

Stefan Johann Leirich

Establishing a 'Big Company Manager' as a Self-employed Freelancer in Interim Management & Management Consulting

Strategic Key Success Factors

Master's Thesis

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**Finding Strategic Key Success Factors for Establishing a 'Big Company Manager' as a
Self-employed Freelancer in Interim Management & Management Consulting**

by

Stefan Johann Leirich

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Management Research Challenge submitted in partial fulfilment of the requirements
of the degree of

Master of Business Administration

Executive summary

The title of this research project gives an indication of the subject. It explores four issues for a start-up in business in the DACH region, in order to find strategic key success factors for establishing me as a self-employed freelancer in Interim Management and Management Consulting.

There are further four research questions with objectives addressed in my investigation which have been focused on.

Part of the research involved interviewing sixteen people with knowledge/experience of Interim Management and/or Management Consulting. During the interviews, eight questions have been asked regarding an Interim Management working model/market and Management Consulting Marketing/Image. The developed interview questions have been semi-structured with a small guiding introduction. The interview questions helped to develop a more cogent understanding of the issues and findings, and the interrelationships related to the issues.

Conclusions have been, that the research questions have been answered, and recommendations made as follows hereafter.

Why does the number of new Interim Managers reduce in Europe? With the objective to find the root cause. This conclusion is clear, that supports the objective with the well running economy in DACH for long term are less and less managers in permanent employment have been thinking to decide for the working model of Interim Management. So, the ones active in the market obviously consciously opts for this working model are therefore already longer than two years in business. The recommendation is clear, that if any permanent employment does not meet my expectations, Interim Management is a highly attractive alternative as a self-employed freelancer, but only in full time possible by replacement of any permanent manager role at any company with required on-site work.

What is my profile as Interim Manager? With the objective to detect a successful path in the Interim Management market. This conclusion is clear, that supports the objective with a need for a better profiling are no signs visible of any bubble in the Interim Management market for DACH. The recommendation is clear, that my individual profile (i.e.

based on my educations, experiences, capabilities, expectations, reflections) will enable me to find contracts fitting to me.

What makes marketing in Management Consulting effective? With the objective to turn marketing to an advantage for my small consultancy. This conclusion is clear, that supports the objective with an individual mix to approach customer fields are turning making to an advantage. This recommendation is clear, that a strong individual network will allow me to approach the diverse customer fields in an efficient way to finally get new contracts. I cannot ignore any single field, because of strong dependencies and connections within the different field.

What is it that makes me special, unique on some dimension as a Consultant? With the objective to set an image for sale to clients. The conclusion is clear, that supports the objective with an individual image based on speciality and uniqueness to sell a vested image to any customer. The recommendation is clear, that to not offer anything what in the end I am not able to deliver, because this will bring an image down to be repudiated finally. It might be once extremely difficult to turn a bad image into a good image.

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