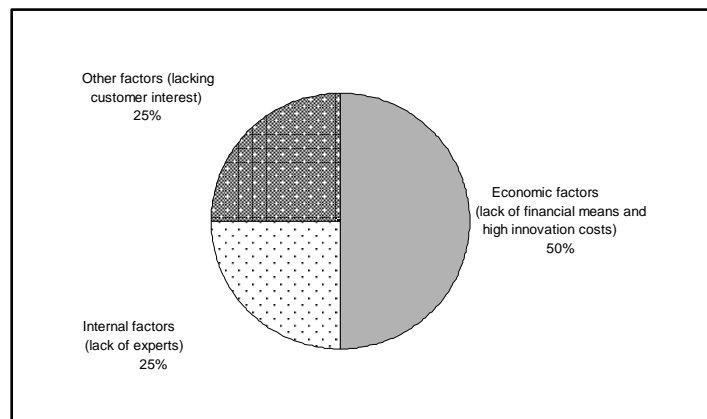


Figure 18: Innovation Barriers in Estonian Enterprises (Source: According to Kurik et al. 2002)

The following section provides concrete reports from the practice, which serve as reference for successfully overcoming the above mentioned innovation barriers in Estonian enterprises through deployment of Interim-Management.

### 6.3.3 Recommendations for selected Interim-Management-Deployments measures in Estonian enterprises

What follows is a summary of the empirically identified measures by Interim-Managers in chapter 5 as recommendations for action under special consideration of

Estonian enterprises, and they will be discussed in relation to innovation barriers identified above for Estonian enterprises.<sup>287</sup> They are based on selected measures, which have led in the studied Interim-Management-Deployments to strategic and organizational changes in German enterprises. The thesis is stated here that the measures, which were applied by the majority of the Interim-Managers in enterprises, had a significant influence regarding the successful overcoming of respective innovation barriers. The suggestions refer exclusively to the concrete content of Interim-Management-Deployments as to the overcoming of management bottlenecks and resulting innovation barriers.

The recommendations for action, however, must not be understood as patent recipe that can be applied fully in any situation. They can serve as structured guidelines for Interim-Managers dealing with acute affected enterprises, which suffer from the same or similar innovation barriers. Furthermore, the simplified recommendations presented here must be considered together with the corresponding and detailed explanations of case studies in this thesis.

Nevertheless, on the basis of the presented experiences concrete aid can be provided in similar situations. The following outlined recommendations for Interim-Management-Deployments will probably lead to a reduction of the time needed for setting up an Interim-Management concept, as well as to an increased likelihood of the success in solving the innovation barriers in the enterprise.<sup>288</sup> Finally, the utilization of tested knowledge usually allows a reduction of costs in the implementation of strategic and organizational changes.

### **6.3.3.1 Selected measures for the Strategic Field**

Concerning the strategic and organizational decisions for the whole enterprise the strategic orientation of the enterprise has to be analyzed first. Empirical results show that major reasons for the occurrence of innovation crisis have their origin in a lacking or wrong strategic orientation, as well as in structures and processes that are too complex in their arrangements. These deficiencies threaten the long-term stability and the potential for success – and thus the very existence of the enterprise.

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<sup>287</sup> Heinen defines management studies as follows: ‚Management studies are an applied science. Their task is the further development of the knowledge necessary for coping with individual economic problems’. Heinen (1984): Betriebswirtschaftliche Führungslehre; Grundlagen – Strategie-Modelle, p. 21.

<sup>288</sup> Refer to Clasen (1992): Turnaround Management für mitteständische Unternehmen, p. 13

Dealing with these problem areas should be a main focus of Interim-Management-Deployments against the background of increasing the innovation strength of an enterprise. The recommendations in the following outline – according to the conceptual model in chapter 5 – refer to the strategic new orientation in relation to:

- 1) Production of new or improved products
- 2) Introduction of new and improved production methods
- 3) Accessing new and improved sales potentials

Accessing new and improved procurement opportunities was not identified as an innovation-barrier for Estonian enterprises.

Furthermore, recommendations are presented for the

- 4) Implementation of a new organization.

Their strategic significance as competitive factors needs to be considered.<sup>289</sup> Starting points are:

- a) The structure
- b) The process
- c) The system
- d) The personnel

As the first core point in a strategic new orientation in the course of the Interim-Management-Deployment, the identification and concentration of all resources towards the core competence has to be arranged.<sup>290</sup> This strategic main direction should be the basis for successfully overcoming innovation barriers especially in Estonian enterprises, in order to avoid faulty starts and delays in the development phase of R & D projects.

#### 1) Production of New and Improved Products

The optimal utilization of research- and development resources is an essential part of the production of new and improved products. The analysis in chapter 5 shows that

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<sup>289</sup> Gomez (1992): Neue Trends in der Konzernorganisation, p. 166 ff.

<sup>290</sup> Prahalad / Hamel (1990): The Core Competence of the Corporation



investments in R & D should be kept constant even during bottlenecks in the financial situation or be increased. Reducing personnel in this area should be avoided. Furthermore, focusing the R & D-budget towards promising future activities is recommended. Investments have to be concentrated on new and further developments of products in the core competence. The exclusive focus on the core competence of the budget policy in the area of R & D should help make the argument ‘cultivated’ Estonian enterprises about the lack of financial means somewhat relative. Customers’ demands should be at the center of all R & D activities. For example, the successful enterprises expanded the range of services, or they considered themselves increasingly as problem solver of their clients.

Investments into research and development, at least to the extent of the benchmarks has two effects for the enterprises concerned. Besides the early provision for the future and the further development of the enterprise it is also a signal of a change in the awareness towards employees, which underlines the strategic significance of innovation in the enterprise.

It is also recommended to enterprises to consider internationalization and the possibility of a global development association. In this way the specific needs of certain markets can probably be taken care of better.

In the course of an Interim-Management-Deployment it is recommended in a first step to evaluate all existing research- and development activities regarding their short-term and future contribution towards the results. The goal of this analysis should be the concentration on a few core competences and profitable activities.

The introduction of measures for the increase of efficiency and effectiveness in the product development process is advisable. With 40% of the Estonian enterprises surveyed and considered as innovative, faulty starts or delays in this area have occurred with R & D-projects. The goal must be to bring products, which correspond with the demands of clients as to their price and quality, quicker to the market than competitors, which takes into account the already mentioned ‘time-to-market’ approach. Here, again the criterion of complying with the goals of costs, time, and quality matters.

The experiences of Interim-Managers in the enterprises show that reaching this goal requires primarily the enforcement of a process-oriented viewpoint. As the most important measure an interdisciplinary project-organization, which integrates all relevant interfaces, must be established for the development of individual products. The product-decision must be taken under internal and external considerations, so that all the necessary know-how for the development of a product can be concentrated. All relevant internal functional areas – from the purchasing, construction until the

marketing / sales and calculation - should be integrated by the R & D-department. In addition the possibility that project-staff members are chosen from various fields or even countries should be considered, and thus possible parallel developments can be avoided and cost-saving synergies can be used, e.g. for obtaining the patent protection through internal and external resources (e.g. patent lawyer). In this way Estonian enterprises, which have shown a strong restraint in obtaining legal protection due to the high international costs for patents, could increase the number of patents again. Finally the relevant client- and supplier know-how must be taken into consideration. Thus, 'authentic' information about client demands, or about construction- and production potentials of suppliers can be obtained. Developing cost-intensive, legally unprotected products that do not comply with demands – as has been revealed for Estonian enterprises by the study – can be avoided.

To assure the swift communication and information of all process participants it is advisable to use modern means of communication, such as Inter-/Intranet, e-mails, and video conferencing.

The results also show that in the area of product development market- and cost-oriented thinking should be enforced. In doing so, precise budgets for time and costs have to be decided, and clear responsibilities about controlling the compliance with the targets must be defined. When calculating the costs it is recommended to refer to the 'target-costing-approach'.<sup>291</sup> Through an applied and restrictive project controlling the argument about a lack of financial means or the high innovation costs, which according to the study partially exist in Estonian enterprises, can be countered.

The installation of a project-organization and the close cooperation of the participating departments in the process, e.g. the R & D including patent, purchasing, production and marketing, allow the speed up and parallel arrangements of process steps in the sense of simultaneous-engineering-approach.<sup>292</sup>

Not least the Interim-Management-Deployments tailored to innovation projects should also include measures in the business-financial area. The analysis shows that the measures should focus on the inflow of new capital for innovation projects in the internal and external financing area, and on the simultaneous optimization of the operative cash flow by introducing appropriate savings-programs. The empirical results showed that enterprises accompanied by Interim-Managers gave highest priority to accessing or releasing liquidity reserves within the enterprise, along the value chain, for corresponding innovation projects. At the same time it can be helpful to restrain from paying out dividends until the cash flow-intensive innovation project

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<sup>291</sup> Refer to Target-Costing-Concept, e.g. Bullinger et al. (1994): Kostengerechte Produktentwicklung, p. 77 ff.

<sup>292</sup> Refer to Simultaneous-Engineering-Approach, e.g. Bergauer (1994): Die Unterstützung der Produktentwicklung durch interfunktionale Kommunikation, p. 28 ff.

is concluded. Additionally in individual cases a capital increase to finance such innovation projects, may have to be considered. Besides the previously outlined measures for acquiring fresh capital, in individual cases falling back on external capital for coping with the innovation project may have to be considered. One possibility might be to extend already existing credit lines with existing creditors. Another possibility is the search for new creditors, e.g. private investors, seed-financing through participating associations, clients, suppliers, or banks. Beyond this, so-called atypical ways of financing are possible, such as issuing debenture bonds, or using governmental- or EU-supported programs. Some high-tech innovation projects are supported by low-interest loans or direct investment allowances.

## 2) Introduction of New and Improved Production-Methods

From the analysis in chapter 5 it can be derived that the optimization of the production methods should be adjusted to the achieving of advantages as to time, costs, and quality.

An important measure in reaching this goal is the decentralization of the working structures in the production and the formation of product- market-oriented production segments. This method is recommended for enterprises whose production process has few routines and high demands to the production flexibility, or whose product structure suggests a production in segments.

According to experiences the production segments should be arranged in detail as follows:

- All functions and resources necessary for the performance process are to be integrated into the production segment.
- Following the principle of reducing the division of work, employing groups for the process of performance tasks should be preferred.
- The responsibility for the result of the respective production segment has to be delegated fully to the group. Thus, a basis for measuring the group performance is created.

To assure the implementation of the new work-structures it is recommended to start supportive measures in parallel with the introduction on the structure. This includes the implementation of training measures for the adaptation of the qualifications of employees, and the introduction of a bonus system according to performance. As mentioned before payment of a bonus should depend on achieving goals that are

agreed on before. The agreement of goals can focus, for example, on productivity, processing time, stock of materials, and product quality.

Besides this fundamental renewal of the work-structures the research identifies numerous other measures to increase efficiency and effectiveness in the production process.

E.g., through the strategic decision to standardize product components quantities can be increased and thus capacities better utilized. In some cases investments into integrated PPS-systems or the modernization of production plants should be considered. Implementing a permanent process of improvement also is promising. By utilizing suggestions from the employees solutions for problems in everyday situations – e.g. grouping of machines – can be developed. Finally the introduction of flexible working time models with annual work-time-accounts in the production and related areas is recommended. These allow the optimal use of the existing plant capacity and a flexible response to fluctuations in orders. In addition for the Estonian enterprises it will be of great significance from 2004 to certify productions in accordance with EU-standards ISO 9001, 14001 and EMAS and thus assure access to the EU-domestic market. In particular the ‘decision makers’ in the buying departments of western industrial enterprises are obliged to pay attention to the fulfilment of quality- and processing standards – besides the price - of potential suppliers from Central and Eastern Europe, when tenders are considered. Through proper certification this demand can usually be met. Furthermore, during the process of auditing the enterprise – especially by Western certifying authorities – a considerable transfer of know-how into Estonian enterprises can occur.

### 3) Accessing New and Improved Sales-Opportunities

After implementing the above outlined steps the introduction of growth-oriented strategic measures is recommended. The analysis on chapter 5 indicates that these should be in close connection to the existing core business.

Developing and expanding sales activities in the large and growing markets worldwide should be an important element in the growth strategy. The regions of South East Asia, Eastern Europe, South America, and the central markets of the EU have been identified as favourites, which are of special interest for Estonian enterprises. But also other markets such as China, North America, and Austrian should not be dismissed.<sup>293</sup>

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<sup>293</sup> Refer to Pausenberger (1994): *Internationalisierung von Unternehmungen, Strategien und Probleme ihrer Umsetzung*, p. 8 ff.

The method in accessing new sales markets depends on the situation in these countries. Some possibilities are, for example, establishing an own sales subsidiary, a joint venture, or setting up a network of dealers. Another option in the area of sales might be the strategic alliance, and thus limit the costs for Estonian enterprises entering the market by using existing capacities, and thus compensate acute weaknesses in its own marketing competence, as the innovation study on Estonia showed.<sup>294</sup> In such strategic alliances attention should be paid that the partner does not offer competing products on the same market. Suitable synergies are especially in the area of already existing sales resources in the respective target market. The free interchange of market information (e.g. product developments, price policy, and use of capacities in the competition) in foreign markets can be additional advantages of strategic alliances, which is a challenge to be met by Estonian enterprises.

Deployment of an Interim-Manager, who is specialized in marketing, might make sense for Estonian enterprises in overcoming the weaknesses – as the innovation study uncovered - in the area of marketing due to the lack of qualified personnel, and thus place the new products at the right time in the right way in the right market.

Checking the country portfolio and accessing new sales markets should play a prominent role in enterprises. Due to the fact that in comparison with larger enterprises their international presence is still moderate, this measure is recommended especially for smaller and medium sized enterprises.

### **6.3.3.2 Selected measures for the Organizational Area**

The expansion of the following aspects was identified as the core of a strategic new orientation in enterprises as strategic and competitive factors:

- Structure
- Processes
- Systems, and
- Personnel

The ‘correct’ arrangement of the organization for the improvement of costs, time, and quality stood in the fore.

According to a study made by the renowned management consultant firm, A.D. Little, the influence of the development period on the sales volume – and thus on the

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<sup>294</sup> Rall (1994): Internationale strategische Allianzen – Wege zum Erfolg, p. 39

economic viability - is enormous. Exceeding the development time by 10% will lead to a loss in sales of 25-30%. Thus, reducing the development time is crucial.<sup>295</sup> This can be achieved through organizational measures, such as reducing organizational interfaces and hierarchical levels.<sup>296</sup> For the latter the basic and the process organizations have to be re-arranged. The development time also plays an important role in regards to right product at the right time in the sense of 'time-to-market'. Thus the relevance of the development time becomes even more important.

Due to both phenomena – the growing complexity and the shorter life cycle of products – as well as the earlier described optimization along the added value chain (R & D, purchasing, production, sales), the early integration of departments, project management and internal planning have to be considered seriously.<sup>297</sup> This concerns especially the provision of the needed information and the organization of harmonizing- and decision processes.<sup>298</sup> In other words, the goal-oriented interactions and cooperation of individual employees in the innovation process are a decisive factor for success. Dealing with basic organizational conditions in cooperative innovation processes seems to be also of particular interest for Estonian enterprises, for which the innovation study identified a lack of information and organizational rigidity as typical innovation barriers.

#### a) Structure

As already outlined, a complex and inflexible organizational structure is a major reason for innovation barriers. It will lead to delayed reactions towards market- and competition developments and thus weaken the position of the enterprise.

Therefore, examining and re-organizing the leadership structure in regard to changed competitive requirements, is one of the primary measures in the complex of a new orientation of the organization. Literature suggests for small and medium size enterprises and for enterprises with a manageable performance program a functional organization structure. For larger enterprises and in cases of an expanded performance program the decentralized organization structure is recommended.<sup>299</sup>

The analysis confirms this and shows that for larger enterprises and / or for those with a relatively complex performance program a re-organization of the leadership structure is recommended. The goal is the introduction of decentralized, client /

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<sup>295</sup> Tiby (1988): Die Basis unternehmerischer Initiative; Systematisch neue Produkte und Leistungen entwickeln, p. 91-105

<sup>296</sup> Milberg (1991): Wettbewerbsfaktor Zeit in Produktionsunternehmen, p. 11-31

<sup>297</sup> Bullinger (1991): Integrated product development; Ten successful examples from practice

<sup>298</sup> Same as above, p. 9-26

<sup>299</sup> Schulte-Zurhausen (1995): Organisation, p. 221 ff.

market-oriented units, which are responsible for their results. The portfolio-organization is particularly suitable. The results indicate also that the product-oriented focus of decentralized units is most suitable.

However, smaller enterprises with a manageable and homogenous performance program should give preference to functional organization structures, and thus gain synergy effects through concentrating activities.

Promoting entrepreneurship and the corresponding delegation, as well as clear assignments of competences of responsibility and making decisions is important, independent of the chosen leadership structure and size of the enterprise. Through providing entrepreneurial freedoms the foundation for increasing independence, competence, and motivation of employees is laid. In addition the internal and external client-orientation should be in the center of any new arrangement of the organization. The reduction of hierarchical levels for reducing the complexity and in order to 'speed up the organization' is also advisable as part of re-organizing Estonian enterprises, in order to deal with rigidity that might hinder innovations.

In addition to all of the above another option is to bring external specialists (e.g. management consultants or Interim-Manager) into the enterprise committees (e.g. supervisory board), and thus improve the basis of know-how, information, and contacts decisively.

## b) Processes

Simultaneously to the new orientation of the basic structure the process structure of the enterprise should be examined and optimized. During recent years successful enterprises followed the demand for a process-orientation<sup>300</sup> and added a client-oriented process structure (beyond hierarchies) to the basic structure. Registering and optimizing the essential business processes is recommended in this context. The results have identified the following measures as particularly promising for the speedup and making the organization flexible in order to meet the increasing speed of innovation:

- Elimination, merging, and making parallel of process steps;
- Institutionalization of team structures with reduced interfaces, and which surpass functions and hierarchy (all-embracing);

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<sup>300</sup> Refer to Gaitanides et al. (1994): Process-management – Grundlagen und Zielsetzungen; Hammer / Champy (1994): Business Re-engineering. Die Radikalkur für das Unternehmen; Nippa / Picot (1996): Process-management and Re-engineering.

- Investments into information- and communication technology in order to speed up the process and increase efficiency.

Concerning the latent lack of internal and external information in Estonian enterprises an enterprise-wide (e.g. between R & D, production, marketing) and an enterprise-surpassing (e.g. research institution of universities, integration into clusters, joint ventures, or strategic alliances) improvement of communication and cooperation can significantly reduce the reaction time of the enterprises to the market. Especially against the background of a very good media basis in Estonia as far as communication technologies are concerned (Intranet and Internet infrastructure), the here suggested measures should meet few obstacles, at least from a technical perspective.

### c) Systems

To assure the implementation of the new organizational regulations it is recommended optimize the auxiliary systems as quickly as possible as well. This includes the previously mentioned information- and communication systems for the support of the process and the systems of indexes and incentives.

Investments into the information- and communication technologies can support and speed up the process organization. Thus, advantages in time and costs are possible. The research has shown that successful enterprises prefer the use of standard software to that of tailor made software. The reason for this is probably the high costs for a tailor made development.

Concerning the indexes system, the quickest possible adaptation of existing systems to more decentralized and entrepreneurial focused and process oriented structures should be carried out. Indexes are ideally derived from a strategic business plan of three to five years, set up by the management responsible for sales. The definition of suitable indexes for measuring the profitability in decentralized units or the improvement of processes concerning the parameters time, costs, and quality, the performance can be made transparent and the optimal and timely control for Estonian enterprises, which according to the Estonian innovation study often have a planning horizon of only up to one year, can be assured. At the same time these measures offer the opportunity of integration into quality-management-systems for Estonian enterprises, such as ISO 9001, and thus assure the international ‘process ability’ to the outside.



Furthermore, it is appropriate to adapt the monetary and non-monetary incentive systems in the enterprise quickly to the new structures. Experiences from successful enterprises show that the introduction of payments depending on performance is promising in the case of leadership personnel. This variable component should depend on reaching the overall goals of the enterprise as well as on the goals within the personal responsibility of leadership personnel. The participative method in accordance with the leadership concept 'management by objectives' is recommended in deciding the goals. It is recommended to introduce this performance-oriented system of pay for all employees of the enterprise. However, empirical results show that the first step should focus on the area of leadership personnel. The implementation for other members in the organization – especially in the production and sales areas – should follow.

Increasing motivation via non-monetary incentives should primarily come through the new organizational regulations. They should not be neglected in the process of restructuring the organization. Important in this context are for example the delegation of competence in making decisions and the resulting increase of responsibility of individual employees, or the expansion of the task-spectrum. More process- and team orientation instead of emphasis on hierarchy, as well as the improvement of communication and transparency of information, can improve the motivation and increase the performance of employees also in Estonian enterprises and thus better the conditions of innovation abilities.

#### d) Personnel

In the course of the organizational re-arrangement an examination of the quantitative and qualitative personnel capacities – and if necessary their optimization – has to be carried out. The strategic focus on core competences provides the possibility to compensate the quantitative lack of qualified specialists – e.g. through situation-specific Interim-Management-Deployments.

It has been stated already in the discussion that mistakes committed by the top-management are the most frequent reasons for the development of innovation crisis. The analysis shows that successful enterprises followed a consequent policy in this area, and – if considered necessary – key positions in the upper management were filled with new or temporal (Interim-Manager) personnel.

After the 'quality check' in the highest leadership level the examination of the professional profiles of leadership personnel on the following hierarchy levels must follow, and if necessary the appropriate personnel changes must be carried out.

Generally, the main responsible (persons) should make the decision about suitability or unsuitability as early as possible, and changes / redundancies should be implemented swiftly. Through an early definition of future leadership team growing uncertainties and resignation can be avoided, and a spirit of awakening and hope can be created.

This thesis suggest that in the area of innovation projects in the widest sense, the integration of external specialists – e.g. Interim-Managers – can solve a quantitative as well as a qualitative occurring management bottleneck.<sup>301</sup> In the past few years the growing use of Interim-Management within the high-tech and life science sectors have provided many companies with a new means of satisfying many of their human resource needs.<sup>302</sup> Especially the lack of 12,000 qualified experts in the IT field of Estonia<sup>303</sup> (ref. to section 6.3.2.1) suggests the deployment of Interim-Managers.

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<sup>301</sup> Larbey (2000): Interim-Management: What is it and how does it fit with biotechnology in the 21<sup>st</sup> century?; p. 239-248

<sup>302</sup> Newman (2002): Interim-Management within life science companies, p. 38-42

<sup>303</sup> Kurik et al (2002)

## 7. Conclusion

### 7.1 Summary

The objective of the thesis was the analysis of a new and flexible form of work – namely that of Interim-Management – in a broader innovation-context.

The following core questions were at the center of the research:

- 1) What is new about this form of management, and in what innovation context has Interim-Management been used successfully – and with what profile?
- 2) How did German enterprises with management bottlenecks succeed by temporarily integrating Interim-Managers in their organization, stimulate innovation, and overcome existing innovation barriers?
- 3) Which theories can explain the evolution and diffusion of Interim-Management as new management concept in Europe and – based on that – what research results on Interim-Management Deployments in a German innovation context are transferable to Estonia?

In *chapter 1* – after an introductory presentation of the significance of innovation as an elementary task of enterprises – the corresponding relevance of Interim-Management as an innovative, flexible form of working in practice and theory was discussed. The definition of an innovative enterprise was refined. In addition the general significance of the innovation ability of enterprises for the national economy – and in particular of Estonia's EU entry in 2004 – was discussed. After that the provision of needed quantitative and qualitative management resources through new and flexible forms of work, namely the Interim-Manager, was researched on the basis of the previously presented competition principle in the economy with its implicit selection- and innovation mechanisms and permanent optimization problems for enterprises. The first chapter was concluded with a presentation of the concept of the work in hand.

In the following *chapter 2* of this thesis Interim-Management was researched linguistically, institutionally, functionally and legally and classified, and then it was

distinguished from the internal manager and external management consultant as an alternative group of persons. It was stated that Interim-Managers, in contrast to permanently employed 'colleagues', are not subject to the authority from the employer to give instructions. As other unusual features the time limit of deployment set from the beginning, and the compensation according to the actual working hours, should be mentioned. In a distinction from management consultancy it was stated that the strength of Interim-Managers lies in the enforcement and implementation of managerial measures, and unlike management consultants they are often equipped with extensive authority to decide and give instructions. Management consultants in contrast provide rather analytical and conceptual help for certain specific areas during the phase of planning management measures. From the afore mentioned distinction the following definition for Interim-Management could be derived:

'Interim-Management is the temporary transfer of external leadership personnel into enterprises with the goal to transfer situation-specific management-know-how into the enterprise and thus eliminate a management bottleneck. The Interim-Managers are equipped with the necessary competence and authority to give instructions for upper and medium level management.'

A brief summary of the development history of Interim-Management in Germany concluded the second chapter.

In *chapter 3* before dealing with the possible deployments of Interim-Managers, first the successful effects of the leadership in innovation projects were presented. Thus it became possible to identify different roles in innovation projects, which can be temporarily added or completely filled.

It was stated that the elimination of potential management bottlenecks always stands in the center when leading an innovation project to effective success. These bottlenecks can be divided into quantitative bottlenecks of the management capacity, which originate either in the fact that no competent personnel can be recruited on the market, or for reasons of cost saving, or a qualitative bottleneck of management know-how in form of e.g. lacking marketing-know-how for new products exists. Thus, criteria have been chosen, which measure the efficiency of the Interim-Manager in eliminating these bottlenecks in regard to the optimal fulfillment of the demand from the enterprise concerning time, quality, and cost-criteria for the internal demand of management.

The time criterion relates first of all to how quickly the elimination of the bottleneck can be started after its identification, and secondly the time period needed for the elimination of the management bottleneck. The quality criterion measures various criteria together, such as experience, know-how transfer, objectivity, and the ability to provide innovative impulses for the organization. The criterion of costs concerns the financial expenditure, which the enterprise has to take on for the elimination of the bottleneck.

In accordance with these criteria the presentation of four possible options for the elimination of the management bottlenecks follows, with respective fundamental advantages and disadvantages. The first option is the mobilization of existing managers through internal re-structuring and advanced training. The second option is the recruitment of new managers, and a third option is the integration of external consultants. The fourth option concerns the deployment of Interim-Managers, who are integrated into the enterprise for the duration of the elimination of the bottleneck and will leave the enterprise after the agreed period of time.

The occurring problem in the analysis of optimization and measuring the problem in regard to increasing the efficiency of time, costs, and quality simultaneously during the deployment of the Interim-Manager could be solved by using an empirical study and by given priority to the time-criterion over those of quality and costs.

In the result it was underlined that Interim-Management is generally an option in flexible management of enterprises. In addition it was shown that Interim-Management can be considered as integral part of innovation networks, and therefore it is part of an important management concept within interactive innovation models.

*Chapter 4* provided the utilized research method and a summary of the key findings of the empirical investigation undertaken. The focus was to layout the chosen research methodology, the structure of the analysis and key empirical findings on Interim-Management deployments in the innovation context of German enterprises.

In *chapter 5* the empirical data generated through explorative research in the previous chapter was utilized to develop a conceptual model for Interim-Management. By means of this conceptual model the special behaviour patterns during the Interim-Management-Deployment in regards to the phases of the Interim-Management process – such as identification, planning, implementation, and control – and the adequate leadership and motivation of employees was taken into context. Issues of project organization of the Interim-Management-Deployment and ethical aspects completed the first section. Based on this the deployments of Interim-Managers as to a new orientation of the strategy (production of new and improved products,

introduction of new and improved production methods, accessing new and improved sales and purchasing potentials) and a new orientation of the organization and the business processes were examined.

The result was that through the Interim-Management-Deployment not only quantitative but also qualitative management bottlenecks can be resolved. In doing so and in compliance with the pragmatic scientific goal of this thesis, measures for Interim-Management Deployments in overcoming especially financial and organizational innovation barriers were developed.

Based on the empirical analysis it was stated that Interim-Management is generally a flexible option of managing innovation processes, and additionally it represents in itself an innovative organization form for enterprises.

In *chapter 6* the transferability of research results from Germany to Estonia was investigated under special consideration and application of the convergence and divergence discussion and neo institutionalist theories. More precise evidence and explanation was found for an institutional-convergence driven evolution and diffusion of Interim-Management in Europe. In this respect technological, economical and institutional factors have been identified not only as explanatory factors for the evolution and diffusion of Interim-Management in Europe but also as key-factors to be respected when transferring research results cross-country from Germany to Estonia. After a brief presentation of Estonia's position in the European Innovation Scoreboard 2002 and an analysis of selected, empirical research results concerning the ability to innovation of Estonian enterprises it was stated that an interesting parallel of innovation barriers between Estonian and German enterprises exists. This parallel starts with limiting factors such as the lack of financial means, high innovation costs, lack in the quality of management, and a lack in complying with management principles. A summary of recommendations for selected strategic and organizational measures in the course of an Interim-Management-Deployment in innovation-driven enterprises followed – under special consideration of solving the presented innovation barriers in Estonian enterprises. In this respect this thesis – by presenting Interim-Management as a new innovative form of work - presents not only an option for the solution of quantitative and qualitative management-bottlenecks in Estonian enterprises, but the thesis also provides recommendations for overcoming typical innovation barriers, such as the lack of financial means, high innovation costs, and the lack of internal and external information and communication in the sense of a holistic research-approach of this thesis.

In conclusion Interim-Management presents the possibility of a flexible transfer of situation-specific know-how for solving concrete management-bottlenecks, and thus it

enables the operative and simultaneous solution of innovation barriers. In the context of innovation the Interim-Management can provide the ‘external scanning’ as to the innovation activities of an enterprise and also the ‘internal scanning’, and as a result appropriate innovation resources in the enterprise can be mobilized. In doing so the Interim-Management not only supports the flexibility of the enterprise management necessary for adequate reactions to dynamic changes in the environment, but it also leads to a better integration of the enterprise into the national and international innovation environment – as the example of Estonia illustrates. This is due to the increasingly high number of and the quick availability of Interim-Managers, and due to the experience and the available know-how of Interim-Managers. Furthermore, the flexibility is supported by the uncomplicated contract stipulations, the shorter periods of notice, and the absence of fixed costs. These advantages of Interim-Management are, however, tied to a person, and thus they depend on the selection and availability of a suitable Interim-Manager. In addition the Interim-Management-Deployments are accompanied by high demands, as far as the arrangement of the deployment process in an innovation context is concerned.

Future research on Interim-Management, especially in respect to a transferability over national boundaries, may provide further worthwhile insights into the utilization of Interim-Management in innovation processes. The example of Germany as an established EU-country and Estonia as a new EU-member may be of particular value in this respect.

## 7.2 Limitations

Without doubt, limitations also apply to the scientific work in hand. Potential limitations may be threefold:

First of all the concept of “Interim-Management” was a relatively new management concept subject to investigation. In this respect an important issue deals with the analysis, determination and assessment of the observed Interim-Management phenomenon in practice. It appears clearly that the measurement of the innovation-capacities of German enterprises was done from a subjective Interim-Management perspective which might not have taken individual evolution patterns of the enterprises into account. Therefore a parallel and combined survey of the Interim-Managers and the enterprises would have been the most desirable research optimum.

Secondly, the longitudinal character of the empirical research is limited to the collection of critical past event data; the basic set-up thus generally remains cross-sectional. Whereas this methodology is an established option in empirical research, longitudinal data gathered via observation over time, without doubt hard to collect, may be the ideal set-up.

Thirdly, despite the fact that the “innovation context” is presently related to a solid research tradition, it constitutes a perpetually renewed source of input factors for enterprises since the forms of innovation are changing. Thus the diversity of enterprise-specific innovation capacities and the complexity of innovation as such should be kept in mind when exploring the consequences of the investigation results laid out in this thesis in other entrepreneurial contexts.

## 7.3 Outlook

There was the Internet which was effectively invented in California/USA in 1962 by the academic Douglas C. Engelbart but it only took of recently in 1998. It is much the same with Interim-Management. The difference is that progress has traditionally been down to technology. This time technological progress is going also to be down to a fundamental change in the DNA of how we do business.<sup>304</sup> The Interim-Management concept perfectly fits into that while its further evolution and diffusion is supported by

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<sup>304</sup> Robeson (2003)



technological inventions like the Internet. The rapid spread of the Worldwide Web<sup>305</sup> could also enable virtual Interim-Management-Deployments in Estonia via great distances. An additional advantage is that the physical presence of the Interim-Manager in the enterprise plays only a subordinate role. Managers act increasingly in global markets, in different continents, and they manage their production places and other subsidiaries all over the globe from their laptop via Internet. It becomes increasingly clear that the future manager must have two core-competences – the ability to enforce the right things with the right people for the enterprise, and to possess the necessary management-knowledge to do so.

One way of modern work sharing in the context of virtual Interim-Management is the division of these two components between partners – the knowledge manager and the executive manager. The role of the work-sharing knowledge manager appears to be tailor-made for the virtual Interim-Manager. The virtual Interim-Manager as the knowledge manager is able – independent from his geographical basis – to assist almost any enterprise with advice and actions. Thus, the criteria of time, costs, and quality could rise to an even higher level within the Interim-Management-Deployment. A shortening of the transaction times, a reduction of the transaction costs, and a concentration of knowledge via networks with other virtual Interim-Managers and experts, could enhance this type of management – the Interim-Manager – once again considerably.

At the same time the number of virtual enterprises is growing rapidly, although not many come out to the open as yet. Virtual enterprises have almost no office- or production space, they have almost no employees, and mostly they conclude their businesses via Internet. The company Clutterbuck Associates is an example for virtual enterprises. The objective of this company is the worldwide publication of research projects and expert-publications. The value adding activity is performed by international teams, which consist of freelance journalists and scientists. Clutterbuck Associates has a presence in various continents worldwide, but it does not have offices in these places and it does not pay salaries. The project management for certain publications changes from continent to continent, depending on who has to fulfill a certain activity at a certain time, in order to fulfill the project plan.

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<sup>305</sup> Refer to the information of the RIPE-Network Coordination Center ([www.vm.ee/estonia/kat\\_172/281.html](http://www.vm.ee/estonia/kat_172/281.html)) according to which Estonia in comparison with other countries in Central- and Eastern Europe (per capita) ranks in first place as to the number of Internet-hosts, and is ahead of most countries in the EU.

The virtual Interim-Manager could take on various roles and tasks in this network of virtual enterprises - and for different project steps – either in part time or full time.

The virtual Interim-Manager will with no doubt hold an increasingly significant position in the innovation-driven enterprises of tomorrow, since they are right now in the process of breaking up into smaller enterprises and networks. These enterprises will not be able to avoid adjusting to more flexible forms of work in order to cope with the increasingly innovation-driven environment of competition.

## 8. Autoreferaat

### 8.1 I peatükk

#### Sissejuhatus

Möödunud sajandil propageeritud juhtimismudelites ei peetud uuenduslikku käitumist sugugi mitte alati ettevõtete põhiülesandeks, sest see jäi teiste teemade varju. Innovatsioon on taas päevakorda tõusnud alles pärast seda, kui ligipääsu tagamine ülemaailmsetele turgudele muutus kriitilise tähtsusega kitsaskohaks ja ülitugev konkurentsivõitlus ellujäämise raskeks tegi. Schumpeter ütleb meile, et innovatsioon ei tohi piirduda üksnes puhutise uute toodete väljalaskmise ja taganttõukamisega.<sup>1</sup> Ettevõtted suudavad rahuldada tarbijate nõudmisi konkurentsivõimelise hinnaga uute toodete järele ainult juhul, kui nad optimeerivad sellised tegurid nagu *aeg*, *maksumus* ja *kvaliteet*.<sup>2</sup> Üks paindlikke võimalusi sedalaadi väljakutsetele vastamiseks näib olevat ajutine uute ja innovatiivsete juhtimisvormide rakendamine ehk ajutine juhtimine, sest see lubab soetada vajalikku juhtimisalast oskusteavet “täpisealt õigel ajal” ja vastuvõetava maksumusega.<sup>3</sup> Seega seostuvad ajutise juhtimise kui nähtusega nüüd uued võimalused, mis lasevad ajutises juhis näha 21. sajandi töötajaja näidiseksemplari või prototüüpi.<sup>4</sup>

#### Uurimuse eesmärk ja teemavaldkonnad

Ajutise juhtimise üha kasvavast populaarsusest hoolimata on sellealane akadeemiline kirjandus alles oma arengu algusjärgus. Viitamist võimaldavaid ajakirjaartikleid ja usaldusväärseid empiirilisi andmeid kõnealusel teemal võib leida üksnes harva.<sup>5</sup> Kirjanduse analüüs näitab, et innovatiivsete ettevõtete juhtimisressursside paindlikumaks muutmise kõikehõlmavat kontseptsiooni ei ole senimaani veel loodud. Seetõttu on käesoleva uurimuse eesmärk arendada välja ajutise juhtimise paindliku ja interaktiivse rakendamise kontseptsioon ja seda selgitada, et olla abiks olukorra komplitseeritusest johtuvate tõkete kõrvaldamisel uuenduste teel Saksamaa ettevõtetes ning demonstreerida, et niisugune kontseptsioon on põhimõtteliselt sobiv ka Eesti ettevõtete innovatsioonipotentsiaali suurendamiseks. Ühtlasi püütakse sealjuures ka selgitada kõnealuse uudse juhtimiskontseptsiooni tekkimist ja levimist Euroopas ning pakkuda välja soovitusi ajutiste juhtide rakendamiseks Eesti ettevõtetes.

Uurimisele võetud probleem paistab silma oma suure praktilise tähtsuse poolest.<sup>6</sup> Nimetatud asjaolust tuleneb ka uurimuse eesmärk — arendada välja juhiseid ajutiste juhtide ja nende rakendatavate meetmete kasutamiseks innovatiivses kontekstis. Seetõttu ei keskenduta käesolevas uurimuses mitte üksnes ajutise juhtimisega seotud võimalustele, meetoditele ja instrumentidele. Märksa rohkem uuritakse ajutise juhi ja ettevõtte vastastikust koostööd innovatsioonisuutlikkuse ja konkurentsivõime suurendamisel.

<sup>1</sup> Stahl/v.d. Eichen (2003), “Vorsicht “Innovationsmanagement””, lk 14.

<sup>2</sup> Gleißner / Weißmann (2001), “Unternehmenserfolg”.

<sup>3</sup> Vt Bloemer (2003), “Interim-Management”, lk 11 ja 40.

<sup>4</sup> Inkson jt (2001), “The Interim-Manager: Prototype of the 21st century worker?”, lk 259–284.

<sup>5</sup> Tiberius (2004), “Interims-Management”, lk 3.

<sup>6</sup> Vt eriti Eesti valitsuse tutvustatud innovatsiooniprogrammi “Eesti teadus- ja arendustegevuse strateegia aastateks 2002–2006 “Teadmistepõhine Eesti””.

## **Kokkuvõte**

Käesolev teadustöö on jaotatud seitsmeks alljärgnevalt kirjeldatavaks peatükiks.

Pärast uurimuse eesmärkide tutvustamist esimeses peatükis käsitletakse ja analüüsitakse *teises peatükis* ajutise juhtimise aluspõhimõtteid. Kõigepealt määratletakse ajutine juhtimine lingvistilisest, institutsionaalsest, funktsionaalsest ja juriidilisest aspektist, see eristatakse alternatiivsetest juhtimissuutlikkuse pakkumise vormidest ning viimaks tuletatakse eeltoodu alusel ajutise juhtimise definitsioon.

*Kolmandas peatükis* püütakse lähendada ajutise juhtimise rakendamisega kaasnevaid potentsiaalseid võimalusi innovatsioonikontekstile. Majandusalase innovatsiooni puhul kasutatakse lähtealusena Schumpeteri uurimust. Nimetatud uurimuse põhjaneva tähtsuse tõttu arendatakse käesolevas töös tänapäeva tasemele selle vaated ettevõtete tulemusrikkale tegevusele ja vastavad rollikontseptsioonid. Eeltoodu põhjal iseloomustatakse ettevõtetes esinevaid tüüpilisi takistusi uuenduste teel ja juhtimise kitsaskohti, kusjuures saadud tulemused kriipsutavad alla asjaolu, et ajutine juhtimine on üks võimalikke lahendusi juhtkonna komplekteerimise kohta otsuste langetamisel, kui parameetritena võetakse arvesse aega, kvaliteeti ja maksumust.

*Neljandas peatükis* esitletakse kasutatud empiirilist uurimismeetodit ja tuuakse ära läbiviidud empiirilise uuringu põhitulemuste kokkuvõte. Tähelepanu koondatakse valitud uurimismetoodikale, analüüsi ülesehitusele ja kõige tähtsamana peamistele empiirilistele tulemustele ajutise juhtimise käsitlemisel Saksa ettevõtete innovatsioonikontekstis.

*Viieandas peatükis* arendatakse eelmise peatüki empiirilise uuringu tulemuste põhjal välja ajutise juhtimise rakendamise kontseptuaalne mudel. See kontseptuaalne mudel esindab ajutise juhtimise käigus rakendatud spetsiaalseid juhtimisalaseid, organisatsioonilisi ja motiveerimismalle. Ajutise juhi kui antud organisatsiooni kontekstis tegutseva kaasuuendaja rolli määratlemisel luuakse teooria ja praktika süntees.

*Kuuendas peatükis* käsitletakse uurimistulemuste ülekantavust Saksamaalt Eestile, võttes eriliselt arvesse ja rakendades konvergenti ja divergenti alast diskussiooni ning neoinstitutsionalistlikku teooriat. Seejärel töötatakse Eesti ettevõtetes tuvastatud strateegiliste ja organisatsiooniliste innovatsioonibarjääride ületamiseks sobivaid ajutise juhtimise meetmeid arvestades välja soovitud uurimistulemuste ülekandmiseks Euroopa riikide vahel.

*Seitsmes peatükk* lõpetab uurimuse kokkuvõttega selle peamistest järeldustest ja piirangutest ning antud valdkonna tulevikuväljavaadetest.

## **8.2 II peatükk**

### **Ajutise juhtimise allutamine analüüsile**

Käesolevas uurimuses vaadeldakse esimeses peatükis kirjeldatud viisil ajutise juhtimise kui innovatiivsete ettevõtete uudse juhtimisviisi korraldust ja mõjusid. Pärast uuendusmeelse ettevõtte ja selle majandusliku tähtsuse iseloomustamist ja tutvustamist eelmises peatükis eristatakse kõigepealt ajutine juhtimine selle lingvistilise, institutsionaalse, funktsionaalse ja juriidilise aspekti iseloomustamise teel teistest juhtimisviisidest, mis võimaldab seda juhtimistüüpi defineerida.

## Ajutise juhtimise määratlemine lingvistilisest, institutsionaalsest, funktsionaalsest ja juriidilisest aspektist

*Etüümológiliselt* on termin *interim* [inglisekeelne väljend ajutise juhtimise tähistamiseks on *interim management*] tähendusega “üleminekulahendus” tulnud ladina keele sõnast *interim* (“vahepealne”). Mõiste “ajutine juhtimine” tähistab seega üldiselt mõne organisatsiooni juhtimisvolituste üleandmist teatavaks üleminekuajaks.<sup>7</sup>

Mõiste “juhtimine” tähenduses “juhtkond” tähistab kõiki vastavate volitustega isikuid, kes ei sõltu organisatsiooni töötajatest ja on pädevad langetama otsuseid ning kontrollima ja koordineerima tegevust neile allutatud kohtades.

Võimu teostamiseks peab inimene omama sellist kvalifikatsiooni, mis võimaldab tal juhtimisülesandeid täita. Niisugused ülesanded esindavadki mõiste “juhtimine” *funktsionaalset* aspekti. See hõlmab kõiki tegevusi, mis on vajalikud ettevõtte sihtide, struktuuri ja toimimisviisi kehtestamiseks ning eesmärkide saavutamiseks, planeerimiseks, organiseerimiseks, haldamiseks ja kontrollimiseks.

Põhimõtteliselt reguleeritakse töövahekorda kahe poole vahel lepingutega. Töövõtuleping on tsiviilõigusel põhinev vahetusleping, mis sõlmitakse mingisuguseks kindlaksmääratud ajavahemikuks ja mille kehtivuse jooksul üks partner (töövõtja) võtab endale teise partneri (tööandja) ees kohustuse osutada alluvana teatavaid teenuseid talle makstava hüvituse eest.<sup>8</sup> Töövõtulepingu aluseks on Saksamaa tsiviilõiguse töölepinguid reguleerivad sätted (BGB § 611) ning mitmesugused oma olemuselt *juriidilised* ja kaitsva iseloomuga ettekirjutused — näiteks need, mis kaitsevad töötajat põhjusetu vallandamise eest (KSchG). Töövõtja ei võta erinevalt tööandjast enda kanda ettevõtlusega seotud riske ega investeeeri ettevõttesse oma isiklikku vara.

## Ajutiste juhtide eristamine muudest isikurühmadest

“Juht” või “juhtkonna liige” kuulub nende mõistete hulka, mida kasutatakse ärijuhtimisel kirjutuses üsna mitmes tähenduses. Gutenberg<sup>9</sup> näiteks määratleb ettevõtte juhtkonna liikmetena neid töötajaid, kes täidavad enamasti otsuste langetamisega seotud ülesandeid ja omavad selliseid volitusi, mis lubavad neil anda korraldusi. Ajutine juht võib sõltumatult organisatsiooni hierarhilise korrastatuse iseloomust täita põhimõtteliselt ükskõik milliseid juhtimisülesandeid. Ajutine juht on seotud ettevõttega töövõtulepingu kaudu, mille sõlmib ettevõttega kas juht ise (ajutise juhi otsene hankimine) või vahendusagentuur (ajutise juhi kaudne hankimine). Tema töövõtulepingule iseloomulikest joontest tuleb eriti esile tõsta teenuste osutamise sõltumatust ehk õigust anda korraldusi. Ajutise juhi õigus anda korraldusi sõltub tema ülesannete iseloomust ja seega lepinguga määratletud teenuste laadist. Järelikult ei erine ajutine juht korralduste andmise õiguse poolest ettevõttesisestest juhtidest.

Kokkuvõtteks võib nentida, et ajutise juhi töölerakendamise viis on vägagi sarnane direktori või nõukogu liikme töölerakendamisega. Tähtis erinevus on tema kaasamine teadlikult piiratud ajaks.

<sup>7</sup> Johannsen/Page (2000), “Dictionary”, lk 166, määratleb ajutist juhtimist alljärgnevalt: “Täiendav funktsioonitasand, mis viiakse tõenäoliselt ajutiselt organisatsiooni struktuuri sisse selleks, et tugevdada struktuuri mõnda konkreetset osa”.

<sup>8</sup> Pallandt (2001), “Commentary to the Civil Code”.

<sup>9</sup> Gutenberg (1983), “Grundlagen der Betriebswirtschaftslehre”, lk 3 ning lk 131 ja järgnevad.

Ajutist juhtimist on tihtipeale määratletud kui klassikalise juhtimisnõustamise spetsiifilist vormi või edasiarendust.<sup>10</sup> Ajutise juhtimise ja juhtimisnõustamise keskse tähtsusega erinevus seisneb ülesande iseloomus ja sellega seostuvates volitustes.

Kui klassikaline juhtimisnõustamine koondab tähelepanu juhtimise kontseptuaalsele ja analüüsivale osale, siis ajutine juhtimine arendab välja probleemide lahendusi ning keskendub nende lahenduste elluviimisele ja teostegemisele.<sup>11</sup> Samasuguse hinnangu annavad ka Larry Greiner ja Flemming Poulfelt, kes vaatlevad nn “vahelduvat ajutist juhtimist” kui kõrvalekallet traditsioonilisest nõustamisest ja üht osa hiljaaegu väljaarendatud “mittenõustamisteenuste” laiast lisavalikust.<sup>12</sup>

Eelnevates lõikudes määratleti mõiste “ajutine juhtimine” lingvistilisest, institutsionaalsest, funktsionaalsest ja juriidilisest aspektist ning see eristati teistest samalaadsetest töölerakendatuse vormidest. Nüüd võetakse need määratlused kokku ühtseks definitsiooniks:

*Ajutine juhtimine on välisjuhtide ajutine rakendamine ettevõttes eesmärgiga tuua ettevõttesse situatsioonispetsiifilist juhtimisalast oskusteavet ja kõrvaldada oskusteabe kvalitatiivsed puudujäägid mitte üksnes ajutiselt. Ajutistel juhtidel on piisavat pädevust ja volitusi, et juhendada kõrg- ja kesktaseme juhtkonda.*

### 8.3 III peatükk

#### **Lähenedamine ajutise juhtimise võimalikele rakendustele innovatsioonikontekstis**

Kolmandas peatükis rajatakse alusmüür hilisemale ajutise juhtimise rakenduste empiirilisele analüüsile innovatsioonikontekstis. Kõigepealt käsitletakse juhtimise edukust innovatsiooniprojektide puhul ning seejärel võetakse põhjalikuma vaatluse alla ajutise juhtimise kõige lähem ja silmanähtavam rakendusviis — mitmesuguste rollide täiendamine ja täiustamine innovatsiooniprojektides. Pärast seda iseloomustatakse lähemalt juhtimistegevuse kitsaskohtade tulemusena tekkinud pingeid innovatsioonijuhtimises.

#### **Juhtimisstruktuuri edukus innovatsiooniprotsessides**

Schumpeteri 1912. aastal ilmunud teost peetakse majanduse innovatsiooniteooriate põhialuseks.<sup>13</sup> Tema seisukohti võetakse nende põhjaneva tähtsuse tõttu arvesse iseäranis uuenduste käivitamise kontekstis. Schumpeter väidab, et innovatsioon nõuab alati ideaalset ettevõtjatüüpi, kes on karismaatiline ja erakordsete võimetega isiksus.<sup>14</sup> Tema meelest juhindub see ideaaltüüp omaenda sisemisest motivatsioonist. Sedalaadi ideaaltüüp peab lisaväärtust ja rahalist tulu teisejärguliseks. Schumpeter teeb vahet leiutajate ja ettevõtjate vahel. Leiutaja ehk tehnikainimese ja ettevõtja funktsioonid ei ole sugugi ühesugused. Ettevõtja võib olla ühtlasi ka leiutaja ja vastupidi, kuid see oleks üksnes juhuslik kokkusattumus. Ettevõtja ei ole mõtteseoste looja, leiutaja kui selline (st looja) aga ei ole ei ettevõtja

<sup>10</sup> Clutterbuck / Dearlove (1999), “The Interim-Manager”, lk 63 ja järgnevad.

<sup>11</sup> Clutterbuck / Dearlove (1999), “The Interim-Manager”, lk 63 ja järgnevad.

<sup>12</sup> Greiner / Poulfelt (2005), “The Contemporary Consultant”, lk 30.

<sup>13</sup> Schumpeter (1912), “Theorie der wirtschaftlichen Entwicklung”.

<sup>14</sup> Sealsamas

või ükskõik millist liiki juht.<sup>15</sup> Kolmanda isikuna näeb Schumpeter edendajat,<sup>16</sup> kes küll peab läbirääkimisi, aga ei ole ettevõtte asutaja ega leiutise autor. Edendaja ilmub sellele pildile väljastpoolt tulnud vabakutselisena ja töötab vahendustasu alusel — need atribuudid on juba tuttavad ajutise juhtimise kontseptsioonist. On selge, et kolme ülalkirjeldatud rolli täitmine innovatsiooniprotsessis mõjutab äärmiselt tugevasti selle protsessi edukust, ja seega töötab niisugune “täiemõduline kolmainsus” suurimaid eduvõimalusi tulemuste saavutamisel ja uuenduste väljaarendamisel. Esimestes peatükkides tutvustati ajutist juhtimist kui paindlikku töövormi, mis lubab väita, et täitmata kohtade esinemisel on võimalik viia säärase “kolmainsuse” rajamist lõpule ajutiste juhtide abil, kes võivad võtta innovatsiooniprotsessis enda kanda ühe või rohkem rolle. Järelikult võib ajutine juhtimine anda innovatsiooniprotsesside teostumisse märkimisväärse panuse ühes nendest kolmest rollist, mille olemasolule viitavad nii teooria kui ka praktika. Alljärgnevas osas iseloomustatakse nende nähtuste tüüpilisi sümptomeid, mis tavapärastel takistavad innovatsiooniprotsesside edukat juhtimist.

### **Tüüpiliste innovatsiooniprotsessis esinevate juhtimisalaste kitsaskohtade iseloomustus**

Ettevõtete suutlikkus teostada uuendusi seisab silmitsi arvukate takistustega. Kleinknecht<sup>17</sup> pakub ühes empiirilises uurimuses välja nende probleemide loetelu, mida ettevõtted võivad innovatsiooniprotsessi käigus läbi elada. Selles rõhutatakse alljärgnevaid tegureid kui kõige tähtsamaid ja selliseid, mis võivad uuendusi kõige rohkem pärssida:

- a) rahaliste vahendite ebapiisav kättesaadavus,
- b) ebapiisav juhtimiskvalifikatsioon ja raskused töötajate värbamisel,
- c) raskused innovatsiooniprojektide jaoks vajaliku tehnilise informatsiooni ja oskusteabe hankimisel,
- d) raskused tulevase nõudmise prognoosimisel,
- e) uuenduste liiga suur maksumus.

Ülalesitatud tõsiasiadest selgub, et ettevõtete innovatsioonisuutlikkusele on seatud konkreetset piirid. Lisaks tuleb nentida, et uuenduste läbikukkumise põhjuseks ei ole mitte üksnes nn halb õnn, vaid seda tuleb vaadelda ka kontekstis, mida kujutab endast ettevõtete suutmatust pidada kinni teatavatest juhtimispehmetest.<sup>18</sup>

Need juhtimispehmed on Bughini ja Jacques'i<sup>19</sup> esituses alljärgnevad:

- a) turustus-, uurimis- ja arendustegevuse tõhusus,
- b) turustus-, uurimis- ja arendustegevuse vaheline sünergia,
- c) kommunikatsioonisuutlikkus,
- d) juhtimise ja organisatsiooni kvaliteet,
- e) innovatsioonitegevuse kaitse.

Niisuguse hinnangu põhjal võib järeldada, et ebapiisav suutlikkus liikuda edasi omaenda uuendamise võime najal on lähedalt seotud nende juhtimispehmetega järgimisega.

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<sup>15</sup> Sealsamas

<sup>16</sup> Sealsamas

<sup>17</sup> Kleinknecht (1989), “Firm Size and Innovations” lk 219 ja järgnevad.

<sup>18</sup> Bughin / Jacques (1994), “Managerial Efficiency and the Schumpeterian Link between Size, Market Structure and Innovation Revisited”, lk 653–659.

<sup>19</sup> Sealsamas, lk 653–659.

Neid eelpool loetletud takistusi, mis võivad ettevõtete ette kerkida, võib tõlgendada ka kui ettevõtete juhtimisalase baasi kitsaskohti. Sellised kitsaskohad ei lase ettevõtetel saavutada juhtimisbaasi nn kriitilist väärtust, mis lubaks neil edukalt innovatsiooniga tegelda. Potentsiaalseid kitsaskohti on võimalik jaotada kahte kategooriasse, mida alljärgnevalt vaatlemegi.

### **Kvantitatiivset laadi kitsaskohad juhtimises**

See piirang kirjeldab olukorda, mille puhul vajalik pädevus — ehk täpsemini vajalikud teadmised — on ettevõttes küll olemas, kuid seda ei ole võimalik muuta piisavas ulatuses kättesaadavaks, et leida kohaseid lahendusi mitmesugustele juhtimisülesannetele. Niisugune kvantitatiivne piirang võib olla nii ajutise kui ka alalise iseloomuga.

### **Kvalitatiivset laadi kitsaskohad juhtimises**

Kvalitatiivset laadi piirangud erialases ja juhtimispädevuses tähendavad selliseid olukordi ja väljakutseid, mille puhul ettevõtte peaks omama mingisuguse situatsiooni käsitlemiseks teatavat pädevust, kuid see pädevus ei ole antud ajahetkel saadaval.

Kõikide juhtkonna komplekteerimise ühe võimalusena kasutatavate ajutise juhtimise rakenduste praktilisus sõltub siiski aja-, maksumuse ja kvaliteedikriteeriumide tasakaalustamisest igal üksikjuhul.

## **8.4 IV peatükk**

### **Empiiriline metodoloogia**

Et heita rohkem valgust ajutise juhtimisega tegelevale üsna noorele uurimisvaldkonnale ja täiendada olemasolevaid empiirilisi tulemusi, viiakse läbi eksploratiivne ja kvalitatiivne empiiriline uuring. Kõigepealt tutvustatakse empiirilist uurimislähenemist. Seejärel käsitletakse uuringu ülesehitust andmekogumise protsessi, konfiguratsiooni ja analüüsimise aspektist ning kirjeldatakse uurimisvaldkonda. Viimases osas tuuakse ära kokkuvõtte empiirilistest tulemustest, mida kasutatakse hiljem selleks, et luua kontseptuaalne mudel ajutise juhtimise rakendamise innovatsioonikontekstis.

### **Uurimislähenemine**

Käesoleva empiirilise uuringu eesmärk on seada ajutise juhtimise rakendamine kui nähtus uurimisandmete taustale ning genereerida üldsobivaid ettepanekuid vajaliku üldise juhtimislähenemise ja -käitumise ning innovatsioonikontekstis kasutusele võetavate spetsiaalsete juhtimismeetmete kohta. Ülalmainitud arvestades võetakse uuringu alustamisel lähtepunktiks väide, et edukad ajutise juhtimise rakendused pakuvad olenemata nende situatiivsetest erinevustest tõendusmaterjali ühisjoonte olemasolu kohta nii innovatsioonikontekstis kasutatavate juhtimismeetmete sisus kui ka juhtimislähenemise ja -käitumise mallides.

Kuna ajutine juhtimine on teaduslike avastuste tegemise seisukohalt veel uudne nähtus, on käesoleva uurimuse keskpunktis eksploratiivse uurimisstrateegia najal läbi viidud kvalitatiivne uuring. Vastava valdkonna uuringuid on lähteteeside püstitamise aspektist tihtipeale kritiseeritud selle eest, et neis võetakse lihtsalt ette



mõni vana “*ad hoc* tees”, mida seejärel empiirilisel uuritakse. Selle tulemuseks on üksteisega võrreldamatute üksiktulemuste tulv, mida ei ole võimalik integreerida ühtseks väidete süsteemiks. Et sedalaadi kriitikale vastu seista, luuakse käesolevas uurimuses ajutise juhtimise rakendamise süstemaatilise analüüsimise otstarbel kontseptuaalne raamistik.

Uuringus koondatakse tähelepanu ka üksikutelt uurimisobjektidelt saadud andmete käsitlemisele ja hindamisele. Kasutatud küsitlemistehnika on väga suure eksploratiivse potentsiaaliga. Kuna küsitlused hõlmavad ainult üksikjuhtumeid, on kogutud informatsiooni puudujäägiks tõsiasi, et andmed on omavahel halvasti võrreldavad. Kuid probleemide uurimise algusjärgus on selline asjaolu siiski küllaltki tulus, sest lubab välja arendada täpse ja realistliku kontseptuaalse raamistiku edasise uurimistöö jaoks. Seetõttu osutus võimalikuks kasutada ära mitmesuguste ajutise juhtimise rakenduste eksploratiivset potentsiaali ning ühtaegu vältida ülalmainitud puudujääki, uurides ajutise juhtimise rakendusi mitmes firmas poolenisti standardiseeritud küsitluste abil.

Käesoleva uurimuse jaoks valitud metodoloogiat võib seega kokkuvõtlikult nimetada eksploratiivseks analüüsiks, mis kogub andmeid mitte üksnes ühe kindla ajahetke, vaid ka kriitilise tähtsusega minevikuhetkede kohta. Mitme küsitluse tulemusi üksteisega võrreldes on võimalik välja selgitada korrapärasusi ning tuletada empiirilisel põhjendatud väiteid nii ajutise juhtimise rakendamise sisuliste tendentside kohta innovatsioonikontekstis kui ka ajutise juhtimise rakendamise kui selle protsesside ja menetluste kohta.

Analüüsi käigus õnnestus mitmete otsingute abil Internetis ja erialaväljaannetes välja selgitada 50 potentsiaalset ajutise juhtimise rakendust. 30 kõnealuselt 50 ajutisest juhust olid valmis ennast küsitleda laskma. See vastab vastamisvalmiduse määrale 60%.<sup>20</sup> Suhteliselt suur vastanute suhtarv ja koostöövalmidus rõhutavad käsitletava teema olulisust praktikas ja selle aktuaalsust. Järgmine samm hõlmas kõnealuste ajutiste juhtide eelküsitlemist nende konkreetsete ülesannete kohta selliste võtmesõnade alusel nagu “innovatsioon”, “strateegia”, “organisatsioon”, “projektijuhtimine” ja “käitumine”. Küsitlemisel kasutati nii lahtiseid kui ka kinniseid küsimusi.<sup>21</sup> Analüüsi käigus kogutud andmed võeti kokku iga üksiku ajutise juhi jaoks koostatud eriprofiilides. Üksikasjalised ettevalmistused diskussiooniks hõlmasid ka kogu kättesaadava äriaruandluse hankimist nende firmade kohta, mida töös osalenud ajutised juhid toetasid, ja olulist informatsiooni võeti arvesse küsitlemisprintsipiide koostamisel. Dokumentide eelnev analüüsimine aitas suurendada küsitluste läbiviimise tulemusrikkust. Pärast niisugust ettevalmistustööd oli uurijate käsutuses piisavalt palju eelinformatsiooni andmekogumisfaasi alustamiseks. Andmeid koguti kõnealuste ajutise juhtimise asjatundjate personaalse küsitlemise käigus. Ajutiste juhtide töökogemus antud valdkonnas ulatus 1 aastast kuni 15 aastani. Võib eeldada, et uurijatele edastatud andmete usaldusväärsuse aste on kõrge, sest spetsialistide pädevus oli suur ning tänu personaalse küsitlemise meetodi valimisele välditi enamasti väärarvamusi ja väärtõlgendusi. Vigade tekkimise ohu kõrvaldamiseks allutati küsitlemisprintsipiid eeltestimisele kahe ajutise juhiga.

<sup>20</sup> Viie küsitluse puhul selgus siiski, et kirjeldatud tegevus ei vastanud käesolevas uurimuses esitatud ajutise juhtimise definitsioonile. Seetõttu jäeti need juhtumid analüüsimisel välja.

<sup>21</sup> Diekmann (1998), “Empirische Sozialforschung”, lk 374.

Uurimisvõtteks valiti poolenisti standardiseeritud küsitlused.<sup>22</sup> Sellist küsitlust peetakse kõige tähtsamaks empiiriliste ühiskonnauuringute instrumendiks.<sup>23</sup> Ehkki niisugune protseduur nõuab teatavate põhimõtete järgimist, ei pea küsimuste esitamise järjestus ja nende sõnastus olema ilmtingimata konkretiseeritud, mistõttu see mitmekülgne ja paindlik andmekogumise võtte näis olevat uurimisvaldkonna suure komplitseerituse tõttu kõige tõhusam alternatiiv. Andmete kogumisele järgnesid standardiseeritud küsitlusprotokolli koostamine iga ajutise juhi kohta ja tagasisidestus. Tagasiside tulemused ühendati küsitlusprotokollidega. Küsitlusprotokollide maht oli keskmiselt 6 lehekülge. Kokku koostati 150 lehekülge küsitlusprotokolle.

Pärast kasutatud uurimislähenemise kirjeldamist eelmises osas tutvustatakse alljärgnevalt uuringus osalejaid, hõlmatud ärivaldkondi ja suhteid innovatsioonikontekstiga:

a) Osalejad

Uuringus osalejad värvati rühma selliste ajutiste juhtide hulgast, kes olid edukalt läbi teinud vähemalt 10 ajutise juhtimise rakendust innovatsioonikontekstis. Suurem osa ajutistest juhtidest taotlesid konfidentsiaalsusega seotud põhjustel anonüümsust.

b) Hõlmatud ärivaldkonnad

Uuringuga hõlmatud ärivaldkondi, kus ajutist juhtimist rakendati, esindavad suurel määral sellised firmad, mis on allutatud jõulise konkurentsivõitluse survele. Uuringus koondatakse tähelepanu autotranspordiga tegelevatele firmadele (28%), millele järgnevad keemia- ja farmaatsiatööstused (20%). Kolmandale kohale jäi telekommunikatsiooni valdkond (12%). Nendele lisanduvad autotööstus, rõiva-, jalatsi- ja tekstiilitööstus ning peenmehaanika-, optika- ja elektroonikaseadmete tootmine, mis on igauks esindatud 5%-ga.

c) Innovatsioonikontekst

Nagu eespool juba osutatud, võeti uuringus vaatluse alla lai valik selliseid firmasid, mis on olnud seotud ajutise juhtimisega erinevates majandusharudes. Algselt oli kõikide firmade puhul tegemist mingisuguse kvalitatiivset ja/või kvantitatiivset laadi kitsaskohaga nende innovatsioonisuutlikkuses. Mõnel juhul lükati mõne kuu võrra edasi selliste projektide lõpuleviimine, mis vajasisid innovatsioonikontekstis tõepoolest kiiret teostamist, või need koguni lõpetati. Ajutise juhtimise rakendustel aga olid juba oma olemusest lähtudes teatavad ajapiirid, sest kõik projektid ja/või meetmed olid elluviidavad ainuüksi teatavas konkreetses raamistuses.

### **Empiirilise analüüsi kontseptuaalne raamistik ja põhitulemused**

Nagu ülalpool juba mainitud, toetus empiiriline uurimus "Ajutise juhtimise rakendamine innovatsioonikontekstis" vastavale kontseptuaalsele raamistikule. Tänu sellele oli võimalik lahutada komplitseeritud probleemstruktuurid lihtsamateks ja käsitlemiskõlblikeks probleemideks ning allutada need empiirilisele analüüsile. Probleemipuhusteks muutujateks edukate ajutise juhtimise rakenduste algusjärgu uurimisel olid püstitatud eesmärgid. Need ajutise juhtimise rakendamise eesmärgid mõjutasid tunduval määral ka kasutusele võetud meetmete valikut. Ajutise juhtimise

<sup>22</sup> Müller-Böling (1992), „Organisationsforschung“, lk 1495.

<sup>23</sup> Koolwijk (1974), lk 12.

rakenduste lõppjärgus vaadeldud probleemipuhusteks muutujateks olid ajutise juhtimise rakendamisel saavutatud tulemused algusjärgus määratletud majanduslike, materiaalsete ja sotsiaalsete eesmärkide taustal.

Konkreetselt analüüsiti empiirilise uuringu käigus kolme dimensiooni koos nende aluseks olevate põhimuutujatega, kusjuures jõuti alljärgnevatele tulemustele<sup>24</sup>.

### 1) Ajutise juhtimise protsessi käigus rakendatud meetmed

Selles kontekstis uuriti nii protsessi formaalset ülesehitust (tuvastamine/planeerimine/rakendamine/kontrollimine) kui ka konkreetsete juhtimisalaste, organisatsiooniliste ja motiveerimisvõtete kohaldamist.

<b>Meetmete esinemissagedus</b>	
protsentides (n = 25)	
<i>Ajutise juhtimise protsessi ülesehitus</i>	
<b>Meetmed</b>	
Sellise isiku nimetamine, kes on peamine vastutaja ajutise juhtimise rakendamise (sisulise) korraldamise eest rakenduse algusjärgus ja ühtlasi kriitilise tähtsusega ajajaotuse eest iseäranis tuvastamis- ja planeerimisfaasis (millele järgnevad rakendamise- ja kontrollimisfaas).	100
Vastutuse delegeerimine ajutise juhtimise rakendamisel organisatsiooni enda töötajaskonnale ning hoolitsemine selle eest, et töötajad jätkaksid innovatsiooniprotsesside juhtimist ka pärast ajutise juhtimise rakendamise lõppu.	72
Projektiorganisatsiooni professionaalne korrastamine, eelistades maatriksprojektiorganisatsiooni, et optimaalsel viisil käsitleda pingealasid igapäevatöö ja loomingu vahel.	80
Projektiülesannete jaotamine ja otsuste langetamine üksikute projektimeeskondade koosseisu suhtes. Vajaduse korral teiste isikute — näiteks direktorite nõukogu kompetentsete liikmete ja välisekspertide — kaasamine projektkomisjonidesse.	92

<sup>24</sup> Märkus. Uurimuse käesolevas osas piirduakse nende põhitulemustega, mis on seotud ajutise juhtimise innovatsioonikontekstis rakendamist käsitleva kontseptuaalse mudeli väljaarendamisega. Andmestik sisaldab siiski rohkem uurimustulemusi, kuid need on liiga spetsiifilised, et olla abiks kontseptuaalse mudeli loomisel, ja võetakse seetõttu arutusele järgmise peatüki teooriakontekstis.

<b>Meetmete esinemissagedus</b> protsentides (n = 25)	
Projekti kontrollorgani moodustamine (iseäranis suuremahuliste projektide ja mitmikülesannete puhul)	60
Ühendusepidamise ja dokumentatsiooni jaoks reeglite kehtestamine, et muuta võimalikuks edasiliikumise mõõtmine ja protsessi kiirendada.	84
<b>Juhtimis- ja motiveerimiskäitumine</b>	
<b>Meetmed</b>	
Situatsioonipuhune juhtimisstiil ajutise juhtimise protsessi jooksul koos juhtimisstiili varieerimisega sõltuvalt protsessi faasist.	100
Juhtkonna liikmete kaasamine otsuste langetamisse sõltumatult valitud juhtimisstiilist.	100

## 2) Meetmed strateegia vallas

Selliste meetmete hulka kuuluvad pikaajalise suunitlusega tõhusad otsused toote- või turustusportfelli, tootmisprotsessi ja firma ostujõu ümberkorraldamise ning täiustamise suhtes ning finantseerimis- ja investeerimisalaste otsuste võimalik muutmise uurimis- ja arendustöö valdkonnas.

<b>Meetmete esinemissagedus</b> protsentides (n = 25)	
<b>Strateegia</b>	
<b>Meetmed</b>	
Investeeringustegevuse optimeerimine uurimis- ja arendusalal projektiarendusprotsesside tõhustamise teel (nn samaaegse tootekujunduse lähenemisviis [ <i>simultaneous engineering approach</i> ], interfunktsionaalse oskusteabe integreerimine üle riigipiiride ja patendikaitsestrateegia, sihthinnal põhinev lähenemisviis turuhinnale orienteeritud projektijuhtimises jne).	92
Uurimis- ja arendusplaanide finantskülje optimeerimine aktsiakapitali ja välismaise kapitali suurendamise ning avalike fondide abil.	84

<b>Meetmete esinemissagedus</b> protsentides (n = 25)		
Uute ja täiustatud ostuvõimaluste loomine strateegiliste ja operatiivsete ostude teineteisest lahutamise, kontsentreerumise ja rühmadevahelise koostöö abil materjalikulude vähendamise, allhankestrateegiade valimise ja interfunktsionaalsete ostutöörühmade moodustamisega.		92
Uute ja täiustatud tootmisviiside juurutamine toote- või turuorientatsiooniga tootmissegmentide loomise teel, tootmisprotsessi tõhususe ja tööviljakuse suurendamine IT-süsteemide integreerimise abil ning uute ja paindlike tööajamudelite kasutuselevõtmisega.		60
Uute ja täiustatud müügivõimaluste väljaarendamine strateegiliste liitude loomise ja koostöö, tarbijasõbralikuma ja seetõttu rohkem kliendile orienteeritud müügipoliitika, tellimuste automaattöötlemise ning turu täiendava arendamisega tänapäevase <i>online</i> -tehnoloogia toel.		84

### 3) Meetmed organisatsioonilises vallas

Siinkohal tuakse ära kokkuvõtte kõikidest nendest lähenemisviisidest, mida on rakendatud firmade funktsioneerimise tõhustamiseks organisatsiooniliste ja äriprotsesside ning tugisüsteemide ümberkorraldamise teel, et suurendada firmade tööviljakust ja efektiivsust.

<b>Meetmete esinemissagedus</b> protsentides (n = 25)	
<i>Organisatsioon</i>	
<b>Meetmed</b>	
Organisatsiooni uudse töökorralduse juurutamine struktuuride, protsesside, süsteemide ja töötajate suutlikkuse optimeerimise teel, sest need kujutavad endast eduka innovatsioonitegevuse seisukohalt strateegilise tähtsusega tegureid konkurentsivõitluses.	
<i>Struktuurid</i>	
Kliendile ja turule orienteeritud allüksuste loomine, mis vastutavad oma töö tulemuste eest tulukeskse kontseptsiooni alusel ning samaaegne hierarhilisuse vähendamine, et kahandada organisatsiooni keerukust.	72
<i>Protsessid</i>	
Üksikute protsessisammude väljajätmine, üksteisega ühendamise ja paralleelseks muutmine, interfunktsionaalsete meekonnastruktuuride moodustamine, et vähendada liitekohtade arvu, ning kõige tänapäevasemate kommunikatsioonitehnoloogiate kasutamine organisatsiooni töökiiruse suurendamiseks.	88

<b>Meetmete esinemissagedus</b> protsentides (n = 25)	
<i>Süsteemid</i>	
Aruandlussüsteemide optimeerimine, ettevõttekesksete detsentraliseeritud struktuuride juurutamine ISO 9001/14001 alusel ja stimuleerimissüsteemide kasutuselevõtmine töötajate individuaalse tööviljakuse suurendamiseks.	76
<i>Töötajad</i>	
Otsustava tähtsusega ametikohtade täitmine innovatsiooniprotsessi käigus uute töötajatega, töötajate kvalifikatsiooni tõstmine vastavalt uutele nõuetele ning ajutise juhtimise rakendamise kasutamine ühe võimalusena käivitada kultuurivahetus, mille eesmärk on suurendada innovatsioonisuutlikkust.	92

Ülalesitatud uurimustulemused toovad nähtavale analüüsitud kolme dimensiooni suhteliselt suure korrelatsiooniastme ajutise juhtimise rakenduste konkreetsete meetmete ja tunnusjoonte vahel innovatsioonikontekstis. Neid tulemusi kasutatakse järgmises peatükis ajutise juhtimise innovatsioonikontekstis rakendamise kontseptuaalse mudeli loomiseks.

## 8.5 V peatükk

### Ajutise juhtimise rakendamine innovatsioonikontekstis

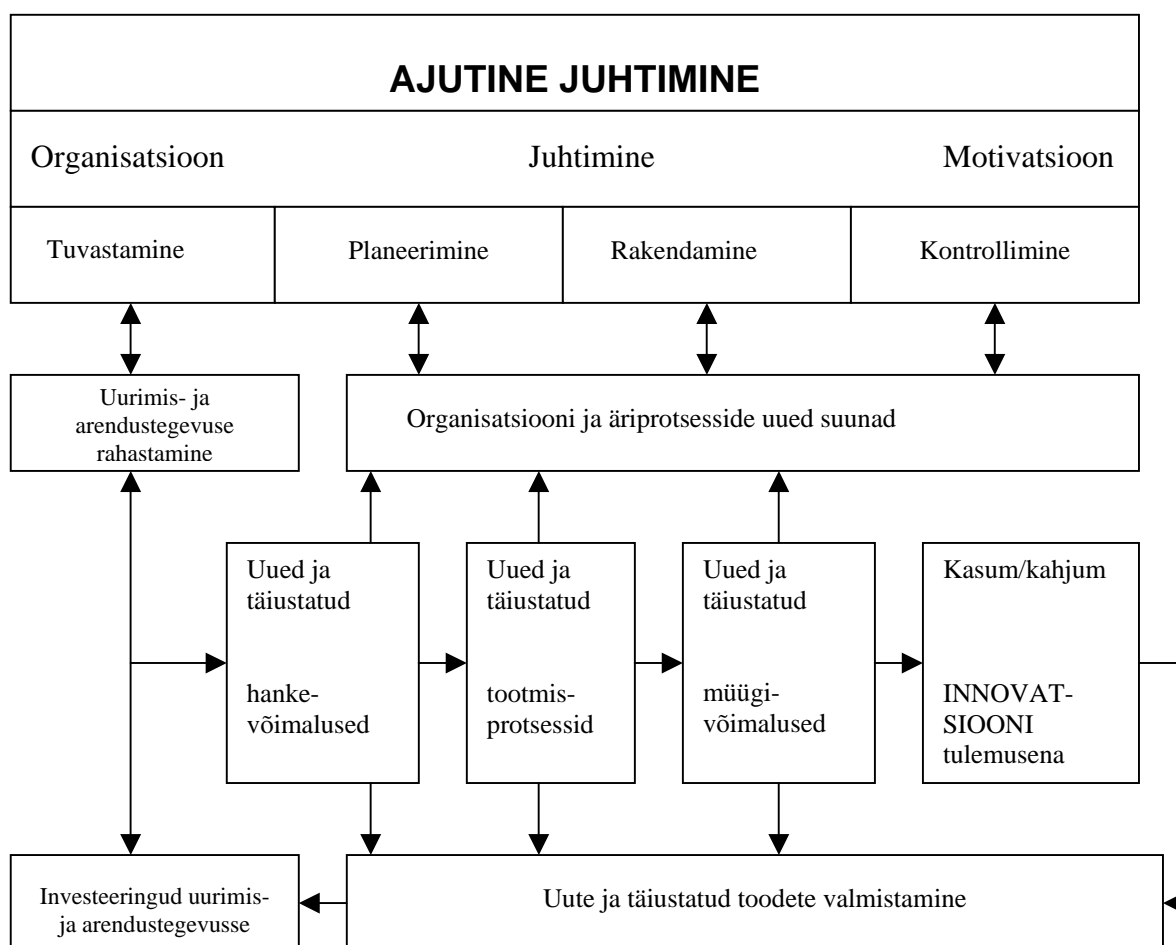
#### Kontseptuaalne mudel

Käesolev peatükk on pühendatud ajutise juhtimise kui nähtuse teoreetilisele uurimisele eelmises peatükis esitatud empiiriliste tulemuste põhjal. Astudes sammukese kaugemale kui ajutise juhtimise pidamine üksnes teatava aja jooksul rakendatavaks abivahendiks, võib välja käia oletuse, et ajutised juhid täidavad kaasuuendajate rolli.<sup>25</sup> Sellise oletuse puhul peetakse silmas üht empiirilist tuge leidnud kontseptsiooni innovatsiooni ning ajutiste juhtide mõju kohta. Ja tõepoolest — kui ajutise juhtimise rakendamine ei taandu ainuüksi “mingisuguse organisatsiooni sisemise järjepidevuse tagamisele, vaid seda võib vaadelda ka kui olemasoleva juhtimismeeskonna oskuste täiendamist”,<sup>26</sup> strateegia ja organisatsiooni dimensioonis (vt 4. peatükis esitatud põhitulemusi), siis saab võtta kaalumisele avarama kontseptsiooni loomise ajutise juhtimise ja ettevõtte interaktsioonidest innovatsioonitegevuse ajal.

<sup>25</sup> Von Einem / Helmstädter (1994), lk 2.

<sup>26</sup> Schoemakers (1989), “Executive Interim-Management“

See on kooskõlas vaatega, mida väljendab innovatsiooni kaasmõjusid käsitlev mudel.<sup>27</sup> Kõnealusel mudelis püütakse seostada ajutise juhtimise mõju klientettevõtete innovatsioonisuutlikkusele. Mudelis pakutakse välja innovatsiooniprotsessi niisugune kontseptualiseerimine, millest on abi mitte üksnes selle mõju analüüsimisel, mida avaldavad klientettevõtetele ajutised juhid, vaid ka ajutise juhtimise protsessi, selle organisatsiooni ning juhtimise ja motiveerimisega seotud käitumismallide erijoonte analüüsimisel. Ilma ajutise juhtimise rakenduste empiirilise uurimise ja uuringu eelmises peatükis tutvustatud põhitulemuste käsitlemiseta oleksid need tähtsad protsessikomponendid<sup>28</sup> jäänud kontseptuaalse mudeli koostamisel ilmselgelt tähelepanuta. See kontseptuaalne mudel (vt joonist) hõlmab järelikult ajutise juhtimise rakenduste peamisi muutujaid, mis on tuletatud empiirilise uuringu põhitulemustest.



Joonis. Kontseptuaalne mudel

<sup>27</sup> Gallouj (1994); Muller (2001). Need autorid koondavad põhitähelepanu nõustamisfirmadele. Kuid käsitletud tegevuste spekter (näiteks juriidilised toimingud, raamatupidamine ja rahandus, strateegiline nõustamine, organisatsiooni haldamine) demonstreerib selgesti, et see nõustamisteenuste kontseptsioon, mida nad silmas peavad, vastab selgesti käesolevas uurimuses omaks võetud kontseptsioonile. Peamine erinevus näib seisnevat selles, et autorid ei keskendu nõustamisprotsessile nii, nagu käesolevas uurimuses keskendutakse ajutise juhtimise protsessile kui sellisele.

<sup>28</sup> Knopf (1975); Thom (1995).



Peamised muutujad on selle kontseptuaalse mudeli koostisosadena ühest küljest seotud nii ajutise juhtimise protsessi enda *tuvastamise, planeerimise, rakendamise* ja *kontrollimise* faasiga kui ka spetsiifiliste *juhtimis-, organiseerimis- ja motiveerimisalaste* käitumismallidega. Teisest küljest keskenduvad need kogu väärtusahela ulatuses sellistele klassikalistele strateegilistele ja organisatsioonilistele meetmetele valdkondadele, kus innovatsioonisuutlikkus võib suureneada ja kus võib ajutise juhtimise rakendamise kaudu suurendada tervikuna *tulubaasi*.

Empiirilise uuringu käigus tuvastatud strateegilised ja organisatsioonilised meetmed määratletakse järgneva teoreetilise arutelu jaoks alljärgnevate põhimuutujatena:

- *uute või täiustatud toodete valmistamine*
- *uute ja täiustatud tootmisprotsesside juurutamine*
- *uute ja täiustatud hankevõimaluste kasutuselevõtmine*
- *uute ja täiustatud müügivõimaluste kasutuselevõtmine*
- *uudse organisatsiooni juurutamine.*

Schumpeteri väitel võib permanentne innovatsioon toimuda korraga ühes viiest ülalmainitud kategooriast.<sup>29</sup>

Kõige uuemate ja täiustatud meetodite ja menetluste rakendamine ettevõtte esmatasandi tegevustes hõlmab tootmist ning organisatsiooni ja äriprotsesside ümberorienteerimist. Need on tervikuna hädavajalikud tingimused, et saavutada ettevõtte strateegiliste eesmärkide raames piisav kasum. Selline mõtteviis on enamjaolt kooskõlas Chandleri<sup>30</sup> postulaadiga, mis väidab, et organisatsiooni ülesehitus sõltub väga suurel määral strateegiast (“struktuur järgib strateegiat”)<sup>31</sup>. Et pilt kokku võtta ja lõpule viia, kaasati ka sellised vajalikud tugikomponendid nagu *investeeringud* ja uurimis- ja arendustegevuse *finantseerimine*.

Ülaltoodu eesmärgiks on näidata, et ajutise juhtimise ja ettevõtte interaktsioonid annavad Schumpeteri kategooriates väljendatuna tulemuseks innovatiivse edu või Trotti jt järgi aitavad kaasa niinimetatud geneeriliste äriühingute tekitamisele antud valdkonnas.<sup>32</sup>

### **Ajutised juhid kui kaasuuendajad**

Nagu käesolevas uurimuses on juba korduvalt postuleeritud, ei piirdu innovatsioonitegevus üksnes uute toodete loomise ja vanade toodete täiustamisega uurimis- ja arendustöö käigus, vaid see mõiste põhineb avaramal arusaamisel ettevõtluses rakendatavatest uuendustoimingutest, mille hulka kuuluvad näiteks tööjõuressursside haldamine, turustamisstrateegiade loomine, rahalised investeeringud, uuenduste juriidiline kaitsmine jne. Niisugune innovatsioonikontseptsioon tugineb tänapäevastele interaktiivsetele innovatsioonimudelitele, mille raames saavad ajutised juhid ülalnimetatud toiminguid ja tegevusi käivitada ja edasi arendada.

Innovatsiooni- ja ettevõtlustegevus konkurentsivõitluse keskkonnas koosneb — olemasolevatest juhtimisalastest kitsaskohtadest johtuvate piirangutega — esiteks

<sup>29</sup> Rassidakis (2001), “Schumpetersche Ansätze zum Innovationswettbewerb”, lk 11 ja järgnevad.

<sup>30</sup> Chandler (1961), “Strategy and Structure”.

<sup>31</sup> Müller-Stewens (1992), “Strategie und Organisationsstrukturen”, lk 2344.

<sup>32</sup> Trott (2002), “Innovation Management and New Product Development”, lk 105.

majanduslikku potentsiaali omavate elementide (ettevõtluskasumi stiimulite) tuvastamisest ja teiseks sellise tööprotsessi rakendamisest, mis lubab neid elemente innovatsiooniks transformeerida. Just nimelt need kaks faasi lasevad “uuendusmeelsel ettevõtjal” innovatsiooniprotsessi liikvele lükata.

Käesoleva peatüki alguses esitatud kontseptuaalse mudeli (2. joonis) alusel võib tuletada mitmesuguseid ettevõtte ja ajutise juhi vahelisi interaktsioone seoses innovatsiooniprotsessiga.

Nagu ajutise juhtimise rakendamise analüüs Saksamaa innovatsioonikontekstis on näidanud, saab ajutine juht pakkuda ettevõttele innovatsioonikontekstis alljärgnevat funktsioone ja toiminguid:

- 1) Ettevõtte innovatiivsete tegevuste “väline skaneerimine”. See funktsioon ei piirdu ainult tehniliste aspektidega, vaid võib hõlmata ka teisi valdkondi — rahandust, turustust, tootmist, hankeid, patente jne.
- 2) “Sisemine skaneerimine”, mille eesmärk on elustada innovatiivseid tegevusi ettevõttes.
- 3) Innovatsiooni enda “kaastootmine”:
  - a) Ajutine juht aitab oma teadmistega kaasa strateegiliste meetmete rakendamisele
  - b) Ajutine juht toetab organisatsioonilisi muudatusi
  - c) Ajutine juht osaleb innovatsiooni käivitamises ja arendamises.
- 4) Ettevõtte “saatjana” tegutsemine turule minemise faasis, protsesside juurutamisel jne.

Püüdes välja pakkuda mingisugust vahesünteesi teisest, kolmandast ja neljandast peatükist, võime määratleda alljärgnevad ajutise juhtimise väärtuslikud panused innovatsiooniaegse juhtimise kontekstis:

- a) ettevõtte parem integreerimine innovatsioonikeskkonda,
- b) sisemiste innovatsiooniresursside parem mobiliseerimine,
- c) väliste innovatsiooniresursside parem mobiliseerimine.

Ajutiste juhtide kindlaksmääratud ajavahemikuks kaasamise abil on võimalik lühendada innovatsiooniprojektide väljaarendamiseks ja realiseerimiseks kuluvat aega ning kärpida innovatsiooniprojekti kogumaksumust, optimeerides samal ajal võimalikke finantsalaseid kitsaskohti ja vähendades innovatsiooniriske. Sellega tõhustatakse innovatsioonilise kasvuga kaasnevate muudatuste elluviimiseks vajalikku projektijuhtimist ning ühtaegu omandab ettevõtte suutlikkuse tulla toime tulevaste innovatsiooniväljakutsetega.

## 8.6 VI peatükk

### Ajutise juhtimise rakendamine Euroopa innovatsioonikontekstis

Kodumaisest kontekstist väljudes muutub ajutise juhtimise sarnaste uute juhtimisvõtete analüüsimine keerukamaks.<sup>33</sup> Brewster ja Hegewisch rõhutavad, et “...seoses sellega, et üha rohkem organisatsioone opereerib üle riigipiiride, üha rohkem juhte viiakse üle teisele töökohale rahvusvahelises ulatuses ja üha suureneb Euroopa Ühenduse taoliste rahvusvaheliste kaubandusblokkide mõju, on saanud

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<sup>33</sup> Weber/Kabst (2000), lk 4.

ilmselgeks, kui tähtsad on võrdlevad teadmised sellistes valdkondades nagu tööjõuturud, kvalifikatsioon, õigusaktid ja ametiühingud”.<sup>34</sup>

Käesoleva peatüki eesmärk on analüüsida Saksamaa innovatsioonikontekstis rakendatud ajutise juhtimise käsitlemisel saadud uurimistulemuste (4. peatükk) üldist ülekantavust Eestile, võttes iseäranis arvesse käimasolevaid intensiivseid arutelusid konvergenti- ja divergenti üle Euroopa juhtimispraktikas.

Seetõttu tuleb kõigepealt võtta Euroopa integratsiooni valguses vaatluse alla toimuv konvergenti-divergentsidiskussioon.<sup>35</sup> Ehkki konvergentisites erineb divergentisitesist väga suurel määral, demonstreeritakse siinkohal, et neil leidub üks süvasarnasus: “nende mõlema meelest on firmade hoiakuid personalihaldusstrateegiade valimise ja arendamise suhtes kujundanud, juhtinud ja tagant tõuganud terve komplekt tegureid, mida võib määratleda kui tehnoloogilisi, majanduslikke ja institutsionaalseid”.<sup>36</sup> See diskussioon on teoreetilises mõttes seotud vaadetega neoinstitutsionalistlikele teooriatele, mis jaotuvad Ameerika Ühendriikide koolkonnaks (isomorfismid) ja Euroopa koolkonnaks (üksikute riikide ärisüsteemid).<sup>37</sup> Euroopa institutsionalism on suuteline näitama, kuidas muutused riigi ärisüsteemi institutsionaalses keskkonnas avaldavad mõju riigisisestele normatiivsetele ja iseäranis poliitilistele protsessidele. Vastupidiselt sellele koondab Ameerika institutsionalism tähelepanu institutsionaalsete muudatuste dünaamikale ettevõtete organisatsioonilises väljas. Sellise lähenemise puhul institutsionaalsete muudatuste välistegureid kas ei tuntagi või piirduvad need kolme isomorfismi (sundiv, mimeetiline ja normatiivne) ilmingutega.

Kui kirjeldatud teoreetiline aluspinnas on ette valmistatud, on võimalik paremini mõista ja selgitada ajutist juhtimist kui nähtust ning selle evolutsiooni ja levikut Euroopas, kohaldades ülalmainitud tegureid retrospektiivselt Madalmaadele ja Ühendkuningriigile kui ajutise juhtimise seisukohalt kõige arenenumatele riikidele. Vastupidiselt olukorrale Ühendkuningriigis leiab Madalmaade riigi ärisüsteemis tugevat toetust “konvergenti uuem ja institutsionaalne versioon, mis väidab, et Euroopa Liidus toimub institutsionaalse tõukejõuga konvergenti”.<sup>38</sup> Täiendavat tõestust institutsionaalse tõukejõuga konvergenti kohta Euroopa Liidus kujutavad endast EL riigiülised jõupingutused innovatsioonipoliitika kui liikmesriikide majandusliku konvergenti integraalse koostisosa raames. Eestit puudutav sellekohane võrdlusuuring aruandes “Euroopa innovatsiooni saavutused”, mille eesmärk on avastada võimalusi institutsionaalse abi andmiseks, ja aruanne Euroopa Liidu (EBRD) finantseeritud ajutise juhtimise rakenduste teostamise kohta Eestis pakuvad juba iseenesest jõulist tõendusmaterjali ajutise juhtimise kui uudse juhtimisvõtte institutsionaalse tõukejõuga leviku kohta. Tehnoloogilistest, majanduslikest ja institutsionaalsetest teguritest koosneval teoreetilisel raamistikul põhinev ajutise juhtimise rakendamise evolutsiooni ja difusiooni analüüs Euroopa ulatuses annab mõista, et nimetatud tegurid tingivad selle uudse juhtimisvõtte adapteerumise. Saadud tulemusest nähtub, et ajutise juhtimise rakendamise levik Euroopas toimub küll ühesuguste tehnoloogiliste ja majanduslike parameetrite alusel, kuid selle tempo ja

<sup>34</sup> Brewster/Hegewisch (1993), lk 1.

<sup>35</sup> Schreyögg jt, 1995, lk 40–41.

<sup>36</sup> Brewster jt, (2004), lk 18.

<sup>37</sup> Geppert/Matten/Williams (2003).

<sup>38</sup> Brewster jt, (2004), lk 20.

juurdumise kiirus sõltub suurel määral institutsionaalsetest teguritest, ja nimetatud asjaolu viitab tugevasti Euroopas aset leidvale institutsionaalsele konvergensile.

Niisugused tulemused mitte üksnes ei rõhuta institutsionalismi tähtsust juhtimise uurimisel rahvusvahelises ulatuses, vaid kriipsutavad ühtlasi alla “institutsionaalsete piirangute” olemasolu uudseid juhtimisvõtteid käsitlevate uurimistulemuste ülekandmisel ühelt riigilt teisele (näiteks Saksamaalt Eestile). Sellest järeldub, et ajutise juhtimise kontseptsiooni ja meetmeid käsitlevad uurimistulemused näivad üldjuhul olevat ülekantavad (sest need põhinevad tehnoloogilistel ja majanduslikel tõukejõududel), kuid ajutise juhtimise lähenemisviiside ja käitumismallide üldisele ülekantavusele võivad piiranguid seada riigispetsiifilised (näiteks Eestile omased) juurdunud uskumused, normid, kultuuritavad ja väärtused. Seetõttu antakse uurimustulemuste põhjal Eesti puhul tuvastatud innovatsioonibarjääre arvesse võttes soovitusi ainuüksi strateegiliste ja organisatsiooniliste meetmete kohta innovatsioonikontekstis.

### **Ajutise juhtimise rakendamist käsitlevate uurimistulemuste ülekandmine Saksamaalt Eestile**

Institutsionaalse konvergensti alases väitluses on ajutise juhtimise evolutsiooni ja difusiooni selgitatud juurdunud tehnoloogiliste, majanduslike ja institutsionaalsete tegurite abil. Kui nimetatud teguritega on võimalik selgitada ajutise juhtimise kui uudse juhtimisvõtte evolutsiooni ja difusiooni Euroopas, siis on needsamad tegurid ka sobiv vahendikomplekt, et analüüsida ajutise juhtimise innovatsioonikontekstis rakendamise uurimisel saadud tulemuste (4. peatükk) ülekantavust ning võimalusi ja piiranguid Eesti ettevõtetes. Child<sup>39</sup> jõuab järeldusele, et kui makrotasandit käsitlevatel (näiteks organisatsiooni struktuuri analüüsivatel) uuringutel on kalduvuseks toetada konvergenstiteooriat, siis mikrotasandit vaatlevad uuringud (iseäranis sellised, milles analüüsitakse organisatsiooniga seotud kogukonna individuaalseid käitumismalle) kalduvad toetama divergenstiteooriat.<sup>40</sup> Adler järeldab sellele Childi analüüsile viidates, et “... organisatsioonid muutuvad kõikjal üle kogu maailma üksteisele sarnasemaks, nendesse organisatsioonidesse kuuluvate inimeste käitumine aga säilitab oma kultuurilise ainukordsuse.”<sup>41</sup> Samasuguseid mõtteid väljendab ka De Cieri ise: “Konvergenst peaks eeldatavasti hõlbustama juhtimisstiili ja -võtete ülekandmist rahvusvahelises ulatuses ning multinatsionaalseid korporatsioone peetakse õigusega konvergensti tähelepanuväärseks tõukejõuks.<sup>42</sup> Konvergensti ulatus ja tempo hakkavad siiski sõltuma sellele vastupanu osutavate mikrotasandi tegurite — divergensti tõukejõu osa täitvate uskumuste, normide, kultuuritavade ja väärtuste — suhtelisest tugevusest.”<sup>43</sup>

Ülaltoodud argumentatsioonist lähtudes näib, et juhul kui Eestis kui sihtriigis tekib vastav vajadus — või tuvastatakse mõni innovatsioonibarjäär —, on sinna ülekantavad need ajutise juhtimise innovatsioonikontekstis rakendamise uurimisel saadud tulemused (4. peatükk), mis puudutavad makrotasandit (näiteks strateegilisi ja organisatsioonilisi meetmeid). Aga sellised ajutise juhtimise rakenduste

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<sup>39</sup> Child (1981).

<sup>40</sup> Weber jt. (1997).

<sup>41</sup> Adler (1997), lk 60.

<sup>42</sup> Tõendusmaterjal koguti 2003. aastal 160 ajutise juhtimise rakendust hõlmanud uuringuga Saksamaal, mille käigus selgus, et üks kolmandik ajutist juhtimist kasutavatest firmadest Saksamaal on välismaised, kusjuures enamus nendest (56%) on mõne Euroopa või Ameerika Ühendriikide multinatsionaalse korporatsiooni taustaga ([www.interim-management.de](http://www.interim-management.de)).

<sup>43</sup> De Cieri (1996), lk 159–160.

uurimistulemused, mis käsitlevad ajutiste juhtide individuaalseid juhtimisomadusi ja käitumismalle ning organisatsioonisiseseid interaktsioone, ei ole nähtavasti üldjuhul ülekantavad, sest Eestis valitsevad spetsiifilised mikrotasandi tegurid — näiteks uskumused, normid, kultuuritavad ja väärtused — võivad erineda Saksamaa omadest.

Järgnevas osas püütakse mõningaid sellealaseid uurimusi analüüsides välja selgitada strateegilise ja organisatsioonilise tagapõhjaga takistusi innovatsiooni teel Eesti ettevõtetes. Seejärel analüüsi tulemused sünteesitakse ja arutatakse läbi ajutise juhtimise strateegilisi ja organisatsioonilisi meetmeid käsitlevate uurimistulemuste (4. peatükk) valguses.

Kuna Eesti riik saab sügavuti aru teadmiste, loovuse ja uuendusmeelsuse tähtsusest maa majandusliku arengu jaoks, kiitis Eesti parlament 2001. aastal heaks innovatsioonialase juhtdokumendi koostamise, mis kannab nimetust “Eesti teadus- ja arendustegevuse strateegia aastateks 2002–2006 “Teadmistepõhine Eesti””.<sup>44</sup> Selle juhendmaterjali ülesanne on suurendada Eesti ettevõtete teadmistaasi ja konkurentsivõimelisust. Võttes arvesse asjaolu, et Eestis on toimumas üleminek investeringutele tuginevast arengujärgust innovatsioonile tuginevasse järku ja Eesti valitsusel on olemas konkreetne rakendusprogramm kuni 2006. aastani, on käesolev uurimus kui pragmaatilis-teaduslik arutelu kõnealusel teemal suure praktilise tähtsusega. Kokkuvõtlikult võib Eestis olemas olevaid innovatsioonibarjääre kirjeldada alljärgnevalt.<sup>45</sup>

- Suurimateks “välisteks” innovatsioonibarjäärideks on rahaliste vahendite nappus ja kõrged innovatsioonikulud (majanduslikud tegurid; ajutine juhtimine kui lahendus strateegilise 5 aasta plaani alusel fondide muretsemiseks ja säästuprogrammi elluviimiseks kogu väärtusahela ulatuses jne).
- Suurim “sisemine” innovatsioonibarjäär on kvalifitseeritud professionaalse töötajaskonna puudumine (sisemised tegurid; ajutise juhtimise ülekandmine kui lahendus).
- Veel ühe innovatsioonibarjäärina on nimetatud klientide huvipuudust (st turundusmüükide ja/või integreeritud uurimis- ja arendustegevuse ning turustusvaldkondade jöupingutuse vähesust; ajutise juhtimise ülekandmine ja/või allhanked kui lahendus).

### Soovitavad ajutise juhtimise meetmed

Uurimistulemused viitavad asjaolule, et tugevdamist vajab turule ja omahinnale orienteeritud mõtteviis tootearenduses. Sealjuures tuleb kehtestada täpsed aja- ja kulueelarved ning määrata kindlaks selged vastutusvaldkonnad püstitatud eesmärkide saavutamise kontrollimisel. Omahinna väljaarvestamisel on soovitatav võtta abiks “sihthinnal” põhinev lähenemisviis (*target-costing-approach*).<sup>46</sup> Uurimustulemuste kohaselt Eesti ettevõtetes teataval määral esinevatele rahaliste vahendite nappusele ja kõrgetele innovatsioonikuludele on võimalik vastu astuda piirava projektikontrolli rakendamisega.

Kindla projektikorralduse sisseseadmine ning protsessis osalevate allüksuste (näiteks uurimis- ja arendustegevuse osakond koos patendispetsialistidega, hanked,

<sup>44</sup> Kurik jt (2002), “Innovation in Estonian Enterprises 1998-2000”.

<sup>45</sup> Kurik jt (2002), “Innovation in Estonian Enterprises 1998-2000”.

<sup>46</sup> Sihthinna kontseptsiooni kohta vt näiteks: Bullinger jt (1994), “Kostengerechte Produktentwicklung“, lk 77 ja järgnevad.

tootmine ja turustamine) tihe koostöö lubavad kiirendada protsessisamme ning läbida neid rööbiti samaaegse tootekujunduse lähenemisviisi alusel.<sup>47</sup>

Sugugi mitte viimasena peaksid innovatsiooniprojektide teostamiseks kohandatud ajutise juhtimise rakendused hõlmama ka äri- ja rahalisse valdkonda kuuluvaid meetmeid. Analüüs näitab, et need meetmed peaksid keskenduma innovatsiooniprojektide jaoks vajaliku uue kapitali juurdevoolu tagamisele sisemises ja välises finantseerimispiirkonnas ning ühtaegu ka rahakäibe optimeerimisele sellekohaste säästuprogrammide rakendamisega. Empiirilised tulemused on näidanud, et ajutiste juhtidega töötavad ettevõtted on andnud suurima prioriteetsuse ettevõtte väärtusahela likviidsusreservide kasutamisele või vabastamisele vastavate innovatsiooniprojektide jaoks. Ühtaegu oleks abiks, kui kuni intensiivse rahakäibega innovatsiooni lõpuleviimiseni loobutakse dividendide maksmisest. Peale selle võib üksikutele juhtidele võtta kaalumisele põhikapitali suurendamise selliste investeerimisprojektide finantseerimiseks. Lisaks eespool mainitud meetmetele uue kapitali hankimiseks võib mõningatel puhkudel mõelda ka väliskapitalile toetumisele innovatsiooniprojektide teostamisel. Üheks võimaluseks võib olla olemasolevate krediitdiliinide laiendamine seniste kreditoride juures. Teine võimalus on otsida uusi kreditore — näiteks seemnekapitali pakkuvates ühendustes osalevaid erainvestoreid, kliente, tarnijaid või panku. Peale selle on võimalikud ka niinimetatud atüüpilised finantseerimisviisid, mille hulka kuuluvad näiteks tagatiseta ehk debentuurvõlakirjade väljastamine ja valitsuse või Euroopa Liidu toetatud programmide kasutamine. Mõnda kõrgtehnoloogilist innovatsiooniprojekti on toetatud madala intressiga laenude või investeringutele antavate maksusoodustustega.

Organisatsiooniliste ümberkorralduste teostamise käigus tuleb kindlaks teha töötajaskonna kvantitatiivne ja kvalitatiivne suutlikkus — ning vajaduse korral ka töötajaskonna optimeerimine. Strateegilise tähelepanu pööramine põhilise tähtsusega pädevustele muudab võimalikuks kvalifitseeritud spetsialistide kvantitatiivse nappuse kompenseerimise näiteks situatsioonispetsiifilise ajutise juhtimise rakendamise abil.

Arutelu käigus on juba nenditud, et kõige sagedasemateks innovatsioonikriisi tekkepõhjusteks on tippjuhtide sooritatud vead. Analüüs näitab, et edukate ettevõtete poliitika selles vallas oli järjekindel ning et võtmekohad tippjuhtkonnas täideti uute töötajate või ajutiste töötajatega (ajutiste juhtidega), kui sellist abinõu vajalikuks peeti.

Käesolevas uurimuses esitatakse arvamus, et välisasjatundjate (näiteks ajutiste juhtide) kaasamine innovatsiooniprojektide valdkonnas selle kõige laiemas mõttes võib kõrvaldada olemasolevaid nii kvantitatiivseid kui ka kvalitatiivseid juhtimise kitsaskohti.<sup>48</sup> Mõne viimase aasta jooksul on ajutise juhtimise üha suurenev kasutamine kõrgtehnoloogia ja eluteaduse sektoris pakkunud paljudele firmadele uusi võimalusi nii mõnegi oma tööjõuressurssidega seotud vajaduse rahuldamiseks.<sup>49</sup> Lisaks ajutise juhtimise senisele edukale rakendamisele eeldab ja seletab ajutiste juhtide tulevast rakendamist Eestis ka vajaliku 12 000 kvalifitseeritud infotehnoloogia asjatundja puudumine Eestis<sup>50</sup>.

<sup>47</sup> Samaaegse tootekujunduse lähenemisviisi kohta vt näiteks Bergauer (1994), "Die Unterstützung der Produktentwicklung durch interfunktionale Kommunikation", lk 28 ja järgnevad.

<sup>48</sup> Larbey (2000), "Interim-Management: What is it and how does it fit with biotechnology in the 21<sup>st</sup> century?", lk 239–248.

<sup>49</sup> Newman (2002), "Interim-Management within life science companies", lk 38–42.

<sup>50</sup> Kurik jt (2002).

## 8.7 VII peatükk

### Kokkuvõte

Käesoleva uurimuse eesmärk oli analüüsida avaramas innovatsioonikontekstis üht uut ja paindlikku töövormi ehk täpsemini ajutist juhtimist.

Uurimistöö keskendus alljärgnevatele põhiküsimustele.

- 1) Mida on sellises juhtimisvormis uut ning millises innovatsioonikontekstis ja millise profiiliga ajutist juhtimist on edukalt kasutatud?
- 2) Kuidas õnnestus juhtimistegevuse kitsaskohtade all kannatanud Saksa ettevõtetel ajutiste juhtide kaasamise abil stimuleerida uuenduslikkust ja saada üle innovatsiooni teel eksisteerinud takistustest?
- 3) Milliste teooriatega on võimalik selgitada ajutise juhtimise kui uudse juhtimiskontseptsiooni evolutsiooni ja levimist Euroopas ning millised uurimistulemused ajutise juhtimise rakenduste kohta Saksamaal innovatsioonikontekstis on nendest teooriatest lähtudes ülekantavad Eestile?

Uurimuses demonstreeritakse, et innovatsiooniprojektide tulemusrikkal elluviimisel on kesksel kohal potentsiaalsete kitsaskohtade kõrvaldamine juhtimises. Selliseid kitsaskohti on võimalik jaotada juhtimissuutlikkuse kvantitatiivseteks kitsaskohtadeks, mille põhjuseks on kas asjaolu, et turult pole võimalik värvata pädevaid töötajaid, või siis kokkuhoiusoov, ja juhtimisalase oskusteabe kvalitatiivseteks kitsaskohtadeks, mis väljenduvad näiteks uute toodete turustamiseks vajalike oskuste nappuses.

Uuringu käigus genereeritud empiirilisi andmeid kasutati selleks, et arendada välja ajutise juhtimise kontseptuaalne mudel. Selle kontseptuaalse mudeli abil hõlmatakse ühtsesse konteksti ajutise juhtimise üksikute faaside — tuvastamine, planeerimine, rakendamine ja kontrollimine — puhul toimivad spetsiaalsed käitumismallid ning asjakohane juhtimine ja töötajate motiveerimine ajutise juhtimise rakendamisel. Peatüki esimese osa lõpetavad ajutise juhtimise rakendamise projektiorganisatsiooniga ja eetiliste aspektidega seotud teemad. Eeltoodu alusel uuritakse ajutiste juhtide rakendamist seoses uute strateegiliste suundade (uute ja täiustatud toodete valmistamine, uute ja täiustatud tootmisviiside juurutamine, uute ja täiustatud müügi- ja ostuvõimaluste hõlvamine) ning organisatsiooni ja äriprotsessi uue orientatsiooni juurutamisega.

Vaadeldi uurimistulemuste ülekantavust Saksamaalt Eestile, võttes iseäranis arvesse ja kohaldades konvergensti- ja divergentsialast diskussiooni ning neoinstitutsionalistlikke teooriaid. Leiti täpsemaid tõendeid ja selgitusi ajutise juhtimise institutsionaal-konvergentsete tegurite mõjul toimuva evolutsiooni ja difusiooni kohta Euroopas. Tehnoloogilised, majanduslikud ja institutsionaalsed mõjurid tuvastati sealjuures mitte üksnes selgitavate teguritena seoses ajutise juhtimise evolutsiooni ja levimisega Euroopas, vaid ka kui võtmetegurid, mida tuleb respektierida Saksamaal saadud uurimistulemuste ülekandmisel Eestile.

Esitatakse kokkuvõtte soovistest valitud strateegiliste ja organisatsiooniliste meetmete kasutamiseks ajutise juhtimise rakendamisel innovatsiooni teele asunud ettevõtetes, kusjuures iseäranis peetakse silmas tuvastatud innovatsioonibarjääride kõrvaldamist Eesti ettevõtetes. Sellest aspektist vaadelduna pakub käesolev uurimus, milles tutvustatakse ajutist juhtimist kui uut ja uuenduslikku tegevusvormi, välja mitte ainult ühe võimaluse kvalitatiivsete ja kvantitatiivsete kitsaskohtade kõrvaldamiseks Eesti ettevõtete juhtimisel, vaid selles antakse ka soovitusi innovatsiooni teele kerivate tüüpiliste takistuste ületamiseks, mille hulka kuuluvad näiteks rahaliste

vahendite nappus, suured innovatsioonikulud ning sisemise ja välise informatsiooni ja kommunikatsiooni ebapiisavus käesolevas uurimuses kasutatud holistilise uurimislähenemise mõttes.

Lõppkokkuvõtteks võib öelda, et ajutine juhtimine kujutab endast üht võimalust edastada paindlikult situatsioonispetsiifilisi teadmisi ja oskusi konkreetsete kitsaskohtade kõrvaldamiseks juhtimistegevuses ning muuta seega võimalikuks ka innovatsioonibarjääride kiire ja samaaegse eemaldamine. Ajutine juhtimine saab pakkuda innovatsioonikonteksti tingimustes ettevõtte innovatsioonitegevuse nii “välist skaneerimist” kui ka “sisemist skaneerimist” ning selle tulemusena osutub võimalikuks ettevõtte asjakohaste innovatsiooniresursside mobiliseerimine. Ajutine juhtimine mitte üksnes ei toeta niiviisi ettevõtte juhtimise paindlikkust, mis on vajalik adekvaatseks reageerimiseks dünaamilistele muutustele keskkonnas, vaid nagu illustreerib Eesti näide, on selle tulemuseks ühtlasi ka ettevõtete parem integreerumine oma riigi ja rahvusvahelisse innovatsioonikeskkonda. Selle tagavad ajutiste juhtide üha suurenev arv ja kiire kättesaadavus ning nende käsutuses olevad kogemused ja oskused. Peale selle toetavad paindlikkust ka ajutiste juhtide töölepingute lihtsad tingimused, lühem etteütlemissaeg lahkumisel ja püsikulude puudumine. Need ajutise juhtimise eelised on siiski seotud konkreetsete isikutega ning sõltuvad seega sobiva ajutise juhi valimisest ja kättesaadavusest. Lisaks kaasnevad ajutiste juhtide rakendamiseга kõrged nõudmised nende rakendamisprotsessi suhtes innovatsioonikontekstis.

Käimasoleval teadustööl on kahtlemata olemas ka omad piirangud. Potentsiaalseid piiranguid võib olla kolme laadi.

*Esiteks* on ajutise juhtimise kontseptsioon suhteliselt hiljaaegu teaduslikule uurimisele allutatud juhtimiskontseptsioon. Seepärast on tähtis praktikas vaadeldud ajutise juhtimise ilmingute analüüsimine, tuvastamine ja hindamine. On ilmne, et Saksa ettevõtete innovatsioonisuutlikkust mõõdeti üksnes subjektiivselt ajutise juhtimise vaatepunktist, mis ei pruukinud sugugi arvesse võtta kõnealuste ettevõtete individuaalse evolutsiooni malle. Seetõttu oleks kõige soovitatavam ja optimaalsem uurida paralleelselt ja kombineeritult nii ajutisi juhte kui ka ettevõtteid.

Teiseks on empiirilise uuringu longitudinaalsus piiratud kriitilise tähtsusega minevikuandmete kogumisega. Uuring jääb seega oma ülesehituselt peamiselt läbilõikeliseks. Ehkki niisugune meetodika on empiiriliste uuringute puhul üks kindlaskujunenud variante, tuleks siiski ideaalseks lugeda võimalust, et pikemaajalise vaatlusega hangitakse longitudinaalseid andmeid — kuigi nende kogumine on kahtlemata raske.

Kolmandaks peab nentima, et ehkki “innovatsioonikontekst” on praegu kaetud soliidse uurimistraditsiooniga, kujutab see endast ettevõtete jaoks pidevalt uuenevat mõjurite allikat, sest innovatsioonivormid muutuvad. Seetõttu tuleb käesoleva uurimuse tulemusi teistele ettevõtluskontekstidele laiendades meeles pidada, et üksikute ettevõtete innovatsioonisuutlikkus on mitmesuguse iseloomuga ja innovatsioon kui selline on komplitseeritud nähtus.

Ajutine juhtimine sarnaneb suurel määral Internetiga, mille nuputas akadeemik Douglas C. Engelbart USA California osariigis tulemusrikkalt välja 1962. aastal. Vahe seisneb selles, et progress on traditsiooniliselt olnud seotud tehnoloogiaga. Sedapuhku aga on tehnoloogia progress ise seotud põhimõtteliste muudatustega meie äritegevuse DNA-s.<sup>51</sup> Ajutise juhtimise kontseptsioon sobib siia hästi, sest selle

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<sup>51</sup> Robeson (2003).



edasist evolutsiooni ja levikut toetavad niisugused tehnoloogialeiutised nagu Internet. Ülemaailmse veebi kiire levik<sup>52</sup> võib muuta võimalikuks virtuaalse ajutise juhtimise rakendamise Eestis suurte vahemaade tagant. Virtuaalne ajutine juhtimine võib seega kujuneda uurimisteenaks, mis vajab tulevikus sügavamat käsitlemist.

Edasised uuringud ajutise juhtimise alal ja eriti selle teistesse riikidesse ülekantavuse suhtes võivad pakkuda uusi pilguheite ajutise juhtimise kasutamisele innovatsiooniprotsessis. Erilist väärtust võivad sealjuures omada Saksamaa kui EL väljakujunenud liikmesriigi ja Eesti kui EL uue liikme näide.

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<sup>52</sup> Vt RIPE-Networki koordineerimiskeskuse informatsiooni ([www.vm.ee/estonia/kat\\_172/281.html](http://www.vm.ee/estonia/kat_172/281.html)), mille kohaselt on Eesti Kesk- ja Ida-Euroopa riikide seas esikohal Interneti hostide arvu poolest ühe elaniku kohta ning edestab ka suuremat osa ülejäänud EL riikidest.

## 9. Järeldused

### 9.1 Kokkuvõte

Käesoleva uurimuse eesmärk oli analüüsida avaramas innovatsioonikontekstis üht uut ja paindlikku töövormi ehk täpsemini ajutist juhtimist.

Uurimistöö keskendus alljärgnevatele põhiküsimustele:

- 1) Mis on sellises juhtimisvormis uudne ning millises innovatsioonikontekstis ja millise profiiliga ajutist juhtimist on edukalt kasutatud?
- 2) Kuidas õnnestus juhtimistegevuse kitsaskohtade all kannatanud Saksa ettevõtetel ajutise juhtimise integreerimise abil stimuleerida uuenduslikkust ja saada üle innovatsiooni teel eksisteerinud takistustest?
- 3) Milliste teooriatega on võimalik selgitada ajutise juhtimise kui uudse juhtimiskontseptsiooni evolutsiooni ja levimist Euroopas ning milliseid nendel teooriatel põhinevaid uurimistulemusi ajutise juhtimise rakenduste kohta Saksamaa innovatsioonikontekstis saab üle kanda Eestile?

**1. peatükis** on tutvustatud kõigepealt sissejuhatavalt innovatsiooni kui ettevõtete ühe põhi ülesande olulisust ning seejärel käsitleti ajutise juhtimise kui uuendusliku ja paindliku töövormi tähtsust seoses innovatsiooniga nii teoorias kui ka praktikas. On täpsustatud innovatiivse ettevõtte definitsiooni. Lisaks on vaadeldud ettevõtete innovatsioonisuutlikkuse tähtsust riigi majanduselu seisukohalt üleüldse ja konkreetselt seoses Eesti astumisega Euroopa Liitu 2004. aastal. Seejärel uuriti vajalike kvantitatiivsete ja kvalitatiivsete juhtimisressurssidega varustamist uute ja paindlike juhtimisvormide – täpsemini ajutise juhtimise – rakendamise kaudu eelnevalt tutvustatud majanduse konkurentsiprintsiibi baasil, mis hõlmab ka implitsiitseid selektsiooni- ja innovatsioonimehhanisme ning ettevõtete permanentseid optimeerimisprobleeme. Esimene peatükk lõpeb käesoleva uurimuse kontseptsiooni tutvustamisega.

**2. peatükis** on käsitletud ajutise juhtimise mõistet lingvistilisest, institutsionaalsest, funktsionaalsest ja juriidilisest aspektidest, see klassifitseeriti ning seejärel eristati ajutised juhid sisejuhtidest ja välistest juhtimisnõustajatest kui alternatiivsetest isikuterühmadest. Nenditi, et erinevalt oma alaliselt tööle rakendatud kolleegidest ei ole ajutised juhid allutatud tööandja juhtnõuadele. Teistest erelistest tunnusoontest tuleks mainida juba algusest peale kindlaks määratud ajapiiri nende tööerakendamisel ja töötasu maksmist vastavalt tegelike töötundide arvule. On konstateeritud, et erinevalt juhtimisnõustajatest seisneb ajutiste juhtide tugevus juhtimisabinõude kohustuslikus rakendamises ja juurutamises ning et erinevalt juhtimisnõustajatest on nad tihtipeale varustatud laiaulatuslike volitustega langetada otsuseid ja jagada korraldusi. Seevastu juhtimisnõustajad pakuvad juhtimisabinõude kavandamisjärgus üpriski analüütilist ja kontseptuaalset laadi abi teatavates konkreetsetes valdkondades. Eelkirjeldatud erinevustele toetudes võib tuletada ajutise juhtimise jaoks alljärgneva definitsiooni:

“Ajutine juhtimine kujutab endast välisjuhtide ajutist toomist ettevõttesse, et kõrvaldada kitsaskohad juhtimises situatsioonispetsiifiliste juhtimisoskuste rakenda-

misega ettevõttes. Ajutised juhid omavad piisavat pädevust ja volitusi, et juhendada kõrg- ja kesktaseme juhtkonda.”

Teine peatükk lõpeb lühikokkuvõttega ajutise juhtimise rakendamise ajaloost Saksamaal.

**3. peatükis** tutvustatakse enne ajutiste juhtide võimalike rakendusviiside käsitlemist juhtimise tulemuslikku mõju innovatsiooniprojektide puhul. Nii näiteks osutus võimalikuks selgitada välja mitmesugused ajutiselt lisanduvad või täiskohaga täidetavad juhtimisrollid innovatsiooniprojektides.

Peatükis nenditakse, et innovatsiooniprojektide tulemusliku elluviimise taga on alati potentsiaalsete kitsaskohtade kõrvaldamine juhtimises. Neid kitsaskohti saab jaotada juhtimissuutlikkuse kvantitatiivseteks kitsaskohtadeks, mille põhjuseks on kas pädevate töötajate puudumine või kokkuhoiusooov, ja juhtimisoskuste kvalitatiivseteks kitsaskohtadeks, mis väljenduvad näiteks uute toodete turustamiseks vajalike oskuste nappuses. Sellest tulenevalt valitakse välja kriteeriumid, mille abil mõõta ajutiste juhtide tegevuse tõhusust kõnealuste kitsaskohtade kõrvaldamisel ettevõtte nõuete optimaalse rahuldamise seisukohalt, mis hõlmab sisemisi nõudeid juhtkonnale aja, kvaliteedi ja kulusäästlikkuse suhtes.

Ajakriteerium puudutab esiteks seda, kui kiiresti on võimalik pärast kitsaskoha tuvastamist alustada selle likvideerimist, ja teiseks ajavahemikku, mis on vajalik selle kitsaskoha kõrvaldamiseks. Kvaliteedikriteeriumiga mõõdetakse ühtaegu mitmeid parameetreid: vilumust, oskusteabe edasiandmist, objektiivsust ja suutlikkust pakkuda organisatsioonile uuenduslikke impulsse. Kulusäästlikkuse kriteerium hõlmab ettevõtte rahalisi väljaminekuid kitsaskoha kõrvaldamiseks.

Järgneb juhtimise kitsaskohtade kõrvaldamise nelja võimaliku variandi ja nende põhimõtteliste eeliste ja puudujääkide tutvustus nimetatud kriteeriumide alusel. Esimene variant on mobiliseerida ettevõttesisesest restruktureerimisest ja täiendava väljaõppe andmisest teel olemasolevad juhid. Teine variant on värvata tööle uued juhid ja kolmas – kaasata välisnõustajad. Neljas variant on seotud ajutiste juhtide rakendamisega, kes integreeritakse ettevõttesse kitsaskoha kõrvaldamise ajaks ja kes lahkuvad sealt pärast kokkulepitut ajavahemiku lõppemist.

Ettevõtte juhtimise optimeerimise analüüsimisel esinevaid probleeme – nagu ka probleeme, mis on seotud sellega, kuidas mõõta ajutise juhi rakendamise perioodi jooksul ühtaegu aja kasutamise tõhusust, säästlikkust ja kvaliteeti – on võimalik lahendada empiirilise uuringu abil, muutes ajakriteeriumi kvaliteedi- ja kokkuhoiukriteeriumist prioriteetsemaks.

Lõpuks rõhutatakse seda, et ajutine juhtimine on üldjuhul üks ettevõtete paindliku juhtimise võimalusi. Lisaks sellele näidatakse, et ajutist juhtimist võib pidada innovatsioonivõrgustike integraalseks koostisosaks ja seetõttu on see ka üks osa tähtsast juhtimiskontseptsioonist interaktiivsete innovatsioonimudelite raames.

**4. peatükis** tutvustatakse kasutatud uurimismeetodit ja tuuakse ära kokkuvõtte empiirilise uuringu peamistest tulemustest. Tähelepanu keskpunktis on valitud uuringumetodoloogia ja analüüsi struktuuri tutvustamine ning peamised empiirilised

tulemused ajutiste juhtide rakendamise kohta Saksa ettevõtete innovatsiooni-kontekstis.

**5. peatükis on** kasutatud eelmises peatükis kirjeldatud uuringu käigus genereeritud empiirilisi andmeid selleks, et arendada välja ajutise juhtimise kontseptuaalne mudel. Selle kontseptuaalse mudeli abil hõlmatakse ühtsesse konteksti ajutise juhtimise üksikute järkude – tuvastamine, kavandamine, elluviimine ja kontroll – puhul toimivad spetsiaalsed käitumismallid ning asjakohane juhtimine ja töötajate motiveerimine ajutise juhtimise rakendamisel. Peatüki esimese osa lõpetavad ajutise juhtimise rakendamise projektiorganisatsiooniga ja eetiliste aspektidega seotud teemad. Eeltoodu alusel uuritakse ajutiste juhtide rakendamist seoses uute strateegiliste suundade (uute ja täiustatud toodete valmistamine, uute ja täiustatud tootmisviiside juurutamine, uute ja täiustatud müügi- ja ostuvõimaluste hõlvamine) ning organisatsiooni ja äriprotsesside uue orientatsiooni juurutamisega.

Empiiriliste uuringute tulemused näitasid, et ajutise juhtimise rakendamisega saab lahendada nii juhtimise kvantitatiivsete kui ka kvalitatiivsete kitsaskohtadega seotud probleeme. Nende tulemusteni jõudmisel arendati – kooskõlas käesoleva uurimuse pragmaatilise teadusliku eesmärgiga – välja abinõud, mille abil saab ajutise juhtimise rakendamisel ületada takistusi iseäranis finantsalaste ja organisatsiooniliste uuenduste teelt.

Empiirilise analüüsi põhjal on nenditud, et ajutine juhtimine on üldjuhul üks ettevõtete päindliku juhtimise võimalusi ning esindab lisaks sellele ka juba iseendast üht ettevõtete uuendusmeelse organiseerimise vormi.

**6. peatükis on** vaadeldud uurimistulemuste ülekantavust Saksamaalt Eestile, võttes iseäranis arvesse ja kohaldades konvergenti- ja divergentsialast diskussiooni ning neoinstitutsionalistlikke teooriaid. On leitud täpsemaid tõendeid ja selgitusi ajutise juhtimise institutsionaal-konvergentse evolutsiooni ja levimise kohta Euroopas. Tehnoloogilised, majanduslikud ja institutsionaalsed mõjurid on tuvastatud sealjuures mitte üksnes selgitavate teguritena seoses ajutise juhtimise evolutsiooni ja levimisega Euroopas, vaid ka kui võtmetegurid, mida tuleb respektierida Saksamaal saadud uurimistulemuste ülekandmisel Eestile. Pärast Eesti positsiooni lühidat tutvustamist 2002. aasta aruandes “Euroopa innovatsiooni saavutused” ning Eesti ettevõtete innovatsioonisuutlikkust puudutavate valitud empiiriliste uurimistulemuste analüüsi on nenditud, et on olemas huvitav paralleel Saksamaa ja Eesti ettevõtetes esinevate innovatsioonibarjääride vahel. See paralleel algab niisugustest piiravatest teguritest, nagu näiteks rahaliste vahendite nappus, suured innovatsioonikulud, puudujäägid juhtimise kvaliteedis ja juhtimise mittevastavus juhtimisprintsipiidele. Järgneb kokkuvõtte soovitudest valitud strateegiliste ja organisatsiooniliste abinõude kasutamiseks ajutise juhtimise rakendamisel innovatsiooni teele asunud ettevõtetes, mille puhul peetakse eriliselt silmas tutvustatud innovatsioonibarjääride kõrvaldamist Eesti ettevõtetes. Sellest aspektist vaadelduna kujutab käesolev uurimus, milles esitletakse ajutist juhtimist kui uut ja uuenduslikku tegevusvormi, endast mitte ainult üht võimalust kvalitatiivsete ja kvantitatiivsete kitsaskohtade kõrvaldamiseks Eesti ettevõtete juhtimisel, vaid uurimuses pakutakse välja ka soovitusi innovatsiooni teel leiduvate tüüpiliste takistuste ületamiseks, kusjuures nende hulka kuuluvad näiteks rahaliste vahendite nappus, suured innovatsioonikulud ning sisemise ja välise

informatsiooni ja kommunikatsiooni puudulikkus käesolevas uurimuses kasutatud holistilise lähenemise mõttes.

Lõppkokkuvõtteks võib öelda, et ajutine juhtimine kujutab endast võimalust edastada paindlikult situatsioonispetsiifilisi teadmisi ja oskusi konkreetsete kitsaskohtade kõrvaldamisel juhtimistegevuses, muutes seega võimalikuks ka innovatsioonibarjääride samaaegse tõhusa kõrvaldamise. Ajutine juhtimine saab pakkuda innovatsiooni kontekstis ettevõtte innovatsioonitegevuse nii välist skaneerimist kui ka sisemist skaneerimist, mille tulemusena osutub võimalikuks ettevõtte asjakohaste innovatsiooniresursside mobiliseerimine. Ajutine juhtimine mitte üksnes ei toeta ettevõtete juhtimise paindlikkust, mis on vajalik adekvaatseks reageerimiseks keskkonna dünaamilisele muutumisele, vaid selle tulemuseks – nagu illustreerib ka Eesti näide – on ühtlasi ettevõtete parem integreerumine riigi ja rahvusvahelisse innovatsioonikeskkonda. Selle tagavad ajutiste juhtide üha suurenev arv ja kiire kättesaadavus ning nende kogemused ja oskused. Liiatigi toetavad paindlikkust ajutiste juhtide töölepingute lihtsad tingimused, lühem etteütlemissaeg lahkumisel ja fikseeritud kulude puudumine. Need ajutise juhtimise eelised on siiski seotud konkreetsete isikutega ning sõltuvad seega sobiva ajutise juhi valimisest ja kättesaadavusest. Lisaks kaasnevad ajutiste juhtide rakendamisega kõrged nõudmised rakendamisprotsessi suhtes innovatsioonikontekstis.

Edaspidised uuringud ajutise juhtimise alal – ja eriti selle ülekantavuse suhtes üle riigipiiride – võivad pakkuda uusi väärtuslikke pilguheite ajutise juhtimise kasutamisele innovatsiooniprotsessis. Erilist väärtust võivad sealjuures omada Saksamaa kui EL-i väljakujunenud liikmesriigi ja Eesti kui EL-i uue liikme näited.

## 9.2 Piirangud

Käimasoleval teadustööl on kahtlemata olemas ka omad piirangud.

Kõigepealt on ajutise juhtimise kontseptsioon suhteliselt uudne teaduslikule uurimisele allutatud juhtimiskontseptsioon. Seepärast on tähtis analüüsida, tuvastada ja hinnata praktikas vaadeldud ajutise juhtimise ilminguid. On ilmne, et Saksa ettevõtete innovatsioonisuutlikkust mõõdeti üksnes ajutise juhtimise vaatepunktist, mis ei pruukinud sugugi arvesse võtta kõnealuste ettevõtete individuaalse evolutsiooni malle. Seetõttu oleks soovitatav uurida kombineeritult nii ajutisi juhte kui ka ettevõtteid.

Teiseks on empiirilise uuringu longitudinaalsus piiratud kriitilise tähtsusega minevikuandmete kogumisega. Uuring jääb seega oma ülesehituselt peamiselt läbilõikeliseks. Ehkki niisugune meetodika on empiiriliste uuringute puhul üks väljakujunenud variante, tuleks siiski ideaalseks lugeda võimalust, et pikemaajalise vaatlusega kogutakse longitudinaalseid andmeid – kuigi nende kogumine on kahtlemata raske.

Kolmandaks peab nentima, et ehkki innovatsiooni kontekst on praegu kaetud soliidse uurimistraditsiooniga, kujutab see endast ettevõtete jaoks pidevalt uuenevat mõjurite allikat, sest innovatsiooni vormid muutuvad. Seetõttu tuleb käesoleva uurimuse tulemusi teistele ettevõtluskontekstidele laiendades meeles pidada, et üksikute

ettevõtete innovatsioonisuutlikkus on mitmekesise iseloomuga ja innovatsioon kui selline on komplitseeritud nähtus.

### 9.3 Väljavaated

Interneti töötas akadeemik Douglas C. Engelbart USA California osariigis tulemusrikkalt välja küll 1962. aastal, kuid õige hoo sai see sisse alles 1998. aastal. Ajutise juhtimisega on suurel määral samasugused lood. Vahe seisneb selles, et progress on traditsiooniliselt olnud seotud tehnoloogiaga. Sedapuhku aga on tehnoloogia progress ise seotud põhimõtteliste muudatustega meie äritegevuse alustes.<sup>304</sup> Ajutise juhtimise kontseptsioon sobib siia hästi, sest selle edasist evolutsiooni ja levikut toetavad niisugused tehnoloogiaalased leiutised nagu internet. Interneti ülemaailmne kiire levik<sup>305</sup> võib ühtlasi muuta võimalikuks rakendada virtuaalset ajutist juhtimist pikkade vahemaade tagant. Üks täiendav eelis seisneb veel asjaolus, et ajutise juhi füüsiline kohalolek ettevõttes on sageli vähese tähtsusega. Juhid tegutsevad üha suuremal määral ülemaailmsetel turgudel ja erinevates maailmajagudes, suunates oma tootmisüksusi ja teisi tütarorganisatsioone sülearvuti ja interneti vahendusel. Saab järjest selgemaks, et juhil peab olema kaks põhipädevust: oskus panna õiged inimesed tegema ettevõtte jaoks õigeid asju ning selle jaoks vajalikud juhtimisteadmised.

Üks tööjaotuse tänapäevaseid viise virtuaalse ajutise juhtimise kontekstis on ülalnimetatud kahe komponendi jagamine erinevate partnerite, teadevjuhi ja täitevjuhi vahel. Vajalikke teadmisi ja oskusi omava teadevjuhi roll selles tööjaotuses oleks otsekui spetsiaalselt loodud virtuaalse ajutise juhi jaoks. Teadevjuhust virtuaalne ajutine juht saab, sõltumata oma geograafilisest asukohast, abistada nii nõu kui ka teoga peaaegu kõiki ettevõtteid. Sellisel moel paranevad ajutise juhtimise rakendamisel aja, kulusäästlikkuse ja kvaliteedi kriteeriumide näitajad veelgi. Ka toiminguaegade ja -kulude kahanemine ning teiste ajutiste juhtide ja ekspertide teadmiste abiksvõtmine interneti vahendusel võivad selle juhtimistüübi – ajutise juhtimise – tõhusust märkimisväärselt suurendada.

Ühtaegu on kiiresti kasvamas virtuaalsete ettevõtete arv, ehkki paljud nendest ei ole veel avalikkuse ette astunud. Virtuaalsetel ettevõtetel puuduvad peaaegu täielikult kontori- ja tootmisruumid, neil ei ole peaaegu ühtki töötajat ja enamasti teostavad nad oma äritegevust interneti kaudu. Üks virtuaalsete ettevõtete näiteid on firma Clutterbuck Associates. Selle firma eesmärk on uurimisprojektide ja eksperthinnangute publitseerimine kogu maailma ulatuses. Lisaväärtuse tootmisega tegelevad vabakutselistest ajakirjanikest ja teadlastest koosnevad rahvusvahelised töörühmad. Clutterbuck Associates on küll esindatud erinevates maailmajagudes, kuid firmal puuduvad neis kohapealsed bürood ja ta ei maksa kellelegi alalist palka. Üksikute publikatsioonide projektijuhtimine vahetub ühest maailmajaost teise üle minnes sõltuvalt sellest, kes peab projektiplaani täitmiseks mingisugusel ajahetkel midagi tegema.

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<sup>304</sup> Robeson (2003).

Virtuaalne ajutine juht võib tegutseda sellises virtuaalsete ettevõtete võrgustikus projekti erinevates järkudes erinevates rollides ja täita erinevaid ülesandeid nii täiskoormusega kui ka osalise koormusega.

Homse päeva innovatiivsetes ettevõtetes omandavad virtuaalsed ajutised juhid kahtlemata üha olulisema positsiooni, sest sellised ettevõtted on jagunemas väiksemateks ettevõteteks ja võrgustikeks. Need aga peavad paratamatult kohanema paindlikumate töövormidega, et toime tulla järjest uuendusmeelsemas konkurentsikeskkonnas.

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<sup>305</sup> Vt RIPE-Netzorki koordinatsioonikeskuse informatsiooni ([www.vm.ee/estonia/kat\\_172/281.html](http://www.vm.ee/estonia/kat_172/281.html)), mille kohaselt on Eesti Kesk- ja Ida-Euroopa riikidega seas esikohal internetihostide arvu poolest ühe elaniku kohta ning edestab ka suuremat osa ülejäänud EL riike.

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## List of Acronyms and Abbreviations

AG	Aktiengesellschaft
AÜG	Arbeitsüberlassungsgesetz
BGB	Bürgerliches Gesetzbuch
CAD	Computer Added Design
CC	Candidate Countries
CEO	Chief Executive Officer
CIS	Community Innovation Survey
Corp.	Corporation
CPA	Certified Public Accountant
DNA	Desoxyribonuclein-Acid
EBRD	European Bank for Reconstruction and Development
EE	Estonia
EDI	Electronic Data Interchange
EIS	European Innovation Scoreboard
EPO	European Patent Office
EMAS	Environmental Management and Audit Scheme
ESTAG	Estonian Technology Agency
EU	European Union
FDI	Foreign Direct Investment
GAAP	General Accepted Accounting Principles
GBO	Generic Business Opportunities
GmbH	Gesellschaft mit beschränkter Haftung
GDP	Gross Domestic Product
GNP	Gross National Product
HHL	Handelshochschule Leipzig
HRM	Human Resource Management

ICT	Information and Communication Technology
IM	Interim-Management
Inc.	Incorporated
INSTI	Innovation-Stimulation (Network)
ISO	International Standard Organization
IT	Information Technology
KG	Kommandit-Gesellschaft
KGaA	Kommandit-Gesellschaft auf Aktien
KSchG	Kündigungs-Schutzgesetz
LV	Latvia
LT	Lithuania
LRP	Long Range Planning
MIT	Massachusetts Institute of Technology
MNC	Multinational Corporation
NBS	National Business System
PPS	Production Planning System
R & D	Research and Development
S & E	Science and Engineering
SEC	Securities and Exchange Commission
SES	Senior Expert Service
SME	Small and Medium-Sized Enterprises
TAM	Turnaround Management
TQM	Total Quality Management
UK	United Kingdom
USA	United States of America
USPTO	United States Patent and Trade Mark Office
VC	Venture Capital

## CURRICULUM VITAE

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### Education:

- Primary school 1972 – 1976  
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- Apprenticeship industrial merchant 1982 – 1985  
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Nottingham University /  
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- Tax consultant exam (Steuerberater) 1997

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- Professional experience:**
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  - U.S.GAAP / IAS / German stat. reporting expertise
  - International tax restructuring
  - M & A projects (due diligence / valuation / PMI)
  - Pension plan change to DC-plans
  - Cash management (pooling, factoring)
  - Financial business development concepts established for corporate bank approval (financed thru financial engineering mainly pensions, tax)
  - Restructuring / Customer Segmentation
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- Resalers (Coop), breweries (Binding), advertising (Publics), cinema (UfA – Apax / Pricoa financial investors project), automotive (Lydall Inc. – industrial investors project), special chemicals industry (Crompton Corp. – industrial post-merger)

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