

ERP and MRP Strategic Solutions Consultation (FMCG).

**Ability to integrate into the client company**

The Icebreaker Executive was familiar with the team from previous assignments, but he made no assumptions on this project and was without prejudice in the selection of the strategic solutions.

**Impact on the business / bottom line**

There was spend of £50M+ on strategic solutions that were increasingly being deemed as unfit for purpose by different business units. In addition, there was a proliferation of legacy systems that were expensive to maintain and support.

**Overall contribution / achievement of objectives**

Previous strategic reviews had not offered anything new, with the existing SAP template being mandated due to politics driven by the amount of investment already authorised by, in part, those now tasked to review the strategy. It took a strong and independent voice to question the status quo in the face of a clearly growing gap between requirements and solutions. It was through dogged stake holder management that The Icebreaker Executive made the first breakthrough in agreeing the use of non SAP solutions, already in place, to better meet the needs of the non-standard sites within the company network. This shelved at least 15 SAP deployments at an average of £1.5m per site.

**Working style**

Professional and articulate, he engaged all stakeholders equally and used his business acumen in concert with his technical ability to ensure a pragmatic strategy that satisfied all parties.

**Leadership / people management skills**

The Icebreaker Executive was strong to counter the flow on the SAP deployments , and managed the fall out among the different teams extremely well. There was no lasting residue of the turnaround, the business moved on in one agreed direction.

**Any other comments about the interim manager**

It was refreshing to see a consultant using his in depth knowledge of SAP to recommend it not be used in some sites where implementation would cause costs in excess of revenue.

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