

Logistics Manager - **Supply Chain Strategic Review – Large Pharma**

Ability to integrate into the client company

The Interim and his team were quick to establish a high level of respect across the functional teams pulled into the strategic review team. The impacts of the review were to be felt across the whole supply chain with some redundancies expected. This called for expert hands and a non political approach. The interim team achieved this, whilst also bringing leading edge supply chain expertise into the project team.

Impact on the business / bottom line

The impact on the business was huge, with the development of the GSK Future State Logistics Strategy, including network rationalization, RFID, Multi-Market and Cross Docking Warehouses, Complexity Reduction and Management, Late Pack Customization, In-Bound Logistics, Service Centers, 'Lean Sigma' process improvement projects and Knowledge Management. GSK won recognition from the Supply Chain industry during this project, which is expected to reduce the supply chain operating costs by £100 Million over 5 years.

Overall contribution / achievement of objectives

The benefit of running the off site workshops facilitated by The Interim's team was clear. The outputs were of a high quality and were fully endorsed by the senior sponsors. The strategic intent was an expensive long-term proposal which needed a robust and facts based benefits case. This was delivered and the objective of gaining funding and initiating the implementation phase of this £25 million project were achieved.

Working style

The interactive nature of the workshops and the inventive way in which the brainstorming sessions were facilitated were crucial and proved the concept to all involved. All the theory was backed up by the teams expertise and factual approach.

Leadership / people management skills

The Interim proved himself proficient at interacting with the senior board members and stimulated a high level of engagement from all involved. He appeared credible and assertive during very gruelling sessions with the sponsors where everything was scrutinised and challenged and maintained composure during some very heated exchanges.

Any other comments about the interim manager

It is well worth bringing in an apolitical facilitator with a cool head to enable these big strategic decisions to be made in an informed and concerted approach. The Interim will be used again in this capacity.

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