

KLARTEXT-TOUR · FOR SHAREHOLDERS AND MANAGEMENT

Hear what nobody tells you. Before it costs you revenue.

The Klartext-Tour for the Mittelstand. We talk confidentially to your customers, prospects, employees and partners and tell you honestly what we hear.



We tell you what nobody else will. With evidence and an action plan.

The Klartext-Tour compares how you see yourself with how others see you. A neutral institute holds confidential conversations with everyone who really knows your company. The result is an honest picture and an action plan that works within three to six months.

WHAT WE CLARIFY

01 Customers Why they buy, what bothers them, whether they understand your offer.	02 Prospects Why they decided against you.	03 Employees What everyone knows internally and nobody says.	04 Partners How suppliers and dealers see you up close.	05 Brand What you actually stand for in the market.	06 Sales and marketing Whether offer and messaging reach the customer.
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FINDINGS After about 30 days	YOUR EFFORT 3 to 4 days in the first 45 days	IMPLEMENTATION First measures after about 120 days	INDEPENDENCE Neutral institute, confidential conversations
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You know your numbers and your organisation. You do not know the view from outside.

Your numbers show what happened. The Klartext-Tour shows why it happened.

That is where the Mittelstand loses growth: an overrated reputation, an offer nobody understands, a sales team that only administers existing customers.

- **Customers do not tell sales why they do not buy**
Rejections come politely and without a reason. The real cause stays in the market.
- **Employees do not tell management what goes wrong**
Hierarchy filters. What reaches the top has been smoothed.
- **The self image is contradictory internally**
Management, sales and marketing describe the same company differently. The market notices.
- **Surveys deliver averages, not reasons**
Questionnaires measure satisfaction. They do not explain why someone leaves or never comes.

Four audiences. Everyone with an honest view of you.

01

Customers

The people who pay your invoices.

- Why do they really buy from you?
- What bothers them, what would they change?
- Do they understand your offer at all?

02

Prospects

The most expensive information hardly any company has.

- Why did they decide against you?
- What did the competition do better?
- What would have convinced them?

03

Employees

From the executive floor to the shop floor.

- What does everyone know and nobody say?
- Where do processes and leadership slow things down?
- How strong are pride and loyalty?

04

Partners

Suppliers, dealers and service providers. Close up, without a filter.

- How do they experience working with you?
- Where are you losing ground in the channel?
- What do they see at the competition?

We talk to the people who know you. **Not to those who want to please you.**

The gap between self image and external image is your biggest lever.

The problem is rarely sales. **Mostly the company believes something about itself that the market has long seen differently.**

The Klartext-Tour makes this gap visible. And along the way it aligns a self image that is often contradictory internally.

SELF IMAGE · WHAT IS BELIEVED INTERNALLY		EXTERNAL IMAGE · WHAT THE MARKET SAYS
"Our reputation in the market is excellent."	→	"The brand looks dated."
"Our marketing has worked for years."	→	"The communication does not reach the new target group."
"Sales just needs more leads."	→	"Sales only administers existing customers."

From a real case: consumer goods manufacturer, 1,000 employees, 70 years of tradition.

If you know the gap, you can close it. **If you do not, you finance it.**

Fewer assumptions, more growth. With evidence for every decision.

01

Decide on facts

You align strategy, brand and sales with what your market says. Not with what is believed internally.

02

Blind spots before they cost revenue

Thoughts of switching, price pressure and frustration in the team become visible while you can still steer.

03

A shared self image

Management, sales and marketing work on the same picture again. That speeds up every implementation.

04

A plan for the next 120 days

Prioritised measures with owners. First results within three to six months.

You do not get a report for the drawer. **You get an action plan.**

From the outside. Confidential. With an operator's judgment.

01 · Neutral institute

Paid for the truth. Not for agreement.

IWCI has no interest in a particular outcome. That is why people speak more openly with us than with you. And that is why you also get the uncomfortable answers.

02 · Conversations, not questionnaires

We listen. One to one.

Confidential conversations with a neutral person. No survey tools, no ticking boxes. That is exactly why people say what they think.

03 · Operator's judgment

We read feedback like someone who has to deliver.

Led by a C level interim executive with 15 years of mandates in growth, turnaround and transformation. You get not only findings but what they mean for strategy, sales and organisation.

Surveys measure mood. Klartext delivers reasons. **And the plan that goes with them.**

Six simple questions. Uncomfortable answers.

01

Kick off and interview plan

Your goals, management's self image, the choice of interviewees.

02

Confidential conversations

One to one with customers, prospects, employees and partners.

03

Synthesis

Statements bundled, patterns identified, self image and external image compared.

04

Klartext

Findings presented unvarnished, measures prioritised by impact.

THE SIX GUIDING QUESTIONS

1 What does the company do well?

The strengths you can build on. Often different from what you think.

2 What does it do badly?

The weaknesses nobody inside names any more.

3 Where is there room to improve?

Processes, service and offer seen by those who experience them.

4 What would you do differently?

Concrete suggestions, straight from the market.

5 How do you perceive the company?

The external image in the words of your audiences.

6 What does the company stand for?

The acid test for your positioning.

No questionnaires, no survey tools. **That is why the answers are honest.**

Four formats. One principle.

Fixed scope, fixed fee.

ABOUT 4 WEEKS

Klartext-Tour Focus

What do your customers really think?

One audience in focus, usually customers and lost prospects. The fast, honest look at your market.

WHEN	Before strategy or budget round
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OUTPUT	Findings and top measures
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6 TO 8 WEEKS

Klartext-Tour Complete

Where does the company really stand?

All four audiences, internal and external. Full comparison of self image and external image, with action plan and Klartext session.

WHEN	Realignment, growth plan
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OUTPUT	Klartext report and action plan
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UP TO DAY 120

Klartext plus Implementation

Do the measures land in daily business?

We accompany implementation as a neutral sparring partner, with a target versus actual review. If you want, with an interim expert.

WHEN	Right after the tour
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OUTPUT	Measures implemented, target versus actual
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AFTER 12 TO 24 MONTHS

Klartext Re-Check

Has the picture changed?

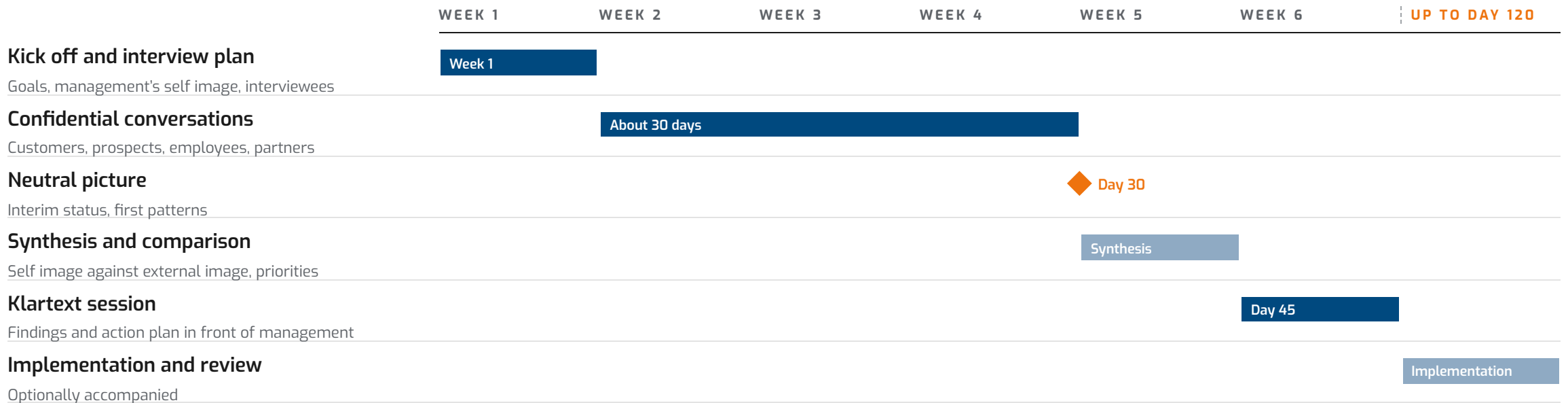
Same guiding questions, same audiences. Measurable what has moved and what has not.

WHEN	One to two years later
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OUTPUT	Before and after comparison
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From kick off to action plan in 45 days.

First measures implemented by day 120.



3 to 4 days of your time

Your team invests three to four days in the first 45 days. We do the rest.

Weekly status

30 minutes with your contact person. Progress, first patterns, next steps.

Confidential by design

Statements are anonymised and condensed. Nobody is quoted who does not want to be quoted.

Klartext on one page.

Evidence behind every line.

Klartext · Project Nordstern

ILLUSTRATIVE

Customers	High loyalty to product quality, service hard to reach	■ WATCH
Prospects	The offer is not understood. Price is rarely the reason.	■ LEVER
Brand	Solid, but out of date	■ LEVER
Sales	Administers existing customers, hardly any new business	■ LEVER
Employees	High pride in the product, distance to leadership	■ WATCH
Partners	Strong relationship, want more sales support	■ STRENGTH

Klartext. The product carries, the communication does not. Explain the offer anew, point sales at new customers, modernise the brand. First measures within 90 days.

Klartext on one page

The answer first. Read in two minutes.

Self image and external image

Compared by audience and topic.

Voices from the market

Anonymised original statements, condensed into patterns.

Action plan

Prioritised by impact and effort, with owners.

Klartext session

We present to management and shareholders. Unvarnished.

Report as PDF

The full documentation for your leadership team.

600 employees, 90 export countries. From deep sleep back to old strength.

COMPANY

Tool manufacturer, Germany

SIZE

600 employees, €65m revenue

FORMAT

Klartext-Tour across all levels

INTERVIEWEES

Customers, employees, former employees, partners

CASE

Anonymised

The situation

Stagnating revenue, a faded image, management without clear goals. Fundamental questions about core competence and brand DNA were open.

What we did

- Klartext-Tour across all levels and business units
- Conversations with customers, employees, former employees and partners
- Comparison of self image and external image

RESULT

- Self image, external image and a vision for the future developed.
- Market oriented corporate strategy with concrete measures.
- One product segment developed further: 300 % revenue growth.

400 employees, more than 40 years in the market. From restructuring case back to growth.

COMPANY

Automotive retail, family business

SIZE

400 employees, €200m revenue

FORMAT

Klartext-Tour as qualitative company analysis

COMMISSIONED

Twice within four years

CASE

Anonymised

The situation

Once the benchmark of the industry, then a restructuring case. The company had lost its identity and no longer knew what it stood for.

What we did

- Klartext-Tour as qualitative company analysis
- Conversations with customers, employees and partners
- Comparison of self image and market perception

RESULT

- Brand redefined, vision formulated.
- Roadmap with short and long term measures.
- Foundation for the way back to growth.
- Second Klartext-Tour commissioned within four years.

Three occasions.

When the Klartext-Tour pays off.

01

Sales and growth

You want to grow and need to win more customers than the competition.

- Why prospects say no
- Whether customers understand your offer
- Where sales only administers
- Which arguments really work

02

Brand and positioning

Your reputation is good. So you believe. Traditional brands in particular underestimate how the market sees them today.

- Distance between self image and external image
- Impact on new audiences
- Position against the competition
- Foundation for a realignment

03

Organisation and succession

Strategy, succession or restructuring are coming up. You need the facts before you decide.

- Mood and loyalty in the team
- Contradictions in management's self image
- Employer image as a lever in recruiting
- Starting point for new management

The tour fits especially when your offer needs explaining and you are not afraid of direct feedback.

What clients say. And what the numbers show.

”

Working together was a turbo for our company. The right priorities were set.

Winfried Czilwa

former Chairman of the Management Board, STAHLWILLE Group

48

companies rely on the Klartext method.

”

The Klartext method is shock therapy that comes with the treatment plan.

Nico Werner

former board member at several automotive companies

15 to 20 %

additional growth with the Klartext method.

”

We beat our planned growth rate by 15 % two years in a row.

Gerhard Sisterhenn

former Managing Partner, mps public solutions

30 %

growth of the STAHLWILLE Group during the collaboration, according to brand eins. The industry grew by 10 to 15 %.

An independent institute. Not an agency, not a survey firm.

IWCI, the Institute for Growth Opportunities and Innovation, gives shareholders and management a neutral view on markets and companies. **Clear in its judgement, backed by operating experience.**

A core team of five, a network of former board members, executives and professors per mandate, and academic partners for method and research depth. IWCI is a company of Dominic Multerer GmbH.

15

years C level interim
experience

5

core team plus expert
network

16

cities worldwide

48

companies using the
Klartext method



Dominic Multerer

Managing Director

Prof. h. c. (AEU, KH) · Dr. h. c. (IIC, KH)

- 15 years as C level interim executive
- Mandates in growth, turnaround and transformation
- Founder of the Klartext method
- Personally responsible for every Klartext-Tour

Clients of IWCI and its founder. Backed by academia.

SELECTED CLIENTS

						
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ACADEMIC PARTNERS

 iu INTERNATIONALE HOCHSCHULE	 CBS INTERNATIONAL BUSINESS SCHOOL	 សាកលវិទ្យាល័យ អាស៊ី អឺរ៉ុប ASIA EURO UNIVERSITY 亞 歐 大 學 វិទ្យាស្ថានអន្តរជាតិ អាស៊ី-អឺរ៉ុប
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Klartext mandates are confidential. Reference calls with clients on request in a personal conversation.

YOUR NEXT STEP



How is your company really seen?

The answer takes courage. No answer costs growth. In a first conversation we clarify which audiences and questions matter for you and which format fits.

YOUR CONTACT

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