

## **Interim Supply Chain Director Aerospace – subsidiary major European Aerospace Company**

### **Ability to integrate into the client company**

Icebreaker quickly understood the challenges facing the company across Delivery-Quality-Cost and Service where it had both performance and capability challenges. The current team were firefighting and could not see the root cause of the performance deficit and how to improve. Attrition in the team was high with mounting pressure from both the finance department and manufacturing to improve both the quality of information and the overall performance level.

Working closely with the supply chain team and the key stakeholders we stabilised the situation and started the process of root cause corrective action. This was done in parallel with the day to day operations.

### **Impact on the business / bottom line**

Delivery performance on contractual lead-time improved by 25% over 6 months in the supply chain with improved planning and joint improvement programmes with the key offenders. Manufacturing efficiency improved by more than 10% as a consequence of reduction in kit shortages from the improved delivery performance.

In parallel an analysis of supply contracts across all external spend (including indirect) identified contractual non compliances that provided an opportunity to recover cash from suppliers equivalent to 5% of the annual spend. Note with UK contracts statute of limitations allow for 6 years of over charging to be recovered.

Icebreaker supply chain experts led the recovery from suppliers without jeopardising continuity of supply and long term supplier relationships.

As well as recovering historical non compliances icebreaker team developed the contract and commercial processes in the supply chain to significantly reduce future non compliances. This included aligning the supply contracts with the terms and conditions in the sales contracts.

### **Working style**

Very collaborative. Throughout our working relationship I never felt that I was in a client/consultant relationship. [They] worked very much as part of our management team; I got the strong impression that they cared as much about my business as I did.

### **Leadership / people management skills**

[Icebreaker Executive's] great strength is setting an example to people and teams. [They] had to overcome a number of issues with relationships between some of our management team, and, using a pragmatic, mentoring style, [they] did so with grace and honesty and left us with a strong and cooperative working management team.

### **Any other comments about the interim manager**

I would have no problem recommending [Icebreaker Executive] for another interim post. [They] delivered far more than I could have had the right to expect, gave great value for money and were a delight to work with throughout our relationship. I will be using their services again in the very near future.