

Interim Sales and Marketing Director

Case Study 1 Sector: FMCG



Ability to integrate into the client company

[Icebreaker Executive] was engaged at short notice to boost flagging sales of widescreen TV's. The client's major competitor had seen sales steadily increasing, whilst the client's sales had dropped off in spite of increased spend on marketing and promotion. To maintain the sales line, the client was forced to discount heavily. The Executive's role was to understand how the competitor was being successful and to work with the client's marketing team to develop high impact strategies that would increase sales and reduce marketing spend. The review and revised marketing strategy was to be implemented within 14 days following direction from the overseas head office that marketing costs needed to be reduced and sales increased by the end of the quarter. The Executive was able to hit the ground running, quickly understanding the market dynamics, analysing the differences between the client and its direct competitors and understanding the areas of the mix that needed addressing to reduce costs and boost sales. The Executive very successfully established a strong relationship with the client team and worked with them to develop a winning marketing strategy and make tactical changes to boost sales levels.

Impact on the business / bottom line

The Executive worked with the team to focus on market segmentation, identify key segments of opportunity and develop tactical propositions, key channel partnerships and promotional plans to reach these segments. The approach which involved targeting consumers with high disposable income, with tailored propositions, aimed at key sporting events – for example, widescreen TV with party pack discount in a world cup package aimed at "white van man" promoted in conjunction with builder's merchants – was highly successful and delivered like for like sales growth of 60% and reduced marketing spend by 20%.

This approach has been further developed by the client's team and they have implemented a highly targeted promotional strategy which has enabled them to significantly outperform their competitors and maintain market share growth.

Overall contribution / achievement of objectives

The executive left an invigorated marketing team, with a focused strategy who are outperforming their sales targets. The parent company went on to establish a framework with the executive to provide advice and guidance across their product portfolio, which includes white goods, computers, peripherals and industrial products.

Working style

[Icebreaker Executive] works in a very inclusive manner assisting client teams to understand the market and look at marketing strategies in an often new and innovative way. Through his inclusive and motivational style, client teams own the analysis and the solution and are both committed to its successful implementation and also to long term implementation and evolution.

Leadership / people management skills

[Icebreaker Executive] works in an inclusive and motivational manner, providing direction and leadership, whilst still challenging the "accepted way of doing things" such that the results are achieved but also the team have ownership and are motivated to take the reins once the Executive disengages.

Any other comments about the interim manager

John has never failed to deliver, despite being set complex tasks to tight timescales. He is diplomatic, yet firm in delivering tough messages to powerful stakeholders. We have used John many times to support our strategic decision making.