



UNIVERSIDADE DO ALGARVE

INTERNSHIP AT A GERMAN COMPANY DURING ITS PROCESS OF
INSOLVENCY

Diogo Araújo Santos

Professional Activity Report
Master in Business Management

Oriented by Prof. Dr. Fernando Cardoso

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Statement of Authorship Report

I hereby declare that the (a) Author (a) of this work, which is original and unpublished. Authors and works consulted are properly cited in the text and included in the list of references included.

Diogo Araújo Santos

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(assinatura)

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ACKNOWLEDGMENTS

I, Diogo Santos, would like to thank all the teachers and university staff, which, in some way, contributed to the conclusion of my Master degree. I want also to express my sincere appreciation to all my Professors, for their assistance, in the preparation of this report. In addition, special thanks to all the colleagues in the company whose familiarity with the needs and ideas of the work, were helpful during the early adaptation phase of this undertaking, highlighting Mr Nobert for the opportunity of working in the company, Mr Michael and Mr Sven that taught me all I needed, to go through the day to day work, and Mr Paul, Mrs Nicole and Mrs Luciene for all the support at the office. Finally, I want to thank to my parents, brothers, girlfriend, friends and classmates, for all the support they gave me this past two years of my life that lead to this report, without them this would be a lot more difficult.

ABSTRACT

The present internship report is the final part to the conclusion of my master degree in business management. This master was a surplus on my personal and professional life. I met with different people and cultures, learned new ways to do things, but most important I got a great job opportunity working on a German company, where I got lots of ideas from the company as from the city and its culture and surroundings, as how much we can improve in Portugal, reducing the national expense in things like energy and public services.

This experience allowed me to evolve personally and to gain new competences on business management and confidence in myself. Now I know that I can leave my comfort zone and I can handle it, know now that if someone asks if I was willing to go work outside the country for some time that would be possible, without major problems.

Finally, during this report, I will show what I did at the company during my stay there for six months. On the first chapter, I'm going to introduce the organization, explain about the insolvency process that Neumayer Tekfor is going through and how they solve that process. The business and what the company produces. Also on the first chapter I will do a Porter five forces analysis as well as a swot analysis for the Neumayer Tekfor. On the second chapter I will present the structure, functions, and major responsibilities of the financial department on the German main office. In chapter three it will be presented the training program. I will refer to the internship plan, my first day in the company and the several tasks that was assigned to me, like preparation of daily and monthly reports, support in the preparation of the annual balance sheet and several other analysis. On the fourth and last chapter I'm going to leave a few recommendations to the company, of what I learned during the internship.

Keywords: Report, Insolvency, Manager, Business, Managing, Financial.

RESUMO

O presente relatório de estágio é a parte final, da conclusão do meu mestrado em gestão empresarial. Este mestrado foi uma mais-valia na minha vida pessoal e profissional, durante este período estive em contacto com pessoas e culturas diferentes, aprendi novas formas de fazer certas tarefas, mas mais importante, consegui uma boa oportunidade de emprego ao ir trabalhar para uma empresa alemã, onde eu retirei muitas ideias, tanto da empresa como da cidade, a sua cultura e os arredores de como se pode melhorar muito em Portugal aprendendo com a Alemanha e o seu estilo de vida.

Esta experiência permitiu-me evoluir pessoalmente e ganhar novas competências em gestão empresarial e confiança em mim próprio, visto que agora eu sei que consigo deixar a minha zona de conforto sem demais problemas, não sendo fácil, se não continuaria em uma zona de conforto, sei agora que é possível, para quando em uma possível entrevista de emprego, me perguntarem se estaria disposto a se ausentar do país por algum tempo em trabalho, mesmo deixando familiares amigos e namorada em Portugal.

Por fim e mais importante, durante este relatório, vou explicar o que fiz na empresa durante a minha estadia de seis meses na mesma. O meu contacto com a empresa, foi unicamente dentro da sede, junto com todos os membros responsáveis pela gestão da empresa, fosse no departamento financeiro, marketing, entre outros departamentos vitais para a empresa. No primeiro capítulo, vou fazer uma apresentação da empresa, explicar sobre o processo de insolvência que se encontra e como resolveram esse problema. Vou explicar o ramo de negócio em que se encontra, a situação em que se encontra e o que produz. Ainda do primeiro capítulo vou fazer uma análise de Porter e uma análise swot à Neumayer Tekfor. No segundo capítulo, irei apresentar a estrutura, funções e principais responsabilidades do departamento financeiro, nos escritórios da Neumayer Tekfor na Alemanha. No capítulo três vai ser apresentado o programa de estágio. Irei fazer referência ao plano de estágio, como o obtive, ao meu primeiro dia de trabalho na

empresa e as tarefas que me foram designadas durante os seis meses de estágio. Como por exemplo, a preparação de relatórios diários e mensais, apoio na elaboração do balanço anual da empresa, assim como a realização de diversas análises e conferência de dados. Por fim no quarto capítulo vou deixar algumas recomendações à empresa, tendo em conta aquilo que aprendi sobre a mesma durante o estágio.

Keywords: Relatório, Insolvência, Gestor, Negócio.

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ABBREVIATIONS

NT - Neumayer Tekfor

CFO – Chief Financial Officer

GLOSSARY

Assembly – The process of putting together manufactured pieces to make a completed product.

Driveline – It's compound by several components, of an automotive vehicle that are between, the transmission and the differential, and generally consisting of the drive shaft and universal joint.

Engine – A machine that converts energy into mechanical force or motion.

Fastener – Piece to attach firmly to something else.

Forming – Process to make use of suitable stresses like compression, tension, shear or combined stresses, to cause plastic deformation of the materials to produce required shapes.

Heat and surface treatment – Treatment to remove any undesirable attributes such as tension and brittleness.

Machining – Process or processes, in which, a piece of raw material is cut into a desired final shape and size, by a controlled material-removal process.

Transmission – A device for providing different gear or drive ratios between the engine and drive wheels of an automotive vehicle, a principal function being to enable the vehicle to accelerate from rest through a wide speed range while the engine operates within its most effective range.

Chapter 1: Overview of the organization

1.1. Framing

Founded on 1942 as a precision pieces manufacturing company in the Black Forest, Neumayer Tekfor Group is today a leader in the manufacture of weight-reduced, high-performance components, always searching for innovative products for the future.

From 1952 to 1972, the company went from manufacturing nuts on hot presses, to launch into the market, already using a combined hot and cold forming, two-piece wheel nut for trucks.

On 1988, Neumayer acquires from FAG, the Rotenburg Metallwerke RMW.

Seven years later, they develop and started the series production of ready to install assemblies.

Three years more and the company expands its business to Italy and Brazil.

From 2000 until 2009, through constructions of new companies and acquisitions or joint ventures, Neumayer Tekfor was already placed in seven countries, Germany, Italy, Brazil, Mexico, USA, India and Japan.

Due to the economical crisis that we are facing now and the crash on the automobile sector, the company filled an insolvency process in 2012.

The company had to face several problems, like clients that didn't pay their debt to the company, crash on sales, since people weren't buying cars, clients didn't need that many pieces, leading this and other factors to a situation of insolvency.

1.2. Insolvency process

“Insolvency laws are being rewritten all over the world for the first time in a century” (Westbrook, Booth, Paulus & Rajak, 2010).

The process of insolvency started in ancient Roma, where if an unfortunate debtor could not pay his debts he was brought before a court and sold into slavery. The money raised in would be used to pay the creditors. Which means that the debtor who had no assets to cover his business or private liabilities, was “capitalized” to encase his worth (Eales, 1996).

Insolvency is a term that can apply to either an individual or a business, but is more often used in relation to a business or company. It is a condition of having more debts than available assets which might be used to pay them. Therefore a business is said to be insolvent when it cannot pay its debts, when they are due.

There are many reasons why companies become insolvent. They include over-trading, failure to keep pace with changing markets, lack of adequate management and financial controls, or sometimes companies become insolvent through no fault on the part of management, for example, a product can be unexpectedly valueless through a new discovery from a competitor, or due to the withdrawal of a bank of working capital (Goode, 2011).

Accordingly with Ravid & Sundgren (1998), there are a few codes of insolvency. The liquidation-oriented leads to the liquidation of the enterprise, other than to the reorganization. The debtor-oriented encourages to the reorganization of the enterprise, in which the debtors assume the control of finances.

There are differences between insolvency legislations from country to county. The insolvency process must be seen in light with the economic system from each country. The Portuguese law published in April 23 (nº 132/93) made the distinction between bankruptcy and insolvency.

In case of insolvency the enterprise has the means to pay the creditors, and therefore it is considered economically viable. On the other hand bankruptcy means that the enterprise cannot pay the debtors and therefore the situation it is not reversible.

The *Código de Insolvência e da Recuperação de Empresas* (CIRE) published in 2004 presents itself with two kinds of options when an enterprise presents insolvency.

There is the liquidation or the reorganization process. In Portugal the creditors have to make the decision between one of the presented options.

Accordingly with Freire (2013) on her dissertation, since in Portugal the creditors are responsible for making the decision between liquidation and reorganization, this leads more often to premature liquidation.

In Germany, the directors of the enterprise must file the court within three weeks of a company becoming illiquid. This rule means that Germany has a much higher rate of company failure than other European states.

The court will then start a period of observation where a preliminary administrator enquiries into the financial status of the company. The administrator appointed for the court, which has no prior connection with the debtor or its creditor, can provide for the rescue of the debtor or liquidation of its assets and distribution to creditors.

As seen before both countries have the same insolvency codes, being the difference that in Germany the administrator appointed for the court has the responsibility to liquidate or reorganize the enterprise, and no previous connection with the company. Therefore this methodology should give rise to more reorganization than liquidation. But accordingly with Kaiser (1996), this country code still continues to have more premature liquidations, very similar to Portugal.

If a company is facing financial difficulties and the directors or creditors believe that it is, or may become insolvent, it may end up in one of the three following types of formal administration: liquidation, voluntary administration and receivership.

- (i) Liquidation: a liquidator is appointed to dissolve the company and its assets are sold to pay outstanding debts. The company is then deregistered and ceases to exist. The most common types of liquidations for insolvent companies are court liquidation and creditors' voluntary liquidation (Abrie et al. 2000 cit in. Swart, 2002).
- (ii) Voluntary Administration, possibly leading to a deed of company arrangement: a voluntary administration is a formal standstill type administration where the voluntary administrator investigates and reports on the company's history and financial position to creditors and makes a recommendation about its future. Creditors then decide whether to accept

a deed of company arrangement if one is proposed by the directors, liquidate the company or return the company to the control of the directors. A deed of company arrangement is a procedure that permits a company to make a compromise or arrangement which is binding on all creditors. Subject to the terms of the arrangement, the company may then be saved and continue to operate (Cseti, 2010).

- (iii) Receivership: a receiver or receiver and manager are usually appointed by a secured creditor or in some cases by the court. The assets of the company are realized for the benefit of the secured creditors. This type of appointment can occur at the same time that a company is in liquidation or voluntary administration (Cseti, 2010)

The appointment of a formal administrator may be voluntary, when it is initiated by the company itself or involuntary when it is made by a person or organization that is owed money, or by the courts.

The company decided in 2012 go with the second option. The court designated an official, responsible for the insolvency process of the company.

1.2.1. Importance of this choice

This insolvency process was a badly needed. In one hand the company loses decision power, but in another hand help it 'getting on tracks' again, giving it the time needed to solve its financial problems and get back to work as normal.

Giving a chance to the company get better again, is a way also to protect workers from unemployment and the economy of the region isn't affected. It is a process where everyone has to win with, even the companies that Neumayer Tekfor owed money, since this way they have a chance to get their money back and keep the clients afterwards.

This process was solved and ended during this internship, in June of 2013, time when the group was finally acquired by Amtek Auto, Lda. the Indian partner of a joint venture with Neumayer Tekfor. That company paid all the debts of the insolvency process.

1.3. Nature of the organization

Neumayer Tekfor (NT) is a vital company in the automotive market, supporting their customers from the beginning of the projects, analyzing, providing consultation for and developing pioneering solutions in the manufacture of cars. That importance was essential in the process of finding a solution for the maintenance of the company.

There are several research facilities encompassing state-of-the-art prototype centers, that are the main reason for the company success story. Higher performance and a greater products cost efficiency, are the decisive competitive edge.

The NT values are based on mutual respect, integrity, open communication, teamwork, continuous improvement, innovation and performance.

At NT, those values are the basis for the company's success, since they are the essence of the innovation associated with its global presence. To get this kind of dedication from the employees, NT bets in their education and training, with trainee programs and other programs on the NT Academy. During this programs, employees get to know all routine processes in their related area or department, combining studies and work, training and career.

NT isn't only one of the primary innovation leaders of the industry, but also one of the quickest to implement valuable concepts for the future, when some are still studying alternatives. NT is already providing them, they sell trust and reliability, by delivering what they promised, nothing else.

1.3.1. Competent strength – on a global basis

The NT strategy is to follow customers anywhere in the world and manufacture on every continent relevant to the automotive industry: 5 in Europe, 2 in South America, 1 in North America and 2 in Asia. NT contributes significantly to the global networking success factor.

To efficiently implement this strategy, NT Group uses the global core expertise at its networked manufacturing plants in Europe, South America, North America and Asia.

1.3.2. The business

Actually NT group, has a business volume on the four hundred million euros (400.000.000€), with a gross profit on the forty millions (40.000.000€) it has losses around seventy millions (70.000.000€) mostly due to costs on research and development, administrative expenses and with other operating expenses. At the end of 2012, had more than 3000 people collaborating in the company. Working together to get high quality level of products, which ones go through several processes like:

- (i) “Forming”, that is the process to make use of suitable stresses like compression, tension, shear or combined stresses, to cause plastic deformation of the materials to produce required shapes;
- (ii) “Heat and surface treatment”, that is the treatment to remove any undesirable attributes such as tension and brittleness;
- (ii) "Machining", That is the process or processes, in which, a piece of raw material is cut into a desired final shape and size, by a controlled material-removal process; and finally,
- (iii) “Assembly”, that is the process of putting together manufactured pieces to make a completed product.

Everything has to be done with responsibility in the development of products, since every piece has to be perfect.

From these processes, NT produces pieces for transmissions, engines and drivelines. There’s also some developed pieces to be used on other special applications, such as steering, brakes, airbags and fasteners, like it’s ENKO all-metal lock nut.

1.3.3. Porter five forces analysis on NT

“Porter’s model (1985) is grounded in microeconomics, and despite criticisms from Mintzberg (1994) and others, it is still one of the most applied strategic frameworks used today. Porter views strategy as competition and defines competition as a struggle for profits marked by five distinct forces. He argues that “industry structure drives competition and profitability, not whether an industry is emerging or mature, high tech or low tech, regulated or unregulated” (2008, p.82). As such, the five forces define an

industry's structure and shape the nature of competitive interaction within that industry (Porter, 1985).” (Pringle, J. & Huisman, J.; 2011)

The Five forces defined by Porter applied and seen by the NT group point of view, were the following.

Threat of new entrants:

- (i) Low risk of new entrants, is needed a really huge investment to enter on this business, there's lots of machinery on the plants and qualified people.

Power of suppliers:

- (i) As there are lots of firms producing the materials for us, to produce our pieces, the suppliers have little power here, if NT decided to change supplier it would be a serious problem to the supplier company.

Power of buyers:

- (i) Here we can notice a big power presence, we have to rely on a few automakers companies, any chance leading to less pieces sold, would be a big problem and they know that.

Availability of substitutes:

- (i) Producing a car obligate to certain rules and our clients can't change from our pieces to another companies pieces that easily, at least while using them for a specific car model;
- (ii) The bigger is the impact of the last consumer on the automaker company, with petrol costs going higher and higher, people chose to go by bus, train, plain, instead of buying cars and on a second basis that affect us.

Competitive rivalry:

- (i) There isn't much of a competition on this business, at least at our level of production, it's very difficult for us to gain our competitors clients, and likewise is very difficult to them to take ours.

1.3.4. Swot analysis on NT

Examining a company's internal and external environment is essential for the strategic planning. The SWOT Analysis (acronym for strengths, weakness, opportunities and threats), it is a result of a research project by Albert Humphrey of Stanford Research Institute from 1960 to 1970 on the failure of organizations, and it is nowadays a strategic planning tool in the evaluation of most business operations (Morfaw, 2009). The SWOT Analysis is used to analyse the strengths and weaknesses of the companies, as well as the opportunities and threats of a business (Ferrel & Hartline, 2014), useful because encourages the entrepreneur to analyse his company from an objective point of view, giving him the information that usually he won't see.

On the external analysis, things are out of our control, the company can only take advantage of them or resist to them, depending if they are opportunities or threats.

I found some opportunities that the company could take advantage as:

- (i) Sector improvements;
- (ii) Global positioning;
- (iii) After the insolvency process, clients and possible clients will re-gain the trust in the company;

As for the threats goes, I found the following ones:

- (i) Automobile market instability;
- (ii) Final buyer has a lot of influence on the purchases of our clients to our pieces;
- (iii) Indecision by our clients on the number of pieces in the purchases;
- (iv) Economical crisis;
- (v) Political and laws changes;
- (vi) Increase of taxes and fees;
- (vii) High petrol costs.

Here on the internal analysis I could identify the strengths and weaknesses of the NT, the principal aspects that distinguish NT from the concurrency.

So, as strengths I found:

- (i) Strong feeling of responsibility on the administrative and management personal;
- (ii) Employees with willingness to work for the success of the company, not just for a salary;
- (iii) Great use of management techniques;
- (iv) Good knowledge of each one role in the company;
- (v) Strong knowledge of the sector;
- (vi) Product quality;
- (vii) Great R&D department;

As weaknesses:

- (i) Lack of knowledge of the responsibility required by some of the employees on the production plants;
- (ii) Difficulty to maintain performance levels during holiday season;
- (iii) Less control and autonomy during the insolvency process.

On a business to win “battles” against our concurrency, we need to know how we are, but also how our direct competitors are. The SWOT analysis is a great tool for the development of a business strategy. So after getting the information of the internal and external factors, all entrepreneurs or financial managers, have to get to work with it. Gather information isn’t enough, we need to work it and take conclusions, so we can make decisions of what to do to improve our business or simply keeping it better than our concurrency.

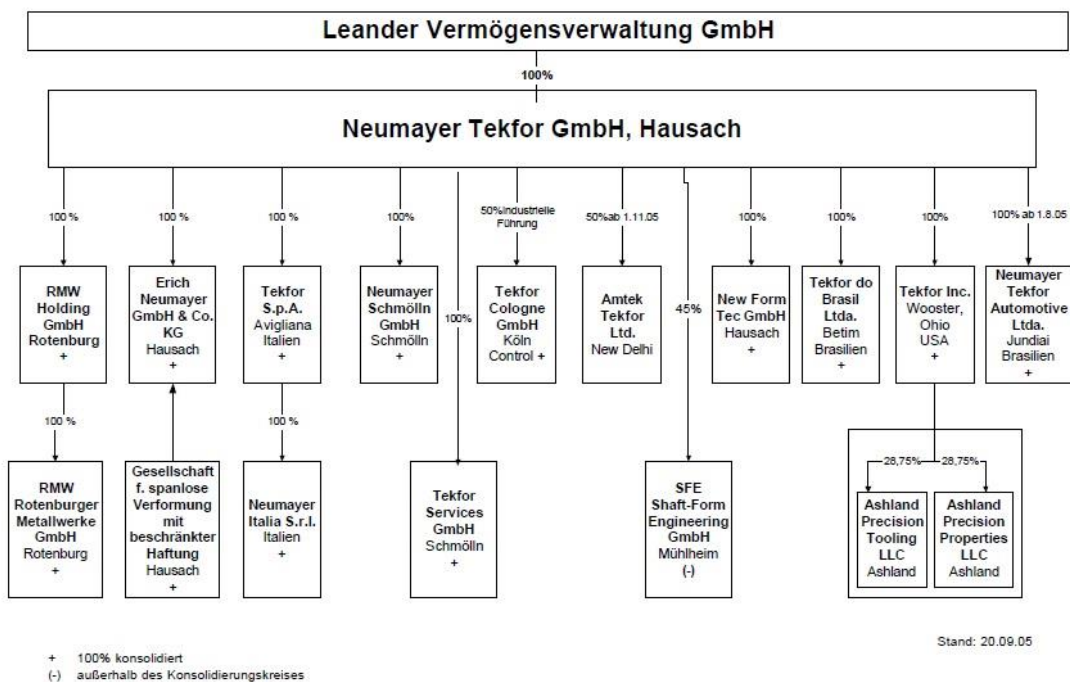
On the NT situation was difficult to make any decisions since the beginning of the insolvency process. Even hiring people was complicated. We could improve it, just by making our weaknesses disappear or resisting to a bad moment, until a solution is

found. On NT case that solution was to sell the company to Amtek Tekfor, a previous partner, with a joint venture in India. This solution was the best for all the employees and environment surrounding all the plants of the NT group, because people kept their jobs and the company gained a new direction, instead of just being surviving on an insolvency process. Now became part of a bigger group, free of any third parties and with more control of all processes, even if that meant the end of Neumayer as a company.

Chapter 2: Structure and functions of the financial department on the German main office

2.1. Organizational hierarchy chart

Figure 2.1 - Organizational hierarchy chart



Source: Company

On the chart above is represented the group structure, what companies the group own, which joint-ventures has with and how everything is divided.

All the companies integrated on the holding work primarily on manufacturing pieces, but there are some that are used only to manage personal. In Germany NT has factories in Rotenburg, Hausach and Schmolln. In Schmolln NT has two companies, one for manufacturing pieces, the other to control expenses with salaries, travel costs and everything related to employees contracts. This company doesn't make any profit or loss, was created just to simplify things, because all the contracts of the three manufacturing factories, as the ones from the offices are managed all by 'Tekfor services'.

In Mexico the reason is a bit different, there's also two companies like Schmolln, working in the same building, one works manufacturing pieces, the other is in charge of employees affairs, but here isn't just to simplify. In Mexico exists a tax that when a company makes a year profit, a specific percentage of that profit goes to the employees, so NT decided to create two companies there, since 'Tekfor Services' Mexico has the employees contracts and it doesn't make any profit or loss, they don't have to pay nothing more. Like in Schmolln there's also two similar companies in Ohio, United States, also 'Tekfor Services' in Ohio is just to simplify things. There are two more manufacturing companies, one in Avigliana, Italy and another in Betim, Brasil.

2.2. Main offices

NT has companies and joint ventures in several countries and continents, has you can see on the map, identified with red dots.

Figure 2.2 – World Wide NT availability map



Source: Company

NT is located in three continents and six different countries, with the main operations in Germany. NT also has activity in United States, Mexico, Brazil, Italy and India.

2.3. Brief introduction of the financial department

Every members of the financial department, no matter their function or position, are very important to the group. As they are managing millions, no mistakes can happen. Their functions are always properly executed with a big sense of responsibility and care.

Everyone is always able to help in something needed by another team member, from the financial department as from another department.

2.4. Department hierarchy

The chief financial officer (CFO) during my stay on NT was Mr Norbert Loers. Mrs Susanne Keller was his assistant, followed by Mr Michael Räßle, the team leader of the financial department.

The other team leaders and members of the financial department were: Mrs Ella Kuhnke, team leader of the accounting and treasury, working with several other members of the accounting office and treasury, Mrs Silke Kramer team leader of taxes, Mr Sven Heizmann financial analyst, Mr Jürgen Wegener business application manager and Mrs Viviane Maranzato accounting analyst.

I worked directly with Mr Michael Räßle and Mr Sven Heizmann.

2.5. Major responsibilities and functions of the financial department

The major responsibilities and functions of the financial department were: planning, controlling, reporting and accounting.

The planning function includes assistance in the preparation of the profit growth plan or budget, evaluating the plan to make certain that it is integrated for both short or long term operation and is compatible with corporate objectives.

The control function includes the development, testing and revision of standards required to measure actual performance. It is responsible for the assist operating management, in encouraging conformance of results to established standards. It's also necessary to have sure that all of the corporate assets are adequately protected and that control systems are established to continually monitor the protection of these assets.

The reporting function includes the preparation, analysis and interpretation of financial data, including the evaluation of this data with reference to current and potential future operations. This includes the necessity for prompt reporting, both to corporate management and to local operating management, to provide them with whatever reports or data required to maximize operations.

The accounting function includes the traditional historical accounting function covering the establishment and maintenance of adequate and complete accounting systems following the established financial control and accounting policies.

Chapter 3: Training program

3.1. Plan of internship

The internship had the duration of six months, from 7th of January of 2013, until 7th of July of 2013.

Since I had the option of doing a internship and afterwards writing a report about it to finish my master degree instead of a dissertation. I choose to do an internship, because the work experience would be better for me. Firstly I looked for internships in Portugal, but couldn't find anything, so I started looking in United Kingdom and Germany. After one week of sending my curriculum to NT through their 'Master Program', where they offer internships to master students. Mrs. Treier from human resources contacted me back, telling me that they were looking for someone with my profile, she arranged an interview by phone, with Mr. Loers and Mr. Raple. I had the interview a few days after and afterwards everything was arranged between me and Mrs. Treier so I could start working there on the beginning of the year.

The objectives of the internship were:

- (i) Contact directly with professional practices and ways of intervention, related to the skills developed throughout the course;
- (ii) Develop capacities to use theoretical and methodological tools appropriate to concrete problems.

The internship was made in the finance department of the Neumayer Tekfor Holding GmbH supporting the financial team leader.

Initially I had as activities to develop, the preparation of daily and monthly reports for the Neumayer Tekfor Group, cost analysis reports, support in the planning processes in the NT Group as in preparation of the annual balance sheets according to IFRS as well as individual company closing according to IFRS and HGB - German Commercial Code. This last one I just could start, by helping creating the excel files for the data, because afterwards the company was sold and the date to present this was delayed and had to be finished by the new owners.

3.2. First day in the company

I arrived in the company around 8 a.m., Mrs Luciene Treier quickly received me and introduce me to everyone in the office, from the administrative girl to the chairman of the company.

They gave me to know a card system to manage office material, each card corresponded to an office item, when someone take for example the last archive folder, he takes also the corresponding card and put it on a glass box on the side. In the morning the lady responsible to order office material would take those cards and order everything needed.

Every office is attributed to someone, but as they all work with laptops and dock stations, when someone needs help or if they need to move to another room to work together, they just need to take the laptop off and go work someplace else.

On the group offices floor, there is a small kitchen, so people can bring their own food and eat in the office. With this facility they can keep working during lunch time. Each department is responsible to clean the kitchen during 1 month each 6 months.

There's also a presence board so people knows who is in the office, who is on holidays or just working on one of the group companies and isn't in the office.

3.3. Tasks assigned during the internship

3.3.1. Support in the preparation of the annual balance sheet according to IFRS and HGB – German commercial code

On the first days of work, to get used to everything. I was given a task from Mr Rapple, where I had to go through all last year files, copying them, checking for mistakes, changing dates to the present year and erase the amounts. So as soon as the financial managers of the different companies of the group, had their annual balances reports finished, I could work that information, exporting it to a general excel file. Then I had to check everything again, taking notes of any mistakes, calling the responsible for that and ask him or her to correct it. Then Mr Rapple would check it once again and make a report for the insolvency administrator and the court. Unfortunately I couldn't finish this task, because in the mid time, the company was

bought and the date to deliver this information had to be delayed and the new owners assigned the task of fill the balance sheets to someone from the Amtek Tekfor.

3.3.2. Preparation of the daily and monthly reports for the NT group and insolvency administrator

Every day in the morning I had to follow a list of things to do, so I could do the daily report without missing any information or leaving it with errors. With this method I could give to the insolvency administrator and all the other interested personal, the information they needed to their jobs.

Here is a walkthrough of every step I had to follow in order to finish the daily report (annex A.1.). For this walkthrough I will use as example of the present day the 21st of February of 2013 (21st), due to confidentiality issues I can't present any important amounts or other privilege information from the company.

I Started by creating a copy of the report sent on the 20th of February (20th). By doing this every day we could check all the process done before by day. After that I changed the date from the original file from 20th to 21st and opened the excel file.

As the complete information for the 21st was impossible to get, since not all the transactions were complete, we had to the reports always for the day before, in this case the 20th.

Then using macros (figure 3.3), I copied the values from the 19th of February of 2013 (19th), from accounts payable, cash, bank accounts, creditor accounts, debtor account and revenues off all the sheets on the excel file to the 18th of February of 2013. The 'Solicitors cockpit' is the front of the report, where all the information was resumed (figure 3.4).

Figure 3.3 – Macros from the daily report

	A	B	C	D	E	F	G	H	I
1									
2	0.	Reset Messages							
3					Reset Messages				
4		Copy operations (now -> before)							
5									
6									
7									
8									
9									
10									
11									
12	3.	copy Commitment							
13									
14									
15	4.	copy Cash							
16									
17									
18	5.	copy Payable							
19									
20									
21	6.	copy Accounts Receivable							
22									
23									
24	7.	copy Sales							
25									
26	8.	Change Date			Journal ALL; not change BEFORE copying				
27									

← ... Copy - Raw material Commitments Copy - Other Commitments Copy - Capex FixJoint Copy - Weekly Reporting Control ⊕

READY

Source: Author

Figure 3.4 – Solicitors cockpit

Solicitors cockpit							Status:	20-02-2013
German units								
Account Balances								
	<i>current price US\$/EUR:</i>		1,2321	1,2329	0,0447	1,3375		
	Bank	Account	Balance EOB 14.09.2012	Balance of the Previous Day	Change	Balance 20.02.2013	Currency	
	NH							
	NH total (available)		994		↑ 576		TEUR	
	HA							
	HA total		4.075		↑ 116		TEUR	
	SM							
	SM total		544		↓ -137		TEUR	
	RD							
	RD total		1.503		↓ -1.101		TEUR	
	JS							
	JS total		582		↓ -127		TEUR	
	Total		7.698		↓ -673		TEUR	
Supplier Side								
Old-Creditors								
	I/C		<i>EOB 14.09.2012</i>	<i>Day Before</i>	<i>Change</i>	<i>20-02-2013</i>		
	Deutschland		-5.076		⇒ 0		TEUR	
	International		-678		⇒ 0		TEUR	
	I/C total		-5.754		⇒ 0		TEUR	
	Third							
	Third total		-10.008		⇒ -1		TEUR	
	Old-Creditors total		-15.762		⇒ -1		TEUR	
New-Creditors								
	I/C		<i>EOB 14.09.2012</i>	<i>Day Before</i>	<i>Change</i>	<i>20-02-2013</i>		
	Deutschland		0		↑ 378		TEUR	
	International		0		⇒ 0		TEUR	
	I/C total		0		↑ 378		TEUR	
	Third							
	Third total		0		↓ -723		TEUR	
	New-Creditors total		0		↓ -345		TEUR	
Order Commitment								
			<i>EOB 14.09.2012</i>	<i>Day Before</i>	<i>Change</i>	<i>20-02-2013</i>		
	Order Commitment I/C		0		⇒ -8		TEUR	
	Order Commitment Third (excluding Capex)		0		↑ 351		TEUR	
	Order Commitment Third (Capex)		0		⇒ 0		TEUR	
	Order Commitment Total		0		↑ 343		TEUR	
Total outstanding supplier side (without Old-Creditors)								
			<i>EOB 14.09.2012</i>	<i>Day Before</i>	<i>Change</i>	<i>20-02-2013</i>		
	Total Commitment I/C		0		↑ 370		TEUR	
	Total Commitment Third		0		↓ -372		TEUR	
	Total Commitment		0		⇒ -2		TEUR	
	OP equivalents including Old-Creditors		-15.762		↓ -346		TEUR	
	Total Liabilities including Old-Creditors		-15.762		⇒ -3		TEUR	
Customers								
Accounts Receivable Inter-Company								
			<i>EOB 14.09.2012</i>	<i>Day Before</i>	<i>Change</i>	<i>20-02-2013</i>		
	Deutschland		5.173		⇒ 0		TEUR	
	International		3.490		⇒ -9		TEUR	
	Total		8.663		⇒ -9		TEUR	
	New Accounts Receivable							
	Deutschland		0		↓ -1.525		TEUR	
	International		0		↑ 15		TEUR	
	Total		0		↓ -1.510		TEUR	
Accounts Receivable - Third								
			<i>EOB 14.09.2012</i>	<i>Day Before</i>	<i>Change</i>	<i>20-02-2013</i>		
	Total		22.364		↓ -102		TEUR	
	New Accounts Receivable							
	Total		0		↑ 114		TEUR	
Accounts Receivable Total								
			<i>EOB 14.09.2012</i>	<i>Day Before</i>	<i>Change</i>	<i>20-02-2013</i>		
	Total		31.027		↓ -111		TEUR	
	New Accounts Receivable							
	Total		0		↓ -1.395		TEUR	
	Total:		31.027		↓ -1.507		TEUR	
Funds available (Available debtors / Newly-creditors / Purchases)								
			<i>EOB 14.09.2012</i>	<i>Day Before</i>	<i>Change</i>	<i>20-02-2013</i>		
	Cash		7.698		↓ -1.122		TEUR	
	Debtor third parties (old & new)		22.364		↑ 12		TEUR	
	Accounts Receivable I/C (all Int. + German new)		3.490		↓ -1.518		TEUR	
	New creditors (I/C + Third)		0		↓ -345		TEUR	
	Order Commitment		0		↑ 343		TEUR	
	Coverage / deficit		33.552		↓ -2.631		TEUR	
Cash receipts on Old OPs								
			<i>accumulated</i>					
	Cash receipts on Old OPs				111		TEUR	
	J. Correction for VAT				-11		TEUR	
	J. 3% Fee				-3		TEUR	
	J. Potential extended EV				0		TEUR	
	J. Escrow securities				0		TEUR	
	Net cash input				97		TEUR	

Source: Author

With this I got every difference to zero, on the column ‘Change’, in this case it appears with some gains and losses on accounts, from one day to the other. For

example Hausach plant, got more 116.000€ between two working days, on their accounts. As said, after using the macros (figure 3.3), will appear all the amounts of the accounts stated before on every sheet corresponding to the 19th. Now I could add the new information and work to get the report for the 20th.

First I would get the exchange rate for the report. I had to go into the Portolan software (figure 3.5) and get the exchange rate. Portolan is an accounting software that offers solutions, as business ratios, payments management, electronic banking, cost center accounting, as many other functions for all kinds of enterprises. I open the program to get the exchange rate USD/EUR, always from day we were working, in this example the 20th, then I would copy it to the 'FX' sheet on the report file (figure 3.6)

Figure 3.5 – Portolan Software sample

```

REC #
TRADE NAME:
ALTERNATE:
NDC
C 0          UNITS          PRICE CODE
ORDER X 100          CATEGORY
VENDOR'S ORDER #:
DIAGNOSIS CODE:
TOTAL COST 783.000  LAST COST 0.643  AWP
ON HAND 1000  ORDER KICKER 0  FULL STOCK
DEFAULT SIG: 0

PRICE METHOD
REMARKS:
$ Rx          # Rx
  
```

Source: Company

Figure 3.6 – FX sheet – USD/EUR exchange rates

134	07-02-2013	1,3562								
135	08-02-2013	1,3409								
136	09-02-2013									
137	10-02-2013									
138	11-02-2013	1,3379								
139	12-02-2013	1,3443								
140	13-02-2013	1,3485								
141	14-02-2013	1,332								
142	15-02-2013	1,3329								
143	16-02-2013									
144	17-02-2013									
145	18-02-2013	1,3349								
146	19-02-2013	1,3335								
147	20-02-2013	1,3375								
148	21-02-2013	1,3182								
149	22-02-2013	1,3169								
150	23-02-2013									
151	24-02-2013									
152	25-02-2013	1,3271								
153	26-02-2013	1,3073								
154	27-02-2013	1,3108								
155	28-02-2013	1,3113								
156	01-03-2013	1,3014								
157	02-03-2013									

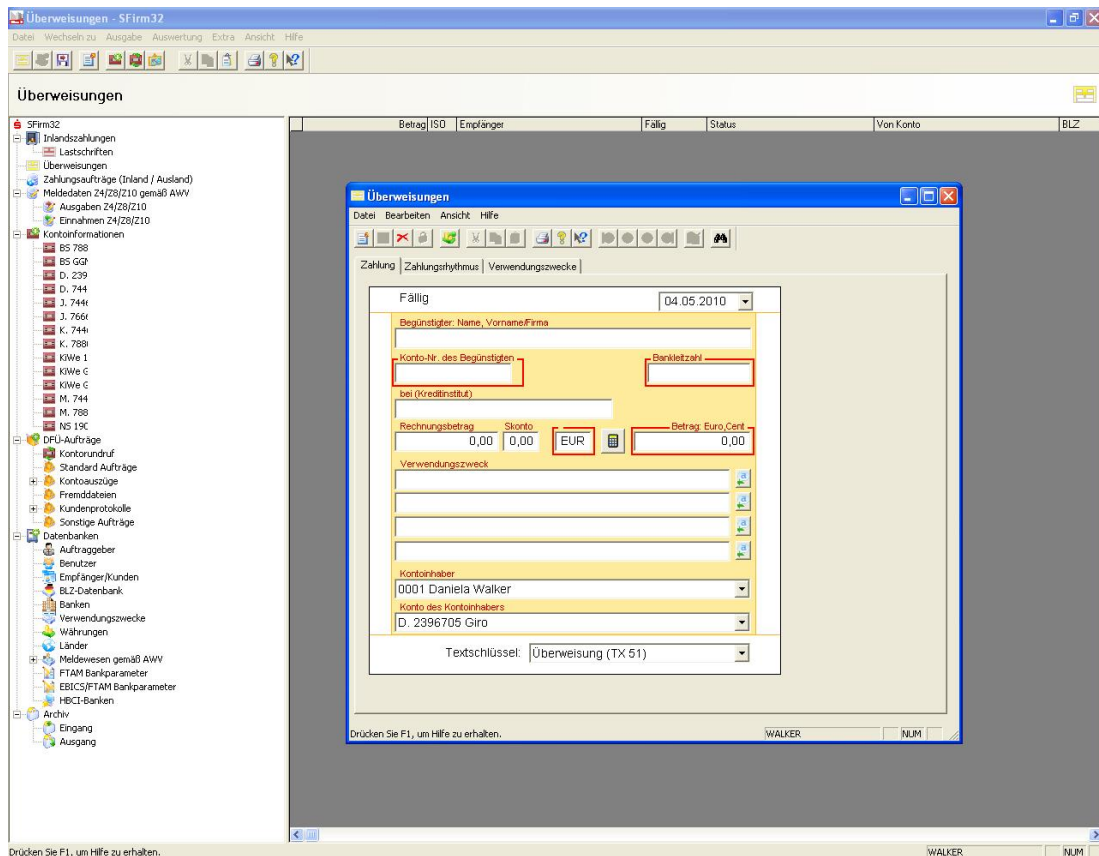
Navigation bar: IC-Matrix Commitment | Maturity Receivable | Maturity HA | Maturity SM | Maturity RO | Maturity NH | Maturity TS | FX | Account Balance

Source: Author

I could know if the NT group lost or gained money with the rates difference, just looking to the ‘Solicitors cockpit’ (figure 3.4).

The next task was on the S-Firm software (figure 3.7). This bank software, only for German bank accounts, was used on the company to manage all the bank accounts of the German plants at once. Here I had to upload and import all the bank accounts movements to the ‘Account Balances’ sheet (figure 3.8) to get all the differences between the two working days and know the money available on the plants on the 20th. This differences could be seen in the ‘Solicitors cockpit’ on the ‘Account Balances’ tab, this means the accounts balances (figure 3.4).

Figure 3.7 – SFirm software menu



Source: Company

Figure 3.8 – Account Balances sheet

236	EUR 4604: 22-02-2013		31-01-2013	22		EUR	
237	EUR 4604: 02-02-2013		01-02-2013	23		EUR	
238	EUR 4604: 05-02-2013		04-02-2013	24		EUR	
239	EUR 4604: 06-02-2013		05-02-2013	25		EUR	
240	EUR 4604: 07-02-2013		06-02-2013	26		EUR	
241	EUR 4604: 08-02-2013		07-02-2013	27		EUR	
242	EUR 4604: 09-02-2013		08-02-2013	28		EUR	
243	EUR 4604: 12-02-2013		11-02-2013	29		EUR	
244	EUR 4604: 13-02-2013		12-02-2013	30		EUR	
245	EUR 4604: 14-02-2013		13-02-2013	31		EUR	
246	EUR 4604: 15-02-2013		14-02-2013	32		EUR	
247	EUR 4604: 16-02-2013		15-02-2013	33		EUR	
248	EUR 4604: 19-02-2013		18-02-2013	34		EUR	
249	EUR 4604: 20-02-2013		19-02-2013	35		EUR	
250	EUR 4604: 21-02-2013		20-02-2013	36		EUR	
251	EUR 4604: 22-02-2013		21-02-2013	37		EUR	
252	EUR 4604: 23-02-2013		22-02-2013	38		EUR	
253	EUR 4604: 26-02-2013		25-02-2013	39		EUR	
254	EUR 4604: 27-02-2013		26-02-2013	40		EUR	
255	EUR 4604: 28-02-2013		27-02-2013	41		EUR	
256	EUR 4604: 01-03-2013		28-02-2013	42		EUR	
257	EUR 4604: 02-03-2013		01-03-2013	43		EUR	
258	EUR 4604: 05-03-2013		04-03-2013	44		EUR	
259	EUR 4604: 06-03-2013		05-03-2013	45		EUR	

Source: Author

Then I was just missing the amounts of the accounts controlled by the insolvency administrator, only applied on the German companies. To do that, I had to wait for

his email. After getting it I changed each amount, manually, on the ‘All’ sheet, on the yellow cells (figure 3.9) and finally I had the exact amount of every plant in Germany.

Figure 3.9 – All sheet

Solicitors cockpit							Status:	20-02-2013
German units								
Account Balances								
Account	Balance EOB 14.09.2012	Balance of the Previous Day	Change	Balance 20.02.2013	Currency			
NH								
NH total (available)	994		↑ 576		TEUR			
HA								
Volkbank Kinzigtal	15		→ 0		TEUR			
Volkbank Kinzigtal	13		→ 0		TEUR			
Commerzbank Freiburg	4,012		↓ -628		TEUR			
LEBw (EUR)	17		→ 0		TEUR			
LEBw (USD)	23		→ 0		TEUR			
Escrow Account	0		↑ 763		TEUR			
HA total	4,075		↑ 116		TEUR			
SM								
Commerzbank Freiburg	521		↑ 27		TEUR			
LEBw EUR	23		→ 0		TEUR			
Escrow Account	0		↓ -164		TEUR			
SM total	544		↓ -137		TEUR			
RO								
Commerzbank Kassel	1,412		↓ -964		TEUR			
Sparkasse Bad-Hersfeld	90		→ 2		TEUR			
Escrow Account	0		↓ -139		TEUR			
RO total	1,503		↓ -1,101		TEUR			
IS								

Source: Author

The next task was in EIS software. An enterprise information system that summarizes integrates and displays information in easily understood reports, for example, to compares sales, costs and profitability across time periods.

If needed, EIS can display the details from which the summaries are derived so I could check into the vouchers. Each voucher corresponds to a specific entry on the accounting software Portolan. Like invoices from suppliers, invoices for clients, material expenses, every entry on the accounting department. In the end of the day those vouchers would be exported from Portolan to EIS.

Portolan works with an efficient, but old command system (figure 3.5). Perfect to enter data, but not to analyze it, so the company to analyze and import data to the excel report uses EIS that has a better looking and easy to use, by point and click, software design.

I used this software to take all the creditors and debtors from the balances to the report on excel (figure 3.10). I started by open it and upload the new information from Portolan to EIS. Then I had to check for differences and errors that could exist, but that shouldn't be there. All the differences should be zeros (figure 3.10 – cell in

red box). If not, I would have to go and check into the vouchers and cross checking them to see where was the mistake. Usually this happened, because on the accounting they filed a voucher with the wrong number, date or on a different company. When there were mistakes I had to correct them and update the file again on EIS.

After checking and correcting everything, on EIS. I had to export to the report the creditors (figure 3.10) and the debtors (figure 3.11) balances for the 20th.

Figure 3.10 – Copy - Accounts payable sheet

	A	B	H	I	J	K	L	M	N	O	P	Q
1		Last update of the pool:	2/21/2013 3:09:00 AM									
2												
3												
4												
5												
6												
51												
52												
53												
54												
55												
56												
57												
58												
59												
60												
61												
62												
63												
64												
65												
66												
67												
68												
69												
70												
71												
72												

Source: Author

Figure 3.11 – Copy – Accounts receivable sheet

	H	I	J	K	L	M	N	O	P	Q
Last update of the pool: 2/21/2013 3:09:00 AM										
Voucher No	IC - BR	IC - IT	IC - US	IC - MX	IC - Andere	3rd	Kontrolsumme	TOTAL	Delta	
HA - old - Correction items - additive	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00
HA - old - Correction items - subtractive	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00
HA - old - TOTAL	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00
HA debtors (new):										
HA - new - sales invoices manually	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00
HA - new - outgoing invoices	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00
HA - new - outgoing invoices	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00
HA - new - credits	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00
HA - new - bank documents DREBA	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00
HA - new - bank documents B/W	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00
HA - new - Clearing A/R open positions	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00
HA - new - Other	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00
HA - new - Correction items - additive	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00
HA - new - Correction items - subtractive	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00
HA - new - SUMME	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00
HA - Total	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00
HA - Checksum	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00
HA - Delta	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00

Source: Author

Then I saved a copy of the file used on the EIS. To get the creditors and debtors balances from the 21st, because the program always gives me the information of the opened file or the previous day after updating it. In this case our save on the 21st, had the information of the 20th. If I needed to get that specific day or another one in May for some reason, I had to create a backup file for every day until then.

Afterwards I saved and closed that file, then opened another file on the EIS that is used to get the maturity structure list information for each one of the five companies located on Germany, Hausach (HA), Schmolln (SM), Rotenburg (RO), Tekfor Services (TS) and the NT Holding (NH). Not only information about the clients with how much and when they were going to pay, but also from the other companies of the group and then copy it to the excel sheet (figure 3.12).

Figure 3.12 –Maturity sheets

A	B	C	F	G	H	I	J	K
	Last update of the pool: 2/21/2013 3:09:00 AM							
	Pool Name: EUR Open posts currently							
	Filter: (OB001 = '10' AND OB299 = '1')		overdue 16 - 30	overdue 1 - 15	Due within 3 weeks	Later, due		
							Total	
Account	Group of Account							
Client A	750		0	0	0	3.913	3.913	
Client B	750		0	21.344	0	55.713	79.628	
Client C	750		0	51.270	0	164.264	215.534	
Client D	750		0	2.010	0	6.030	8.040	
Client E	750		0	0	0	552	552	
Client F	750		0	11.176	0	47.092	58.268	
Client G	750		0	0	0	93	93	
Client H	750		0	0	0	57	57	
Client I	750		0	8.287	0	24.937	33.224	
Client J	750		0	0	0	0	-1.304	
Client K	190		0	30.950	17.380	21.586	69.554	
Client L	370		0	0	38.742	60.855	96.636	
Client M	750		0	5.264	0	21.985	27.248	
Client N	650		0	0	0	694	694	
Client O	750		0	3.139	0	553	1.249	
Client P	740		0	2.079	28.075	10.051	40.206	
Client Q	740		0	4.898	58.206	19.107	81.847	
Client R	740		0	454	15.510	3.486	19.450	
Client S	740		0	1.623	8.493	3.247	12.815	
Client T	740		0	17.170	57.298	13.640	88.108	
Client U	740		0	0	2.279	760	3.039	
Client V	700		0	2.638	0	2.508	-3.554	
Client X	240		0	0	580	1.017	1.597	

Source: Author

With this finished I had to look into the maturity structure list matrix. Is a due debtors matrix where we check if everything is correct on the maturity sheets by checking if the delta box is giving a difference of zero (figure 3.13).

We can use this table to see what we are due to receive in the following periods. On the yellow columns, what is due to us after one month, after 2 weeks, in the next two weeks and what already have pass the date to be paid. On the green columns it's mentioned what is due to receive after 3 weeks and later on. (figure 3.13).

Figure 3.13 – Maturity structure list sheet

Maturity structure list													
(Customers)													
in TEUR													
		Overdue					Total Overdue	Due within 3 weeks	Later Due	Total			
		30+ Days	16 - 30 Days	1-15 Days									
HA	IC	68%	5%	14%		87%	9%	5%					
	3rd	8%	2%	24%		34%	19%	47%					
SM	IC	41%	0%	23%		64%	19%	17%					
	3rd	-8%	2%	24%		18%	11%	71%					
RO	IC	96%	0%	-17%		79%	19%	2%					
	3rd	19%	0%	33%		52%	18%	30%					
NH	IC	246%	0%	-16%		230%	-34%	-96%					
	3rd	60%	20%	0%		80%	20%	0%					
TS	IC	63%	37%	0%		100%	0%	0%					
	3rd	59%	5%	36%		100%	0%	0%					
Σ	IC	50%	5%	14%		69%	16%	15%					
	3rd	8%	1%	26%		36%	17%	47%					
	All	22%	3%	22%		47%	17%	36%					
							Check:						
							Delta:		0				

Source: Author

As seen on the matrix (figure 3.13), more than one third (36%) of all the money due to the company was in a late payment, this was one of the major reasons that took the company to this situation of insolvency.

Next I had to go into another EIS file, get the information of obligations with raw materials and other materials and again copy it to the excel sheet.

This was a simple inventory process, so we could update our order book with what to buy and what was in debt to pay.

Finally, Mrs Viviane would send me the final order book information. With this I could see what was already ordered, the costs and the differences from what was expected from the budget and what was really going on at the moment (figure 3.14).

Figure 3.14 – Sales and order backlog sheet

Current: Sales and order backlog (cumulative)																			
Status: 20-02-2013																			
	February-13				March-13				April-13				May-13						
	Residual	Turnover MTD	Order Book (Remaining months)	Accumulated potential	Plan (PwC)	Delta (Plan vs IST)	in %	Order Book	Plan (PwC)	Delta (Plan vs IST)	in %	Order Book	Plan (PwC)	Delta (Plan vs IST)	in %	Order Book	Plan (PwC)	Delta (Plan vs IST)	in %
HA	576	10.150	677	11.403	10.782	621	58%	10.373	9.852	521	50%	11.287	10.158	1.129	11%	10.178	9.097	1.081	12%
RO	683	2.986	195	3.864	3.232	632	16%	3.221	3.381	-160	-5%	3.270	3.584	-293	-8%	3.263	3.708	-445	-8%
SM	358	3.389	386	4.133	4.603	-469	-10%	3.879	4.769	-890	-19%	4.025	4.305	-281	-6%	2.711	3.284	-573	-18%
Total	1.617	16.525	1.258	19.400	18.616	784	4%	17.473	18.002	-528	-3%	18.581	18.027	554	3%	16.151	16.089	62	0%

Deltas: Current day vs. day before																
	February-13				March-13				April-13				May-13			
	Residual	Turnover MTD	Order Book (Remaining months)	Accumulated potential	Delta (Plan vs IST)	in %	Order Book	Delta (Plan vs IST)	in %	Order Book	Delta (Plan vs IST)	in %	Order Book	Delta (Plan vs IST)	in %	
HA	248	830	-254	328	328	3%	-161	-161	-2%	19	19	0%	-14	-14	0%	
RO	20	49	-260	-289	-289	-3%	-36	-36	-1%	-33	-33	-1%	-27	-27	-1%	
SM	13	251	-215	49	49	1%	-1	-1	0%	-9	-9	0%	4	4	0%	
Total	248	1.032	-728	88	88	0%	-198	-198	-1%	-23	-23	0%	-37	-37	0%	

Source: Author

After going through all the points and check them. If there weren't any mistakes, the report was finished (annex A.1) and ready to email to the insolvency administrator and all the other interested personal.

3.3.3. Analysis: Cost centers, cost units, data check

During the daily report, monthly report and on the preparation of the annual balance sheet, I had to check every file from the last year. Identify any mistakes and ask Mr Michael or Mr Sven what to do about it and how to correct them.

I had to look for deltas, deltas are the amounts different of zero. Differences that shouldn't happen, usually amounts from vouchers missplaced on a different company of the group, than the one where should be placed.

I also had to check if the amortizations were making sense. Looking for big differences from any day to the followed one, or even from the last year, before filing the insolvency.

Also had to check the documents received later during the internship. Since the financial managers could go update the previous files instead of creating a new one, this could result in big differences that needed to be explained. If was a mistake or just another semi update amount. For example, there was positive values on the expenses side, this isn't possible. The plant financial manager had to check it and correct it, only then I could file it right on the annual balance sheet. Also if were missing descriptions for some expenses, I had to call them and ask for it. I had to

check the depreciations and if the differences were making any sense, sometimes some of them were just too big to be simple rounding differences.

Even being part of the same group, the companies would buy and sell to each other. I had to see if there was any profit caused by that and nullify it on the end.

Chapter 4: Conclusions

The financial department is a great place to work. Always in contact to other areas like human resources, marketing and sales. How they complement each other, human resources by hiring people and going through curriculums every day. To have always the right people to replace any employee that gets injured or has to go on a pregnancy leave, for the company productivity be unaffected. On marketing and sales making calls and appointments with clients. To reach the targets proposed by the financial department.

This internship gave me a big sense of responsibility, organization and how is to work in a big company. I don't have much work experience, so almost everything was new to me. One of the best things was work with others, since here I only worked with one boss. Never had colleagues helping me at work, teaching me with the several financial softwares I was introduced to.

Other good thing I noticed was about the difference to be employed to work hours or to reach targets. On my first job I got bored after a few months, because there were times with nothing to do. I had to be at the office several hours and days without nothing to do. On NT their only concern was to me to finish my job in time. There was a freedom to arrive later and get out of the office after work finished, not being cuffed to a desk until the end of shift. Giving people pleasure to work, several even worked from home if they were sick or just couldn't be at the office.

Besides learnt how to work the several softwares I also learnt how to build and use a report to manage a company and know every day the current situation of it.

One of the problems on my previous job, in the accounting company, was that almost all the companies, we worked with, weren't hable to tell how their company was. Our clients were small shoes companies, coffes and restaurants and I noticed for several times that they didn't had any idea, how their financial situation was. If they did a report like the one I presented here, they would know exactly their situation and how to improve it. Not needing us to tell them.

The major problem with the internship was that everything was in German and Mr Rapple had a few troubles delegating work to me, so I passed a big part of my time

only doing the daily report and other simple tasks. Not learning everything I was supposed to.

I know that in the future if get a new job or decide to open a company, I will use a similar report to have the perfect notion how the company is going. Also advice or implement a targets system, instead of hours of work. Giving employees the same treatment that I was given. So that they be proud of where they work, not only a place to earn money.

Chapter 5: Recommendations

Well as the NT group was sold, the problem about, less control and autonomy during the insolvency process is no longer a weak point of the company.

So this recommendations are for Amtek Tekfor.

Amtek Tekfor should have more specialized people on the plants, because the lack of responsibility on the production of the pieces, can bring serious problems and trust issues with the clients. Have a well instructed team, about the importance of what they do, when working during the holidays season, when performance isn't lost and is a good way to go against the competition. Since most of the factories on other countries, like France, closes the production during this time, or produce a lot less.

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Annexes & appendices

A.1. Layout of the daily report

Excel file “A1”, in the digital copy of the internship report.



A.2. List of products

Pdf file “A2”, in the digital copy of the internship report.

A.3. Code of conduct of the company

Pdf file “A3”, in the digital copy of the internship report.

A.4. Student application form

Programa de Aprendizagem ao Longo da Vida
Acção ERASMUS - Mobilidade de Estudantes
FICHA DE CANDIDATURA ESTUDANTE - 2012/2013

Dados de identificação

Nome: DIAGO ARAÚJO SANTOS Nr. 45345
 Morada: RUA DAS FLORES, LOTE 19 C.P. 3720.809 Localidade: CUCUIAES
 Telefone: 256833555 Email: SANTOS.DIOGOARAÚJO@UALG.COM Data de Nascimento: 19/11/186
 B.I. N.º: 73071787 N.I.F. n.º 227145771 NIB: 003300000109097742782
 Nacionalidade: PORTUGUÊS Bolseiro SAS: Sim Não Escalão _____
 Faculdade/Escola: FE - UNIVERSIDADE DO ALGARVE Curso: MESTRADO GESTÃO EMPRESARIAL
 Grau: MESTRADO Área de Estudo: _____ Estudos Estágio
 Número de anos em que já frequentou o Ensino Superior (Total de todos os graus) CINCO
 Disciplinas em atraso: Sim Não Quais: _____

Instituição de Acolhimento à qual se candidata (por ordem de preferência):

Início _____ Fim _____ N.º Total de meses _____
 NOME: _____ Código: _____
 NOME: _____ Código: _____

Disciplinas que deseja efectuar na Universidade de Acolhimento:

Curso	Disciplina	ECTS

Assinatura do candidato

Diogo Santos

Área reservada ao Coordenador da Mobilidade da Unidade Orgânica

Seleccionado: Sim Não em _____ lugar
 Assinatura do Coordenador _____

Nota: Anexar carta de motivação, histórico académico, cópia de BI e NIF/Cartão de Cidadão e NIB

Gabinete de Mobilidade // 8065-139 Faro - Portugal // Tel. +351 289 800063 // Fax +351 289 800025 // email: mobilidade@ualg.pt

A.5. Internship form

UAIGFE
UNIVERSIDADE DO ALGARVE
FACULDADE DE ECONOMIA

Mestrado em GESTÃO EMPRESARIAL
Formulário de Plano de Estágio
Ano Letivo: 2012/2013

Dados pessoais do Estagiário:
 Nome: Ruijo Santos
 Número de Aluno: 45345 Ano Letivo da primeira inscrição: 2011/2012
 Email: SANTOS . DIOGO ANAJO@GMAIL . COM Telefone: 917997581

Instituição Acolhedora onde se irá realizar o estágio:
 Nome/Designação/Firma: Neumayer Tekfor Holding GmbH
 Endereço: Hauptstrasse 115
 Atividade Principal: Automobile Industry Página Web: www.neumayer-tekfor.com
 Email: lucian.kuehl@neumayer-tekfor.com Telefone: 078193222156

Supervisor que na Instituição Acolhedora será responsável pelo estágio e cumprimento do Plano de Estágio
 Nome: Michael Rappke
 Email: michael.rappke@neumayer-tekfor.com Telefone: 0781/93222-402

Professor Orientador que irá acompanhar o Estagiário e orientar a elaboração do Relatório de Estágio
 Nome: TERNANDO MANUEL FELIX CARDOSO Email: fcardoso@ualg.pt

Período de tempo em que decorre o estágio:
 Início (previsto): 07/01/13 Conclusão (previsão): 07/07/13 Duração (horas): _____

Regime de trabalho:
 Dias de Trabalho: _____ Horário: 08⁰⁰ - 17⁰⁰

Plano de Estágio: Objetivos / Atividades a desenvolver / Departamento da Instituição Acolhedora / Prazos
 (Entregar em documento anexo, com as assinaturas do Estagiário, do Supervisor e do Professor)


Declaração do Estagiário: Declaro que não desempenhei anteriormente funções idênticas às deste estágio.
 Data: 17/12/2012 Assinatura: Ruijo Santos

Declaração do Supervisor pertencente à Entidade Acolhedora:
 Declaro que aceito responsabilizar-me pelo acompanhamento e cumprimento do plano do estagiário.
 Data: 07/12/2012 Assinatura: M. Rappke

Declaração do Professor Orientador: Declaro que aceito acompanhar e orientar o Estagiário.
 Data: 15/12/2012 Assinatura: T. Cardoso

A.6. Internship plan

We are pioneering solutions

NEUMAYER TEKFOR 

Internship Plan

Neumayer Tekfor Holding GmbH
Hauptstraße 115, 77652 Offenburg
(nachfolgend kurz „NEUMAYER TEKFOR“ genannt)

and

Herrn Diogo Santos
Rua das Flores - lote 19
Vila de Cucujães - Casal Novo
P-3720 - Oliveira de Azeméis,

Duration of the internship:
From 07.01.2013 to 07.07.2013

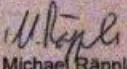
Objectives:
Direct contact with professional practices and ways of intervention, related to the skills developed throughout the course.
Develop capacities to use theoretical and methodological tools appropriate to concrete problems.

Department:
He will be working in the Finance Department of the Neumayer Tekfor Holding GmbH and will support the work of the Financial Reporting and Analysis Teamleader.

Activities to develop:
Preparation of daily / monthly reports for the Neumayer Tekfor Group
Analysis: Cost centers, cost units
Support in the preparation of the annual balance sheets according to IFRS as well as individual company closing according to IFRS and HGB - German Commercial Code
Support in the planning processes in the NT Group.
Preparation of the Cost Analysis reports
Co- work on current projects

Offenburg, 10.12.2012


Neumayer Tekfor Holding GmbH


Michael Räßple
Teamleader
Financial Reporting and Analysis
Neumayer Tekfor Holding GmbH
Hauptstraße 115
77652 Offenburg

Diogo Santos
Intern

Seite 1 von 1

A.7. Training agreement and quality commitment - Erasmus programme

 **UAig**
TRAINING AGREEMENT and QUALITY COMMITMENT
ERASMUS PROGRAMME

I. DETAILS OF THE STUDENT

Name of the student: DIOGO ARAÚJO SANTOS
 Subject area: BUSINESS MANAGEMENT Academic year: 2012/2013
 Degree: MASTER
 Sending institution: FE - UNIVERSIDADE DO ALGARVE

II. DETAILS OF THE PROPOSED TRAINING PROGRAMME ABROAD

Host organisation: NEUMAYER TENFOR HOLDING GMDH

Planned dates of start and end of the placement period: from 07/03/13 to 03/04/13 that is 6 months

- Knowledge, skills and competence to be acquired:
 - Detailed programme of the training period: * INTERNSHIP PLAN ATTACHED
 - Tasks of the trainee:
 - Monitoring and evaluation plan:

III. COMMITMENT OF THE THREE PARTIES

By signing this document the student, the sending institution and the host organisation confirm that they will abide by the principles of the Quality Commitment for Erasmus student placements set out in the document below.

The student
 Student's signature: [Signature] Date: 26/12/2012

The sending institution
 We confirm that this proposed training programme agreement is approved. On satisfactory completion of the training programme the institution will award ECTS credits or will record the training period in the Diploma Supplement.
 Coordinator's signature: _____ Date: _____

The host organisation
 We confirm that this proposed training programme is approved. On completion of the training programme the organisation will issue a Certificate to the student
 Coordinator's signature: [Signature] Date: 20.12.2012

Neumayer Tenfor Holding
 77682 Offenburg

A.8. Erasmus internship evaluation by the company

TEKFOR
An Amtek Group Company

DRIVEN BY EXCELLENCE

Internship Evaluation

School Year: 2012 / 2013

Position responsible for the evaluation of the internship
(Please cross it and fill the blank with your full name)

- Supervisor in charge of the internship in the host company - X
- Teacher from the Economics College who supervised the internship _

Name: Michael Räßle

Intern:
Name: Diogo Santos Student Number: 45345

Host Company where the internship was carried out:
Name: Neumayer Tekfor Holding GmbH up to 30.05.2013 / Amtek Tekfor Holding GmbH
from 01.06.2013 on.

Period of the internship:
Start: 07/01/2013 End: 07/07/2013 Total of hours: 1000

Working arrangements:
Days of work: From Monday to Friday Working hours from 08:00 am to 05:00 pm

You should base your evaluation upon the following criteria:

1. Performance considering the quantity and quality ratio of the work carried out, aims reached, scale of the quality of the aims reached.

Mr Santos worked at all times in a very organized, structured, reliable and accurate way. He was always able to cope with his workload and proved to be a quick learner. He asked for guidance at appropriate times and was always able to complete his assigned tasks to our full satisfaction.

2. Integration, considering the way how he became part of the working team, self – motivation and readiness/willingness.

Due to his friendly and polite approach Mr Santos could integrate himself very well into his team. He was motivated and always expressed readiness to help the team even carrying out some activities that were not related to his core tasks. Mr Santos also showed willing by attending evening classes of a German course which was offered to him by the company.

HL

DRIVEN BY EXCELLENCE

3. Skills and abilities' considering:

a) Interest and skills in applying the knowledge acquired during the theoretical part of the master thesis.

Mr Santos met all his challenges with proficiency and performed with a good level of autonomy. His proactive way showed us that he had brought a good academic base from his education which he was always able and interested to apply during his work at Neumayer Tekfor Holding and Amtek Tekfor Holding.

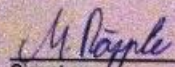
b) Ability to combine the knowledge acquired during the theoretical part of the master thesis and the knowledge transmitted by the host company during the internship.

Mr Santos had no problem to assimilate our internal working processes and to combine our specific information and know-how with the knowledge he acquired during the theoretical part of his master thesis.

Notes/ Suggestions

Thanks to his cooperative and committed approach Mr Santos was an estimated business partner. We thank Mr Santos for his all along good work, and wish him well in any future endeavor.

Offenburg, 7th July 2013


Signature

Amtek Tekfor Holding GmbH
Hauptstraße 115
D-77652 Offenburg

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