

Inventory management Implementation Review (National UK Power Supplier)

Ability to integrate into the client company

Iain and Paula quickly demonstrated an expertise in inventory management and were able to understand our inventory issue immediately. They also clearly identified the main factors involved in the power generation industry and the appropriate best practices.

Impact on the business / bottom line

The impact of the review was to immediately re-energise the project and highlight the benefits obtainable to senior management in order to stimulate the release of budget to deploy in the implementation phase set to deliver c £50 million reduction in MRO inventory holdings.

Overall contribution / achievement of objectives

Iain and Paula took full ownership of the policy review report and clearly delivered to the set objective of setting out the policies' gaps and weaknesses. However they went beyond the initial brief to set down recommended strategy and Inventory management best practice which will further contribute to the success of this initiative.

Working style

Iain and Paula were able to draft and socialize the proposed process to varied stakeholders and understood the different requirements in MRO processes as opposed to FMCG processes. Their presentation showed an insightful ability to simplify the complex process and question ingrained working practices.

Leadership / people management skills

They worked well with the SAP programmers, stores staff as well as the Site managers. The best practices were sold to all stakeholders and the project was progressed to the implementation phase due to the interim teams impartiality and ability to focus on hard facts.

Any other comments about the interim manager

This was a project that needed clear direction and a very strong proposal. There was a profusion of local processes and non standard policies, however all sites felt that the proposed strategy offered a preferred best of breed solution fit for purpose, which was a brilliant outcome considering that it was recommending a centralised and standard policy and process across all sites.

Inventory management Implementation Review (National UK Power Supplier) 1a1b

Increase business performance (Using Six Sigma)

Ability to integrate into the client company

Iain quickly demonstrated the ability to work with the key stakeholders, quickly developing an agreed value chain for the whole business unit. He also clearly identified the main constraints in the supply chain with a supporting analysis of costs per activity.

Impact on the business / bottom line

Total savings amounted to £9million (Commercial: £3.47M P&L, £4M Working Capital, Manufacturing; £1.55M P&L)

Global Stock Availability increased from 98.75% to 99.95%, whilst finished goods safety stock cover reduced by 1 week. Finished Goods write-offs decreased whilst workload reductions implemented by lean/agile demand/supply management. Several capacity constraints were ameliorated, processes and systems were improved to be more reactive. Lack of on line visibility on Demand and Supply was addressed through a new communication process. Markets and factories were integrated into standard Processes and Systems to keep products available in stock. 'Management by exception' capability introduced into Weekly Orders transmission process. Shop Floor planning window aligned to Markets planning firm horizon

Overall contribution / achievement of objectives

Iain was instrumental in defining the CH Operating Model - processes, systems, ways of working – and worked diligently to ensure that it aligned and fit into the Global SC strategy and standardisation policy whilst responding to the CH business requirements.

Working style

Iain was able to draft and socialize the value chain and cost analysis to varied stakeholders and understood the full supply cycle very quickly, with an insightful ability to simplify the complex process and question ingrained working practices by highlighting the costs per activity across the full supply chain. This enabled improved flow through the supply chain and optimized costs.

Leadership / people management skills

Iain worked well with the senior project sponsors as well as the impacted staff in the supply chain. The benefits were sold to all stakeholders and the project was 'unstuck' by the expert intervention of the interim, whose impartiality and ability to focus on hard facts proved crucial.

Any other comments about the interim manager

This was a stalled project that needed to be re-energised and sold to the sponsors and the promised benefits needed to be delivered to maintain credibility. This was a tough project that did deliver due to the interim managers involved.

Increase business performance (Using Six Sigma) 13b

City Guild looking for new strategic direction

Ability to integrate into the client company

As a guild, the membership consists of independent craftsmen and traders within the jewellery industry. Iain and his team showed great adaptability to work with such a diverse group without any previous background in this tight nit network.

Impact on the business / bottom line

By creating a Strategic Plan to grow the Goldsmiths' Annual Fair into a permanent retail opportunity Iain has shown the way forward to the Board of Directors at a time when the company is undergoing great transition which has created internal divisions and stasis.

Overall contribution / achievement of objectives

This objective needed an expert external reference point and this was delivered within the 12 week timeframe. Not only was there a considered appraisal of the national market, but a great deal of research provided a though and accurate appraisal of the companies internal inadequacies and highlighted future development needs over and above the original assignment.

Working style

The Interim team worked in a professional manner and responded very promptly to request from the Clerk, and the Court of Wardens. They were also able to adapt to the informal and flexible style engendered by the wider livery membership.

Leadership / people management skills

It is difficult to implement change within an 800 year old organisation that is structured and managed in an eccentric way. However, the team supported their recommendations with robust research and data, backed up with engaging and influential communication.

Any other comments about the interim manager

The interim team brought something to the Marketing team that was difficult to find internally. The team left a much more coherent organisation moving in a more strategic direction with an enthusiasm that was previously lacking.

Business Direction (City Guild) i4b