

Project final report

Manager: STEFAN J. LEIRICH

Employment with the company: xxx AG

Job title: Head of Procurement and Fleet

Period: 01/2022 - 03/2022

Supervising Director: xxx

Report date: 04/2022



SJL Management & Consulting

Vacancy bridging at xxx AG in Germany

- Takeover of the role from the job holder within 2 weeks
- Optimisation of billing for Covid testing, PPE inventory range, fleet costs and insurance claims
- Further development of the project purchasing organisation for planned business growth in new fields
- Cost avoidance of around EUR 1 million, leading to an EBIT increase
- Start-up of product group management in Professional Services (approx. EUR 0.3 million cost avoidance, leading to an EBIT increase)



Company details

- Provider of nursing and care services in Europe, employing more than 23,000 FTEs in Germany alone, operating over 250 facilities with 27,000 inpatient care places and around 3,000 assisted living flats
- Purchasing volume in Germany is around EUR 280 million (gross)



Situation and challenge

- Job holder moved to the Management Board in February 2022
- Takeover of all tasks within two weeks
- Central team in Munich showed signs of overwork



Objectives and tasks

- Bridging the time until a new permanent job holder started
- Induction of the successor within four weeks from March
- Support for the team and/or the organisation



Measures and procedure

- Building trust within the team and organisation
- Immediate takeover of ongoing tasks and representation of the department on committees
- Immediate takeover of special issues for the CFO & COO



Results and successes

- Avoidance of around EUR 1 million cost increase for the current FY
- Development of category management for Professional Services (analysis, negotiation)
- Task was bridged & handed over without any major issues
- Team, peers and Management Board gave positive feedback on performance