

Project Sketch (Projektskizze)

Nr. 2802280431

TECOSIM Technische Simulation GmbH

# Project Sketch

## Positioning of this Document

The Project Sketch describes the approach proposed for a possible consulting project between Rightsourcing GmbH (provider) and the TECOSIM Group (customer). The document serves as a basis for discussion between the provider and the sponsor. The document contains sensitive information that needs to be protected and may therefore only be used between the persons named in the "Authorized persons" table and in the manner described. The final version of a Project Sketch usually serves as the basis for a Statement of work, which, when commissioned, becomes part of the consulting contract between the customer and Rightsourcing GmbH.

## Documentation version & Authors

| Version | Date       | Author    | Changes   | Comments               |
|---------|------------|-----------|---|------------------------|
| 3.0     | 28.01.21   | S. Shinde | Initial Content (German)  |                        |
| 4.0     | 04.02.2021 | S. Shinde | Includes feedback from Mr. Jankowski (German)                     | from the commented pdf |
| 4.1     | 05.02.2021 | S. Shinde | English version of the document, additions from telco on 02.02.21 |                        |
| 4.3     | 10.02.2021 | S. Shinde | Clarification of role of Workshop with Approach 2 team in Cycle 1 |                        |

## Authorised Persons

| Name              | Role                     | Rights       | Comments |
|-------------------|--------------------------|--------------|----------|
| U. Jankowski      | Director mind venture AG | Read & Write |          |
| M. Hesse          | GF RS                    | Read & Write |          |
| S. Shinde         | Senior Partner RS        | Read & Write |          |
| Dr. Torben Birker | Director TECOSIM GmbH    | Read & Write |          |
| Shyam Kumar       | Director TECOSIM India   | Read & Write |          |

## Current Situation and the Assignment<sup>1</sup>

The TECOSIM Group specializes in engineering services for all aspects of product development and is a global market leader for Computer Aided Engineering (CAE). The internationally active group has four branches in Germany. There are also other locations in the UK, India, Japan and Romania with a total of 500 employees (FTE). TECOSIM supports customers from the mobility, energy, industry and health sectors. The engineers work on challenging assignments in the areas of design, electronics, construction, simulation and software development.

TECOSIM has implemented various approaches to manage projects with customers in Germany. One approach is to acquire projects in Germany and work with a hybrid team that is active both in Germany and India (Approach 1). The outsourcing team in focus in India has its core skills in CAE / Simulation, these are 30 FTEs.

Another approach is to acquire projects in Germany and work on them predominantly in India (direct). The steering is carried out by a project management team in Germany (Approach 2). These direct projects between Germany and India are focused on 2 topics: Software Development and Manufacturing Engg. There are about 100-120 MA working in this mode.

There are other approaches that can be described as near-shore. Projects are acquired in Germany and partly processed in Germany and Romania (Approach 3). Romania has about 30 FTEs. Currently about 6-7 MA are working with the Germany team, the rest are working with the UK team.

From the management's view, Approach 3 can be described as working quite well.

Approach 2 does not work well; the TECOSIM team has carried out only one project successfully.

There are more challenges in the cooperation (Approach 1) between the TECOSIM team in Germany (around 100 employees) and the TECOSIM team in India (around 200 employees). With this hybrid approach, around 15 employees (not always the same) from India support the project team in Germany at peak times. The team in India started in 2009 and was successful fairly quickly because of its skills and cost structure. Lately, however, there have been more and more problems with the hybrid team (Approach 1) in the area of internal communication and, as a result, in project implementation. The teams do not clarify mutual expectations. For example, make assumptions and then create solutions that do not fit the requirements. This results in delayed projects. The skill expertise of the Indian team is being questioned by the German team. The timeline agreed with the customer is misunderstood and therefore not fulfilled. As a result, the German team only wants to work on low-complexity projects with India. There is a big disappointment in the German team. Hence, they don't want to work with the Indian colleagues and prefer to work with your colleagues in Romania (Approach 3).

The TECOSIM UK team has the same problems as the TECOSIM Germany team to work with the India team (CAE) described in Approach 1. Japan too has similar issues. However, Japan works with the CAE India team (15MA) with projects with very low complexity and hence it works well. These interactions can be left as is and Japan is not in the scope of this project.

From the management's point of view, the causes of the problems are inadequate communication and different expectations of both teams due to cultural differences (Intercultural

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<sup>1</sup> The Assignment described is based on the minutes of the telephone conversation on 24/01/21 and on 02/02/21 between Mr. Jankowski/Ms. Shinde

competence). In the past there was an intercultural training for both teams, which was successful. The focus of the training was a one-time knowledge transfer and not sustainable change.

**Therefore, a project is now to be carried out with a focus to solve the intercultural and communication issues in form of a change project. This would be executed with support from external and neutral experts. The aim is to sustainably improve the cooperation between the teams in India and Germany and hence to achieve the corporate goal of a higher percentage of outsourcing projects with the India team.**

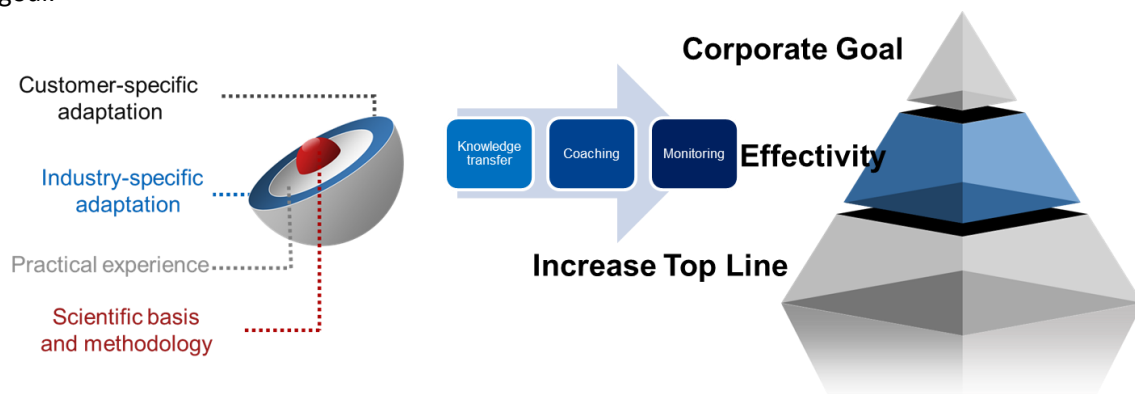
The broad goal is to get the 15 FTEs (simulation team) in India to work smoothly with the Germany team. (Approach 1)

## The Rightsourcing Business Transformation Concept

In contrast to a classic training concept, Rightsourcing relies on a business transformation concept (Pic 1) to train an organization. The concept is made up of the following elements

- Knowledge transfer
- Coaching
- Monitoring

A holistic transformation usually takes place in several iterations of the three elements mentioned. The contribution to the achievement of organizational goals is considered as a meta-goal.



Pic 1: Business Transformation Concept steered by corporate goals

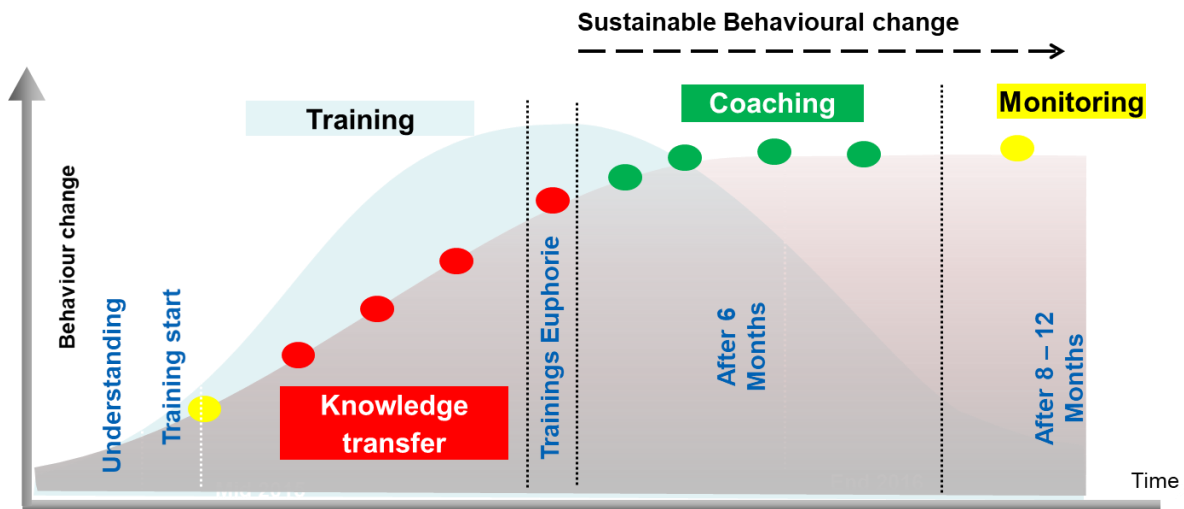
### Knowledge transfer

Knowledge transfer is based on a modular building block system that takes into account the latest trends (e.g. sales and marketing automation, multi-channel management, intercultural skills, psychological influence, etc.) and further skill development of the business enterprise. Each module is structured in the form of a shell with the scientific basis & methodology at its core. The next level is the practical experience of our consultants, the industry and role-specific knowhow and finally customer-specific adaptations. The modularity enables effective and highly customer-specific knowledge to be generated. This knowledge is then transferred based on the certified blended learning concepts of the University of Economics and Management (FOM).

### Coaching

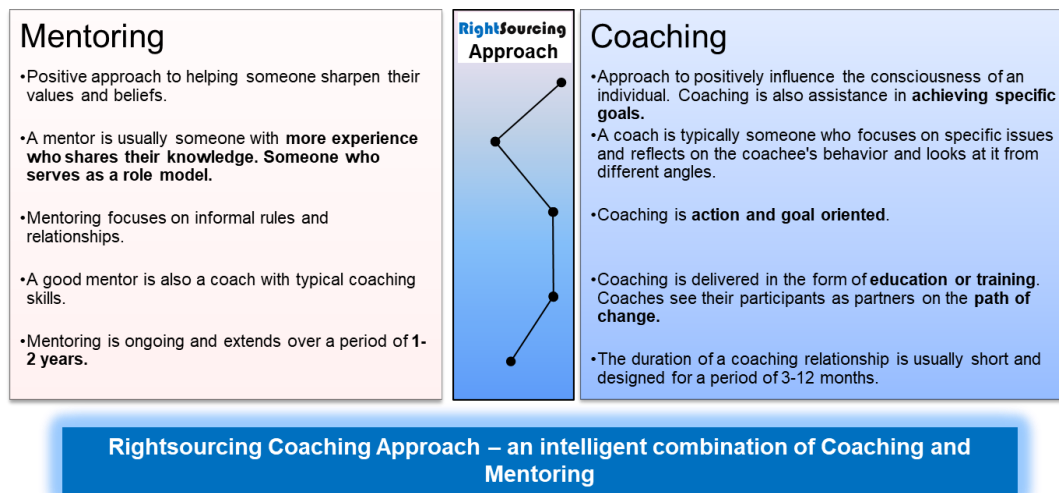
The next phase involves anchoring what has been learned sustainably in the employees' personal working environment in the form of individual coaching (Pic 2). For this purpose, individual and

short coaching sessions are conducted at regular intervals over a period of 6-12 months. The hybrid approach of knowledge transfer with integrated coaching has the advantage over the classic training approach that a sustainable behavioral change of an entire organization is achieved (keeping the predefined corporate goals in mind).



Pic 2: Comparison of classic training with the RS Business Transformation approach

In the coaching phase, a combination of the coaching and mentoring approach is used (Pic 3). We see coaching as a supportive process for employees in their personal work environment for exploring the application of what they have learned, obtaining feedback, having discussions and planning actions.



Pic 3: The Rightsourcing coaching approach based on the Chartered Institute of Personnel Development, UK

### Monitoring

Monitoring success is the third phase and an essential part of a transition. Defining the success factors (KPI) at the beginning of the transition helps recheck the agreed upon objectives. Depending on the transition, monitoring is carried out with the help of objective measurable parameters. These could be turnover, contribution margin, etc. or according to defined characteristics (e.g. efficiency of cooperation) or based on system parameters (conversion rate of leads> opps) or based on observed behavior.

As the fourth and final phase, iterations of the previously described 3 elements take place, considering the lessons learned and also modified targets.

After successful participation, the employees receive a certificate from Rightsourcing.

## Description of the Rightsourcing Module Intercultural Competence

Employees in international organizations differ from one another structurally and culturally. Their attitudes, needs, values and work behaviors differ, so that dealing with these factors appropriately and efficiently becomes a critical success factor for companies.

In particular, there may be very different patterns of behavior and perception with regards to dealing with hierarchy and status, power distance and equality. Future orientation, performance orientation, uncertainty avoidance and the perspective of career options are also perceived in very different ways.

This goes much beyond the purely linguistic barriers. The balance between cooperation and competition, gender-specific behaviors in day-to-day operations, informal norms of communication and work can also make intra-company communication and trust-building considerably more difficult.

### **Objective of the Module:**

Derived from these challenges, the goal of the Intercultural Competence module is:

- To develop and optimize intercultural competence and communication skills at work so as to get to know and understand other business cultures better.
- To understand the requirements of an international working environment, influenced by cultural diversity, so as to plan an effective and appropriate cooperation.

### Content of the Workshop:

- Understand the basics of intercultural competence and communication
- Realize and Acknowledge your own cultural imprint
- Understand the dimensions of cultures
- Comprehend the influence of culture on behavior, leadership styles, dealing with conflicts, culture shock, negotiating styles and adapt one's own behavior in a suitable manner
- Influence of culture on negotiations
- Understand Cultural Intelligence (CQ), Development Model of Intercultural Sensitivity (DMIS)
- Recognize and learn to use the potential of synergies in multicultural business environment
- Create successful collaboration in multicultural teams.

The scientific theories from leaders like Hofstede, Trompenaars, Hall, Bennette and Schulz von Thun form the basis for the contents described above.

# Rightsourcing Solution Approach for TECOSIM

## Iterative Approach - Cycle 1

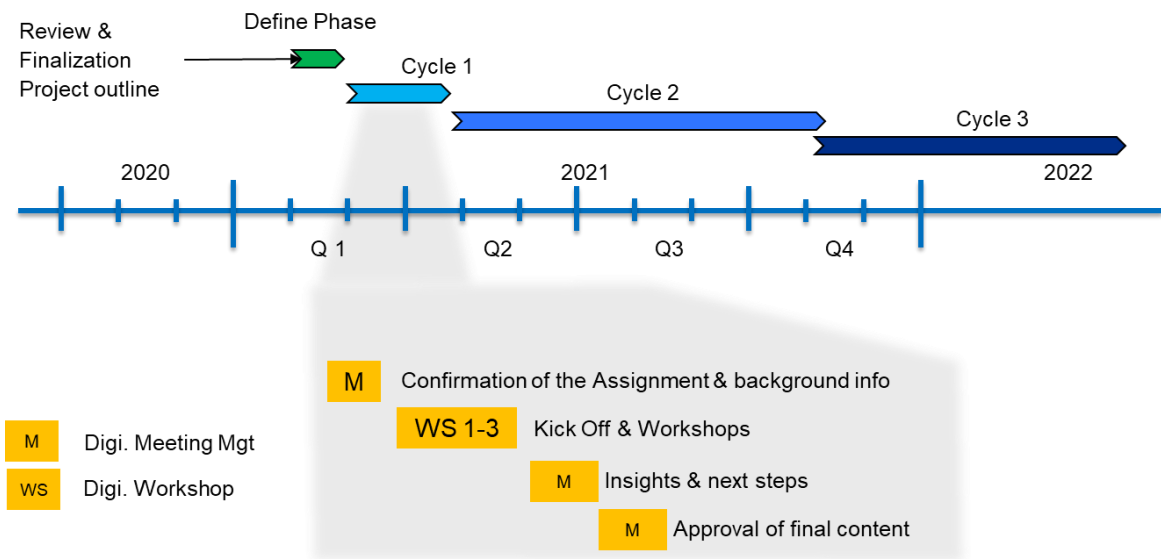
To address the problems of this assignment, we propose an iterative process consisting of 3 cycles, in which the content for the knowledge transfer is adapted after each cycle.

The goal of cycle 1 is to impart the **fundamentals of intercultural competence** to the selected employees and also to start the **unfreeze phase** in the change process. Another goal is to understand the comprehension of their own role and the perceived problems when the two teams in India and Germany work together.

Cycle 1 is carried out in the form of digital meetings and digital workshops. At the beginning there is a management meeting. The content would be a typical TECOSIM project process, possible content for the unfreeze phase and discussion on the selection of suitable workshop participants. The main purpose of the meeting is to better understand the customer-specific requirements.

In the next step, 3 workshops are carried out. One workshop will take place with the selected participants of the team in India (duration 4 h), another workshop with the selected participants of the team in Germany (duration 4 h) and the third workshop with selected participants of the teams from approach 2 (duration 2 h). The goal of the third workshop with the Approach 2 team is to learn about their success factors.

After the workshops have been carried out, Rightsourcing will present the knowledge gained at the management level and make a proposal for further content. Rightsourcing will work with TECOSIM management to integrate the success stories of Approach 1 and Approach 2. We could insert an observation of a real project as an option. After the knowledge has been consolidated, the final and additional contents are discussed and adopted in a further meeting. At this point in time, the exact number of WS participants has not yet been confirmed. We assume a maximum of 10 participants from the team in India, 10 participants from the team in Germany (hereinafter referred to as lead employees or LMA for short) and 5 participants from the Approach 2 team are selected to carry out the workshops. A contact person is also required in the form of a project sponsor for project governance and escalation.



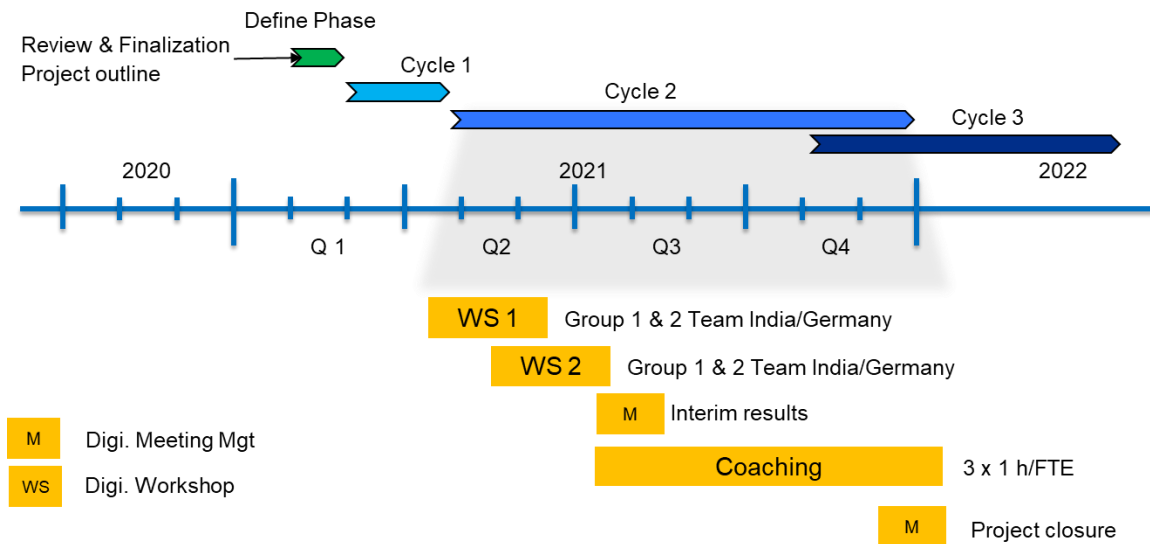
Pic 4: Iterative approach in 3 cycles with a detailed representation of cycle 1

## Cycle 2

Cycle 2 aims to prepare the **content** that has been developed and approved by the management in such a way that it can be **deployed** to the teams in a suitable manner. The workshop participants develop a common understanding of **how they want to work together successfully and sustainably in the future**, according to strict guidelines.

This cycle is divided into a phase of knowledge transfer and a phase of coaching. For this purpose, 2 workshops with mixed teams of up to 10 participants each are carried out. They have a duration of 2x4 hours for each team. Both workshops are carried out over a period of 8 weeks, followed by the 6 months coaching phase (3h / participant).

In the workshops, the content discussed and agreed upon with management is conveyed. From a retrospective perspective, what-if scenarios are discussed with the participants. A digital learning control is carried out in the form of case studies. Ideas for the operational implementation of future cooperation are generated and documented.



Pic 5: Iterative approach in 3 cycles with detailed presentation of cycle 2

## Cycle 3

The aim of cycle 3 is to roll out the knowledge gained and the guidelines defined (that have been developed for other participants in the team in India and Germany) in a suitable manner. The scope and timing will have to be determined at a later date.

For each participant, two half-day workshops and a 6-month coaching phase are planned similar to cycle 2. In the coaching phase, each employee receives 3 hours of individual coaching.



## Description of the objectives, type of implementation and roles in the project

|                             | Cycle 1   | Cycle 2  | Cycle 3   |
|-----------------------------|---|--|---|
| Objective                   | <ul style="list-style-type: none"> <li>• Introduction to fundamentals of intercultural competence</li> <li>• Comprehension of own role</li> <li>• Recognise existing / perceived problems</li> <li>• Emphasizing the need for change</li> </ul> | <ul style="list-style-type: none"> <li>• Transfer gained knowledge &amp; guidelines from cycle 1 into teachable learning content for Lead Employees (LMA).</li> <li>• Knowledge transfer of further intercultural competencies</li> <li>• Get buy-in from LMA</li> <li>• Show first operational success</li> </ul> | <ul style="list-style-type: none"> <li>• Rollout for the whole Team</li> <li>• Revise content based on new findings</li> <li>• Extend success company-wide</li> </ul> |
| Type of Implementation      | Digi. Meeting<br>Digi. Workshops<br>Digital Tools   | Digi. Workshops<br>Digi Coaching<br>Digital Tools  | Digi. Workshops<br>Digi Coaching<br>Digital Tools   |
| Persons involved (customer) | Project Sponsor<br>Senior Mgt<br>LMA Team India<br>LMA Team Ger<br>LMA Team Ansatz 2  | Project Sponsor<br>Senior Mgt<br>LMA Team India<br>LMA Team Ger  | Project Sponsor<br>Senior Mgt<br>MA Team India<br>MA Team Ger   |

Table 1: Summary of objectives, type of implementation and persons involved from the customer, organized according to cycles

## Detailed description of the content and timing of cycles

| Cycle 1                  |      |   |  |
|--------------------------|------|---|--|
| Action                   | Date | Content   | Persons  |
| Digital Meeting (2h)     | KW8  | <ul style="list-style-type: none"> <li>• Reconfirm details of the assignment, procedure and a deep dive on the problem.</li> <li>• Confirm tools with Management to kickstart the unfreeze process (in line with TECOSIM culture.)</li> </ul>   | Mr. Jankowski/ Dr. Birker/ Mr. Kumar/Mr. Hesse/ Ms. Shinde |
| Digital Workshop 1, (4h) | KW9  | <ul style="list-style-type: none"> <li>• Introduction to fundamentals of intercultural competence</li> <li>• Comprehension of own role</li> <li>• Recognise existing / perceived problems</li> <li>• Emphasizing the need for change</li> </ul> | Mr. Hesse/Ms. Shinde<br>LMA Germany                        |
| Digital Workshop 2, (4h) | KW9  | <ul style="list-style-type: none"> <li>• Introduction to fundamentals of intercultural competence</li> <li>• Comprehension of own role</li> <li>• Recognize existing / perceived problems</li> </ul>  | Mr. Hesse/Ms. Shinde<br>LMA India                          |

|                          |      |  |  |
|--------------------------|------|--|--|
|                          |      | <ul style="list-style-type: none"> <li>• Emphasizing the need for change</li> </ul>  |  |
| Digital Workshop 3, (2h) | KW9  | <ul style="list-style-type: none"> <li>• Understanding one' own role</li> <li>• Identifying strengths and weaknesses</li> <li>• Understanding the underlying principles of good cooperation</li> </ul> | Mr. Hesse/Ms. Shinde<br>MA India/Germany<br>Ansatz 2       |
| Digital Meeting (2h)     | KW10 | <ul style="list-style-type: none"> <li>• Presentation of lessons learned</li> <li>• Proposal for further content</li> <li>• Discussions and alignment of requirements from the customer</li> </ul>     | Mr. Jankowski/ Dr. Birker/ Mr. Kumar/Mr. Hesse/ Ms. Shinde |
| Digital Meeting (1h)     | KW10 | <ul style="list-style-type: none"> <li>• Presentation and approval of the final plan</li> </ul>  | Mr. Jankowski/ Dr. Birker/ Mr. Kumar/Mr. Hesse/ Ms. Shinde |

Table 2: Details of the content Cycle 1

| <b>Cycle 2</b>           |             |  |   |
|--------------------------|-------------|--|---|
| <b>Action</b>            | <b>Date</b> | <b>Content</b>   | <b>Persons</b>  |
| Digital Workshop 1, (4h) | KW14        | <ul style="list-style-type: none"> <li>• Knowledge transfer of further intercultural competencies</li> <li>• Develop common understanding of the situation</li> <li>• Retrospective analysis</li> <li>• Get buy-in from LMA</li> </ul> | Mr. Hesse/Ms. Shinde<br>LMA Germany<br>LMA India<br>Group 1 |
| Digital Workshop 1, (4h) | KW14        | <ul style="list-style-type: none"> <li>• Knowledge transfer of further intercultural competencies</li> <li>• Develop common understanding of the situation</li> <li>• Retrospective analysis</li> <li>• Get buy-in from LMA</li> </ul> | Mr. Hesse/Ms. Shinde<br>LMA Germany<br>LMA India<br>Group 2 |
| Digital Workshop 2, (4h) | KW18        | <ul style="list-style-type: none"> <li>• Lessons Learned</li> <li>• Jointly develop operational commitments (cooperation culture) for the future</li> <li>• Get Buy-In from LMA</li> </ul>   | Mr. Hesse/Ms. Shinde<br>LMA Germany<br>LMA India<br>Group 1 |
| Digital Workshop 2, (4h) | KW18        | <ul style="list-style-type: none"> <li>• Lessons Learned</li> <li>• Jointly develop operational commitments (cooperation culture) for the future</li> <li>• Get Buy-In from LMA</li> </ul>   | Mr. Hesse/Ms. Shinde<br>LMA Germany<br>LMA India<br>Group 2 |
| Digital Meeting (2h)     | KW18        | <ul style="list-style-type: none"> <li>• Presentation of the interim results</li> <li>• Confirmation of the further course of action</li> </ul>  | Mr. Jankowski/ Dr. Birker/ Mr. Kumar/Mr. Hesse/ Fr. Shinde  |

|                                      |           |  |                           |
|--------------------------------------|-----------|--|---------------------------|
| Individual Coaching Phase (6 Months) | KW19-KW45 | <ul style="list-style-type: none"> <li>• Understanding the status of the current implementation</li> <li>• Coaching for operational implementation</li> <li>• Review of the commitments</li> </ul> | Mr. Hesse/ Fr. Shinde LMA |
|--------------------------------------|-----------|--|---------------------------|

Table 3: Details of the content cycle 2

| <b>Cycle 3 (to be planned)</b>       |             |   |  |
|--------------------------------------|-------------|---|--|
| <b>Action</b>                        | <b>Date</b> | <b>Content</b>  | <b>Persons</b>                                 |
| Digital Workshop 1, (4h)             | Q4 21       | <ul style="list-style-type: none"> <li>• Introduction to fundamentals of intercultural competence</li> <li>• Comprehension of own role</li> <li>• Recognize existing / perceived problems</li> <li>• Emphasizing the need for change</li> </ul> | Mr. Hesse/Ms. Shinde<br>MA Germany<br>MA India |
| Digital Workshop 2, (4h)             | Q4 21       | <ul style="list-style-type: none"> <li>• Jointly develop operational commitments (cooperation culture) for the future</li> <li>• Get Buy-In from LMA</li> </ul>   | Mr. Hesse/Ms. Shinde<br>MA Germany<br>MA India |
| Individual Coaching Phase (6 Months) | Q1+Q2 22    | <ul style="list-style-type: none"> <li>• Understanding the status of the current implementation</li> <li>• Coaching for operational implementation</li> <li>• Review of the commitments</li> </ul>  | Mr. Hesse/Ms. Shinde<br>MA Germany<br>MA India |

Table 4: Actions, content and dates for cycle 3

## Other

All phases of the project are carried out with the help of digital media. In addition, F2F meetings may be necessary depending on the project situation. These meetings will be held at the client's offices in Germany or India.

Travel costs (50 cents per kilometer, hotel, train, flight, cab, parking fees) will be charged additionally.

The platform for digital exchange (WebEx/ Zoom) will be provided by the contractor free of charge.

Travel times are not compensated separately in Germany. Travel time to and from India will be reimbursed in consultation with the project sponsor.

Rightsourcing provides a monthly invoice. Payment term 30 days.

## About Rightsourcing

Rightsourcing GmbH is a management consulting company focused on process optimization, sales and business development of companies, founded in 2015 in Stuttgart, Germany. The current managing director is Prof. Dr. Markus Hesse.

Rightsourcing specializes in training & coaching adults for business transformation of software, service and engineering companies and in strategic consulting for digitalization strategy of industrial companies.

The company develops its ability to innovate through teaching and research activities at the private University of Economics and Management in Stuttgart.

Rightsourcing has permanent employees and numerous partners who have several years of management experience as managing directors or other such comparable positions.