

Interim Project Manager FM turnaround UK Retail Banking

Ability to integrate into the client company

[Icebreaker Executive] very quickly understood the challenges facing the bank and engaged with the disparate facilities and building management team located across the UL to understand their challenges. The FM team were responsible for servicing the 2500 business critical properties which too was workplace to 45,000 retail banking employees. The breadth of the icebreaker operations background enabled the team to identify how the procurement, facilities, maintenance, asset management, risk and compliance, financial reporting functions should work as a whole, and how should their success should be measured. The task was to scope the art of the possible, the scope of outsourcing / in sourcing and what the organisation and roles should look like moving forwards.

Impact on the business / bottom line

Whilst the appetite for change at board level was yet to established. We would have expected the turnaround strategy with the right interim management support through consolidation to deliver FTE reduction from 600 – 200, with significant service and value improvement from vendors. By re-engineering the business process, supply chain, functions, and proposed organisation structure, the program targeted a reduction in operational effectiveness, service and cost with a focus on customer management. The procurement cost savings were due to be scoped in phase 2

Overall contribution / achievement of objectives

Within 6 weeks [Icebreaker Executive] along with the rest of the team designed the new organization was designed to meet regulatory, risk and to leverage emerging best practice vendor capabilities, along with the means of amalgamating and reducing duplication of activity across the business estimated at c40% and creating the framework to support FM at local and group level.

Working style

Icebreaker Executive executive operations experience enabled the rapid building of rapport and engagement with the client operations team. This was combined the analytical ability and experience of best practice to “bring something substantial and pragmatic rather than purely analytical to the party”

Leadership / people management skills

[Icebreaker Executive's] developed rapport and engaged directly with the client management team, respected their challenges and identified their strengths, whilst bringing a wealth of external experience from leading edge and award winning supply chain, procurement and facilities management best practice

Any other comments about the interim manager