



Studio Temporary Manager™
SOLUZIONI MANAGERIALI SU MISURA



ABOUT US

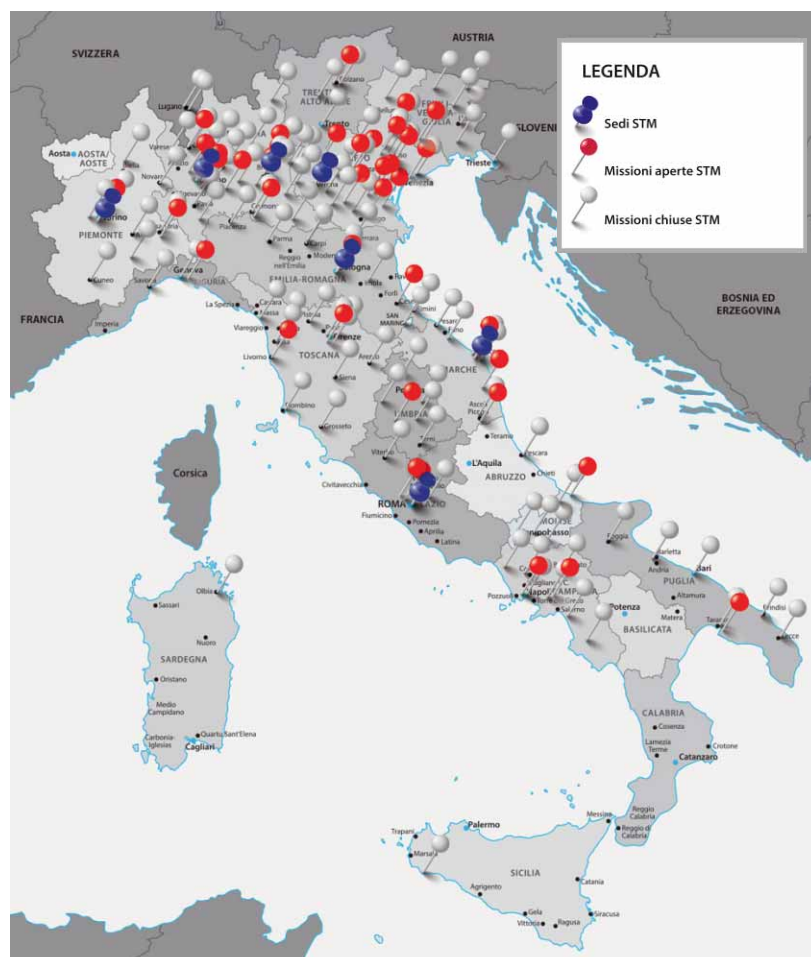
Studio Temporary Manager™ S.p.A. is the 1st company in Italy with entirely Italian capital, specialized in Professional Temporary Management services, in terms of turnover and number of missions (currently present in 45 companies with 60 managers employed), is ISO 9001:2015 - EA 37 certified for facilitated training 4.0 and has a multidisciplinary team of 40 managers, including 4 partners, 4 Equity partner, 28 Business Partner and 4 employees.

Studio Temporary Manager™ S.p.A. is also specialized in Executive Search & Selection of Interim and Permanent Managers, having a database of thousands of top managers and chief directors in Italy and WW, available in few days to start a new mission (authorization of the Ministry of Labour and Social Policies I003S032229 and it is registered at section IV of the Employment Agency Register).

Studio Temporary Manager™ S.p.A. deals with turnaround company projects, business improvement, development, and business relaunch. The preferred approach is through teams lead by trusted Interim Managers, supported during the mission by STM Members via specific Executive Committees.

Studio Temporary Manager™ S.p.A. adopts full flexibility in its contracts, if project goals are achieved in advance a client may reduce the mission or the client may increase the scope of the mission as required. In both these cases, our clients can decide at any moment to reduce or increase the number of days in which the managers are involved, as well as suspending the mission without any notification or penalty.

Studio Temporary Manager™ S.p.A. with main headquarter in Verona and commercial offices in Milan, Turin, Rome, Bologna and Ancona, has 17 Equity/Business Partners selected in the following towns: Milan, Bolzano, Bergamo, Brescia, Vicenza, Treviso, Padova, Venezia, Pordenone, Boulogne, Modena, Turin, Florence, Naples, Ancona, Rome and Republic of San Marino.



1st

Provider with
Italian capital

12

Years of
STM history

5

Turnover,
Million Euros

6

Locations
in Italy

40

Team

42

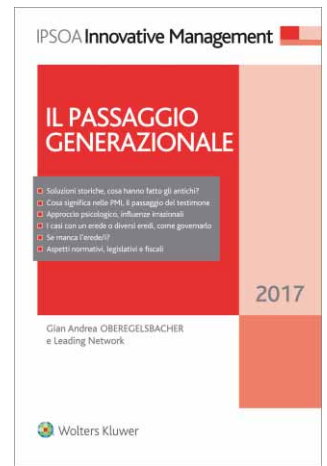
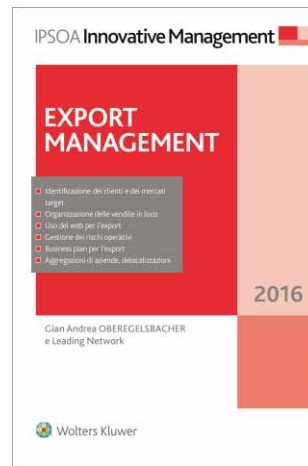
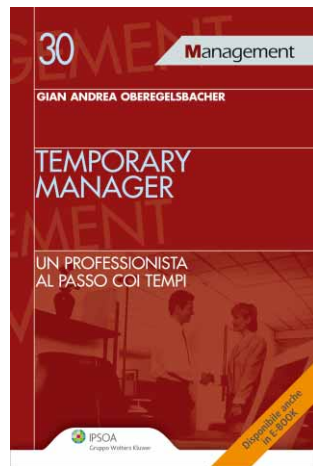
Missions
in progress

60

Managers
involved

INTERIM MANAGEMENT EXPERTS

The 4 books about Interim Management written by business partners of STM published by Wolters Kluwer Italia (Ipsos Editore).



The high quality and success of STM missions (70% of them are extended to expiry), is due to the choice of the most experienced and suitable manager for the client company, in terms of size, type, history and peculiarities of the same, together with the supervision of the STM Equity Partners, which allow the continuous monitoring and control of the mission, the appropriate empowerment, also through the initial Operational Plan and GANNT, later verified in periodic periodic Executive Committees, together with training at the beginning of the mission, of each employed manager.



STM 10th anniversary celebrations at the Museo delle 1000 Miglia

INTERIM MANAGEMENT SOLUTIONS



Studio Temporary Manager S.p.A.™ deals with corporate turnaround, improvement, development and corporate relaunch projects, through interventions in selected and trusted Interim Manager teams, supported and followed directly by the Partners during the mission in specific Executive Committees, up to the completion.

FIELD OF APPLICATION

- **Team Missions:** complex projects that require a multidisciplinary team of managers that work together within fixed time frames;
- **Interim Full Time:** carrying out defined Projects with a single manager, with continuous supervision and strong incisiveness which is typical of Top Management projects;

- **Interim Part Time:** performance of medium-term, in which the company needs a manager
- 2/3 days per week and a limited budget.

HOW WE INTERVENE

- Definition and sharing of the objectives between STM and the company involved
- Timing, methods of intervention and expense reports
- Choice of the manager or the team of managers in charge
- Development of the assignment
- Supervising, controlling and monitoring
- Closure of the project



COMPANY CHECK UP

A crisis can be a stimulus and an opportunity to look at one's own company with external and unbiased eyes. A crisis can present an opportunity, not only to manage the current stressed situation, but also to solve the persistent problems inherent in every company that are difficult to solve by those who work within it.

The checkup serves to take an up-to-date snapshot of the company from a 360° viewpoint, highlighting critical areas, risks, or inefficiencies on which to intervene, it lasts about 1 month and involves 5/6 STM managers, it is inexpensive and non-invasive as it consists of 5/6 operational days in the company, concluding with the final presentation to the owners.

- Finance, Banks, Administration
- Operations & Supply chain
- Commercial & Marketing
- Benchmark on Competitors, last 10 years
- IT Systems & Management Control
- Corporate Climate & Human Assets



OPERATIONS & SUPPLY CHAIN

Operational efficiency passes through the correct design and industrialization of the product, the adequate industrialization of the process, the efficiency of the production processes and the maximum effectiveness of the supply chain.

The Interim Operations Manager must have great experience and specific seniority in the sector and in the role, to immediately guarantee maximum effectiveness without the typical induction of a permanent. In addition, all STM managers are highly operational with a “hands-on” approach.

- Operations and Plant Management
- Production Management
- Supply Chain Management
- Procurement, Reshoring, Nearshoring and Backshoring
- Process Engineering
- Production Efficiency
- Technical Management - Design - R&D
- Lean Transformation



SALES & MARKETING

In today's market an effective business development requires a holistic approach that is firmly interlinked with a marketing-oriented vision. This is especially true for Export Management. A marketing-oriented vision encompasses strategic marketing, digital marketing, operational marketing and sales.

Even SMEs, historically less accustomed to developing a synergetic approach between Sales & Marketing, are quickly adapting. They are taking greater control of their sales network, studying new sales channels and importers/retailers:

- General strategy for approaching export markets;
- Positioning of the company or brand(s);
- Brand image / Brand identity;
- Website update and organic social media development;
- Google Ads;
- Identification of target markets;
- Market and competitor analysis (benchmarking);
- Communication and marketing strategy for entry into target markets;
- Budgeting;
- CRM;
- (possible) re-positioning in a «green - sustainability» key.



FINANCE & CONTROLLING

Within a few days STM is able to place interim CFOs in the company who can quickly take over the management of administration, finance and control. The CFOs are normally overqualified for the role, which allows them to understand the situation and “hit the ground running” Part-time interim managers can also be brought in when appropriate. High seniority helps to have the necessary leadership over employees and the necessary authority towards top management. The operational approach is very focused on solving problems and critical issues, fast.

- Administration and accounting management
- Drawing up financial statements
- Management control
- Industrial controlling
- Treasury and banking management
- Office management
- Debt collection management



TURNAROUND

STM's Corporate Turnaround & Financial Restructuring service assists companies in financial crisis and/or pre-insolvency, also with STM Interim Managers who also act as CROs (Chief Restructuring Officers).

STM has many years of specific and successful experience in relaunching companies in difficulty, realized through the placement of interim managers in close collaboration with the accountants and lawyers of referring to the entrepreneur.

- Advisors for the preparation of certified recovery plans, debt restructuring agreements and settlement with creditors both in continuity and liquidation
- Estimates of the economic value of the entire company or its branches
- Preparation of restructuring business plan
- Independent Business Review
- Detection of third-party investors/hirers
- Working capital & cash management
- Implementation of alert systems to prevent future insolvency or financial stress situations



BUSINESS RATIONIZATION

Rationalization can involve the aggregation of business units, divestment of businesses that are no longer strategic or profitable and concentration of support activities at Corporate level. Also re-shoring and in-shoring may be necessary to guarantee the profitability of the business (especially in complex corporate contexts, multinationals, post-M&A operations, fund participations and club deals).

STM can provide the appropriate managerial support to extraordinary operations in various scenarios:

- Business unit divestment / cessation of activities by drawing up the divestment operating plan, guaranteeing the continuity of industrial activities until termination and managing the necessary trade union and institutional and institutional negotiations
- Industrial transfer support, including the securing know-how, aggregations of plants, transfer of machinery and equipment and start-up of new production sites, including green field or brown field
- Corporate-level aggregation of support functions (AFC, HR, Supply Chain and procurement) according to the logic of cost optimization and maximum efficiency



M&A

Pre-M&A activities (Strategy and Performance Improvement). The STM multidisciplinary team can implement specific plans to maximize business value through the improvement of business processes and governance, the implementation of new business strategies, direct intervention in operations, implementation of business plans, turnarounds, and corporate and capital restructuring.

Post-M&A activities (M&A integration) Also the STM multidisciplinary team can execute post-M&A activities such as operational integration/aggregation of different businesses, organizations and information systems,

planning and monitoring the results obtained in the first transition period.

STM can be useful to institutional or industrial investors as a deal proposer or with the following options:

- offering management for the companies they acquire in Italy, to manage operations or facilitate mergers, timing searches 10/15 days.
- offer Business Due Diligence for the evaluation from the industrial point of view of the company to be acquired.
- inclusion of Shareholders or Business Partners of STM, in companies or Boards of Directors with delicate, dubious or difficult dynamics.



FAMILY SUCCESSION

STM specialises in generational transitions and is able to help the entrepreneur make the correct correct decisions, with managers from outside the company and with strong specific experience, with whom set the most suitable tactics and strategy for the family and the desired result, objectively achievable. If there are no heirs or if the heirs heirs are not up to the task, one should be free to have the manage it to experienced managers or sell the company for time, perhaps with an occasional commitment of representation, preserving the work of their employees who, often, in previous decadeshave contributed to the success of the entrepreneur.

Alternatives to the generational handover:

- The purchase of shares by a partner, be it a family member or not;
- The inclusion of external management in its different forms;
- Future corporate governance.
- Setting up a holding company.
- Listing on the stock exchange.
- The complete successional of the company.



INDUSTRIAL ADVISOR

The STM Industrial Advisor combines consolidated experience in the industrial field with considerable knowledge of financial issues and can objectively assess the industrial asset in its entirety. He knows how to verify the criticality and potential of production assets, analyses the criticality of the supply chain and verifies the real possibility of industrial synergies. It relates optimally with the Financial Advisor in the drafting of Business Plans, creating a synergy between the financial and industrial aspects of the company, avoiding, as often happens, that the economic simulations do not then have operational feedback.

- Industrial assets adequacy assessment
- Assessment of product and process competitiveness
- Analysis of Operations area organization and synergies
- Economic evaluation of industrial assets
- Drafting of industrial plans for both development and crisis
- Risk Assessment
- Outsourcing and Reshoring Plans



INDEPENDENT PARTICIPATION ON BOARD OF DIRECTORS

STM can quickly propose managerial figures of great depth and experience to be included as independent and qualified elements in the Boards of Directors, both in delicate or conflictual cases and in normal situations. The managers presented, in addition to their international standing, have the added value of a multi-disciplinary and professional Interim Manager company behind them, which can support them on issues where they do not have specific specialized skills and where they can confront each other to give even more depth to their independent presence on the Board, further qualifying it.

- Assistance in the analysis of business plans, investment plans, commercial or marketing development marketing, production reorganizations, etc.
- Assistance in organizational and personnel policies
- Assistance in analyzing critical company issues and search for solutions
- Assistance in revising the business model
- Assistance in analyzing markets and competition



RESEARCH & SELECTION

STM specializes in the search for managerial figures and function managers (middle managers or executives), both interim and permanent, in Italy and abroad.

STM works on databases of more than 3,000 managers, which allows it to be very fast and responsive and can produce the shortlist of candidates within a few days and to place the manager sought in the company, normally within 15 days.

STM combines experience in the search and selection of managers, with direct managerial experience. In fact, the recruiters are all long-standing managers, with deep knowledge of both roles and company dynamics.

- Search by STM for direct recruitment by the client;
- Team assignments: carrying out complex and multidisciplinary projects, with the need for a continuous, requiring the intervention of several managers simultaneously;
- Interim Full Time: performance of defined Projects with a single manager, with continuous supervision and strong incisiveness, suitable for the performance of mandates typical of Top Management;
- Temporary Part Time: Mode of collaboration linked to medium-term Projects in which the company needs a 2/3 manager.



HR & ORGANIZATION

In the life of a company there can be moments when there is a need for specialist HR competencies. Company reorganizations maybe necessary to meet business challenges, such as rapid growth, mergers or downsizing, plant closures, or simply re-direction of the organizational approach and personnel management.

There may also be a need to fill a vacant HR position very quickly, while waiting for a permanent position to be created. The best solution in these cases is not to overburden the structure, but to use experienced and capable temporary HR managers to manage the change under the supervision of the company.

- Company climate analysis
- Assessment and evaluation of potential
- Management of plant closures
- Management of organizational integration in company mergers
- Review of organization charts, procedures and job descriptions
- Development of compensation policies
- Retention policies for strategic figures
- Research and Selection of Temporary or Permanent managers.



INTERIM & TEMPORARY STAFF

When companies have an immediate need to cover managerial vacancies or replace managers, the Temporary Manager is the ideal solution due to the rapidity and above all the flexibility of the formula, which allows the client to use the service for the time and manner strictly necessary, with the possibility of varying or terminating the commitment at any time, without prior notice or charges and penalties to be borne by the client.

This formula becomes a very valid alternative to the employment of permanent figures with management contracts, especially in those situations where the company scenario is not yet definitive or consolidated, avoiding the risk of having to incur very high costs for the recruiting phase first and then, possibly, for the divestment phase.

STM is able to provide Senior Managers with the Temporary formula in case of:

- Immediate interim cover of First Line Staff (C-level)
- Support for M&A operations with immediate insertion of trusted managers for the time necessary until the transaction is stabilized and the subsequent insertion of Permanent Staff
- Interim Management during transition phases



PROJECT MANAGEMENT

The Interim Project Manager ensures the management of projects from development to construction and implementation, including authorizations, planning, technical and economic estimating, engineering, layout review, project controls, bid phase services, procurement, materials management, progress management, cost control, closure and verification. Equally important is the reporting of project progress and the timely analysis of any deviations and corrective actions. STM Project Managers have consolidated experience and are highly active in supporting the corporate structure.

- Relocation - aggregation of production sites
- Acquisition and installation of new plants
- Construction of new sites, also abroad
- Management of specific orders
- Development and start-up of production of new products
- Technology transfer
- Outsourcing and reshoring
- Special Projects



CONTROLLING & BUSINESS INTELLIGENCE

Studio Temporary Manager™ S.p.A. proposes management control solutions capable of supporting management throughout all phases of value creation.

Management control is no longer a simple tool for analyzing results, but a governance tool based on the evaluation and control of company decisions.

Data and BI tools are in fact an indispensable resource for any company that wants to operate successfully in an increasingly complex and dynamic competitive environment.

We support the company in the following areas:

- Analysis of control needs and objectives
- Definition of processes and systems for data management
- Support in the implementation of management systems (Interface between company and software house)
- Development and implementation of budgeting and reporting



SUSTAINABILITY

In the next 10 years, companies will have to increasingly act in a green perspective, both by the adaptation of production processes and by designing and realising new sustainable product categories. This will be all the more necessary in order to opportunities offered by the Next Generation, with the objective of maintaining its competitiveness in a market destined in many sectors to change rapidly and radically.

STM is ready to support companies on issues concerning the Ecological Transition, offering appropriate tools and solutions to safeguard their business in the coming years and for future generations.

- Search and Selection of managerial figures specialised in the management of green transition projects;
- Supporting companies in managing the transition to Green Transition, (project management);
- Consulting in the identification, application and management of tax and financial concessions;
- Direct support in the implementation of projects;
- Identification of functional KPIs for the quantification of the effectiveness and market recognition of the achieved results;
- Social and environmental reporting;
- Green Business Assessment.

CASE HISTORY



PRINTING MACHINES (Turnaround)

Uteco Converting S.p.A's turnaround case has become a case study. In three years, the company went from a debt of 7 million euros to a net income of 1,6 million euros and from 40 million euros of turnover to 60. In the following years the company achieved 100 million euros of turnover and 8 million of net income thanks to the interim management integrated during the turnaround. This intervention is characterised by the fact that during it, it has been created the managerial team who is still leading the company with great results.

This strategy, followed by the acquisition of the company by an entrepreneur who recapitalised the company, has replaced the old management with a new team of top managers able to work together and making new ideas. A product innovation and a new organisation and motivation of the staff completed the turnaround strategy.



FASHION (Turnaround)

Turnaround intervention in a company dedicated to fashion with many assets but several debts that has produced for many years an average of 4 million loss compared to a 60 million euros turnover.

This intervention, lasted about three years, has seen the presence of a five Interim Manager team working part time, and two of them took part of board of directors with delegations (Commercial and Coordination), whereas the three others run functional areas (operation, finance, EDP).

The intervention started at half a year and in the second part of the financial year the company achieved a reasonable income, whereas in the third it was substantial. We lowered the business complexity, the turnover and consequently the working capital and bank debts.



AGRIBUSINESS **(Corporate restructuring)**

This intervention was developed through the integration of a Interim general director and a complete corporate restructuring that involved all the business sectors. Through different phases we focused on business structure and we closed all the sectors that did not perform well.

We developed a product innovation and several advertising campaigns to raise the company profile and make it competitive. We also invested to lower costs of production, to reorganise all the business sections including changing managers and chief directors, to change the IT system and to develop a suitable management control.

After the intervention the company got back to steady growth.



SERVICE INDUSTRY **(Restructuring and generational handover)**

SME that works in the service industry in a hard business scenery (turnover and revenues are decreasing). The entrepreneur decided to integrate an Interim Manager to start a corporate restructuring and at the same time he built a path for her daughter in order to make her lead the company.

The restructuring project made the company repositioning in the market (we eliminated all the missions with low revenue) and revised all the internal processes. The entrepreneur's daughter was involved in all the activities of project management thanks to a training course ad hoc. After a year, the entrepreneur left the company and during this year we run a mission with the TM and the new CEO (the entrepreneur's daughter). After 24 months this project came to an end and the entrepreneur's daughter is now running the renewed company successfully.

CALL US WHEN...



ENTREPRENEUR / COMPANIES

- When your company is going through a period of difficulty and you want to be supported by an operational and highly professional management, only for the time strictly necessary.
- When you have special projects and you don't have suitable managers in your staff and you don't want to hire external managers indefinitely.
- When your company does not grow as you would like or struggles to "change leather" from artisanal to industrial.

CHARTERED ACCOUNTANT / LAWYER OR TRUSTEE CONSULTANT

- When the firm wants to offer a wider range of services, industrial management, with a guarantee of high professionalism and loyalty in collaboration.

BANKS / CREDIT INSTITUTIONS

- When it is necessary to manage a company crisis.
- When it is necessary to support relations between owners and banks during the debt renegotiation / corporate restructuring phase.
- When there is a need to set up and manage operational recovery plans, 182 bis or agreed, in collaboration with professional firms and bank restructuring offices.
- When you need to be supported by an industrial advisor.

MERCHANT BANK / INVESTORS / PRIVATE EQUITY

- When the merchant bank wants to have professional managerial partnerships for its investment projects, with searches for quick managers.
- When the investor wants to have a managerial judgment on opportunities that are presented to him through the involvement of experienced managers of a particular product / market (Business Due Diligence).



ADVANTAGES OF THE INTERIM MANAGEMENT SOLUTION



FLEXIBILITY

Interim Managers help the client to make tailor-made solutions, the duration of the project contract and/or the number of working days, and the possibility at a later time, in case if the client decides to further implement the mission or the results come in advance, to increase or lower the number of working days of the manager/managers involved. The client can also decide to interrupt the mission without any kind of notification.

COSTS

Interim Managers are paid only for the working days effectively performed. By doing this all the costs of an Interim Manager do not affect the inner balance of the company; they are clear and agreed in advance, without all the financial issues typical of an open-ended contract.

SPEED

The speed of a change is often a priority concerning the extent of the change itself. In other words, the missed solution of a problem or the missed launch of a project, they cause costs not evident, moreover the missed turnover, more significant than those concerning the Interim Manager.

EFFECTIVENESS

Interim Managers are not “compromised” by the daily modus operandi of the company or the archetypes of the market so they can propose new solutions for the company. Interim Managers can integrate into the business structure in less than two weeks because they know company dynamics; they are well prepared to communicate with the internal resources and interact with them in short times.

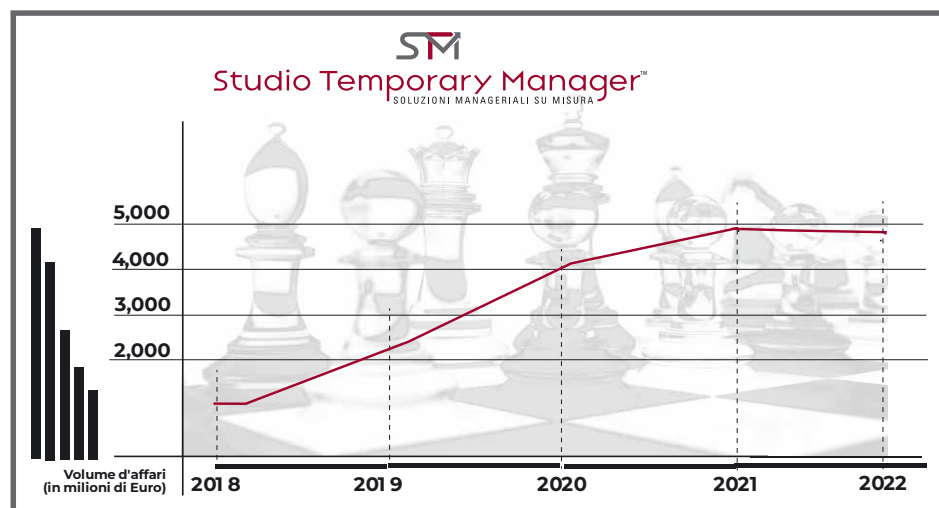
OPERATION

Interim Managers are intellectually independent, they aim for a result and they are well accepted into the company because their intervention is addressed to company growth and limited to a predetermined time frame, giving experience and know-how.

OPTIMIZATION

Even if the activity of the company is not negative there is always the possibility to make it better, like a sensible mark-up growth, looking for suitable solutions for the company concerned.

STM S.p.A. BUDGETS



GROWTH LEADER 2023

STM is in 152nd place in the ranking of Italian companies that have grown the most between 2018 and 2021 (Il Sole 24 Ore - Statista).

FINANCIAL TIMES

STM is ranked 634th in the FT 1000: Europe's Fastest Growing Companies.

STMTM is ISO 9001 :2015 - EA 37 certified



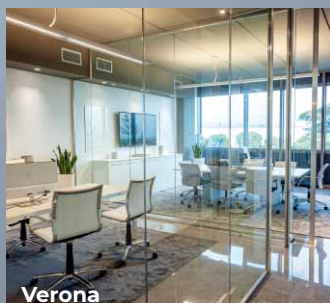
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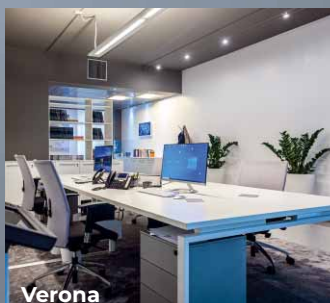
STMTM offices



Verona



Verona



Verona



Milan



Milan



Turin



Turin



Bologna



Bologna

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VERONA



MILAN



TURIN



ROME



BOLOGNA



PESARO