

KURZGUIDE

Fractional Leadership

for Tier-1/2 Automotive Suppliers

When it pays off, how it runs, and what it costs.

1 The Problem

A new strategic topic is on the table: building out the product management function, professionalizing the innovation process, or sharpening the corporate strategy for the years ahead. The task is clear, but the leadership capacity for it is missing.

A full-time hire is often premature. The role is new, the need not yet proven to be permanent, and a mis-hire at this level is expensive and hard to correct. At the same time, the topic cannot simply wait, because that exact gap between ambition and capacity is where delays creep in, and competitors take advantage of them.

Fractional Leadership closes that gap: experienced leadership, available part-time, without committing to a full-time role.

2 What Fractional Leadership Is

Fractional Leadership means filling a leadership role part-time, typically one to three days a week, with real responsibility and decision authority for the agreed scope. That sets it apart from two approaches it is often confused with:

Scenario	Why Fractional Leadership fits
Interim Management	bridges a vacancy on a fixed-term basis, usually full-time, until a permanent successor is found. The focus is continuity.
Classic consulting	delivers analysis and recommendations. Implementation and the decision stay with the client.
Fractional Leadership	takes on part-time but ongoing leadership responsibility and implements it directly, without the fixed cost and risk of a full-time role.

It is not the recommendation that counts, but who implements it once day-to-day business calls again.

3 When It Pays Off

Fractional Leadership fits whenever leadership is needed but a full-time role is not (yet) justified. In practice, that means five recurring situations for Tier-1/2 suppliers:

- **Product management is missing entirely.** There is currently no dedicated product management function, and decisions on portfolio and roadmap happen on the side.

- **The innovation process needs to be built.** Ideas emerge by chance, with no structured process from first idea to a decision-ready proposal.
- **The strategy function needs temporary reinforcement.** A specific window, such as a repositioning or a new market segment, needs additional strategic capacity without a permanent commitment.
- **A key position is vacant.** The previous role holder has left, and a senior-level replacement typically takes six to twelve months.
- **The organization is growing faster than its leadership structure.** A growth step, such as a new site or a new product segment, needs more leadership during the build-up phase than the existing team can provide.

4 How the Engagement Actually Runs

4.1 First conversation (30 minutes, no obligation)

Together we clarify whether the situation fits Fractional Leadership, what scope is realistic, and what could be achieved in the first 90 days.

4.2 Onboarding (weeks 1 to 4)

Assessing the starting point, aligning with the existing team and management, prioritizing the first topics. The result is a clear plan for the months ahead.

4.3 Ongoing engagement

Regular presence at the agreed scope (typically one to three days a week), reachable digitally in between. Leadership happens where it is needed, not on a rigid schedule.

4.4 Handover or exit

Fractional Leadership is designed for handover from the start: either to an internally developed successor, to a newly created full-time role, or the engagement ends because the goal has been reached. This is discussed in the first conversation, not left until the end.

5 What It Costs, Roughly

The day rate for Fractional Leadership at hs consulting ranges from €2,000 to €2,200, depending on scope, responsibility, and contract length. At a typical engagement of two days a week, that comes to roughly €16,000 to €17,600 a month.

That does not translate directly into a gross salary comparison, but the comparison to a full-time hire is still worth making:

- **Payroll cost.** A senior leader at a comparable level, including payroll overhead, social contributions, and pro-rated bonuses, often costs more than the base salary alone suggests.
- **Recruiting cost and time.** Executive search at this level often takes six to twelve months and costs money regardless of the outcome.
- **Ramp-up time.** Even after an offer is accepted, it often takes three to six months before a new leader is fully effective. A Fractional engagement typically starts within a few weeks.
- **The risk of a mis-hire.** If the role turns out to be a poor fit, a mis-hire at this level often ties up one to two years' salary in cost and lost time. A Fractional engagement can be adjusted or ended without that overhang.

The exact scope, days per week, contract length, and focus, is worked out in the first conversation and captured in a short, plain-language proposal.

6 Why hs consulting

hs consulting combines two things that rarely come together: years of operational leadership experience in the automotive supplier industry, and a methodical toolkit for strategy, innovation, and product management.

- **Industry experience.** Nearly nine years at ZKW Group (LG Electronics), most recently as Head of Corporate Strategy.
- Over a decade of product management responsibility at Bene, with earlier roles at Gugler.
- **Methodology.** TRIZ Practitioner (MATRIZ), LEGO® Serious Play® Facilitator, and field-tested frameworks across Corporate Strategy, Innovation & Product Management, and Fractional Leadership.

The result: not a theoretical concept, but someone who has already filled this role in practice, in exactly this market.

7 Next Step

The best first step is a no-obligation 15-minute conversation. In it, we clarify whether Fractional Leadership is even the right answer for your situation, and if so, at what scope.

Book a call: cal.meetergo.com/hannes-scheer/25-min-meeting-or-hannes-scheer

Email: talk@hsconsulting.co.at

Phone: +43 680 32 75 165

Web: hsconsulting.co.at/fractional-leadership/