

Case Study 6 Sector: FMCG Role: MD

Ability to integrate into the client company

The Executive was invited to join the Group which primarily traded in Sugar and Coffee to run its German operation which was in need of transformation. He had worked with a partner company Lyons Tetley (as their 1st Supply Chain Manager leading the Tesco Supply Chain project) for some years and the client wishes to transform its companies in a similar way to that which it had witnessed in the UK. Having been given a crash course in German (3 weeks) he was parachuted into the client company to witness the removal of the former MD. Despite this tough start to a role he was able to integrate quickly and keep the company afloat whilst he devised a strategy to improve matters.

Impact on the business / bottom line

The Executive was able to transform a technically superb production unit into a flexible and agile customer service led organisation with positive results from marginal profitability £260k to £2.4m through supply chain and people savings.

Overall contribution / achievement of objectives

The Executive was able to exit the company and with a positive benchmark for the rest of the clients companies across Europe able to transfer the skills learnt across six countries and 9 manufacturing units.

Working style

The culture demanded authoritarianism but the skills deficit required empowerment. This was a difficult tightrope to walk but the Executive was able to engage and influence effectively with tough authority whilst leaving legacy.

Leadership / people management skills

Leadership with engagement were paramount and the Executive was able to both negotiate and coerce were necessary.

Any other comments about the interim manager

It was noted that whilst this was a difficult environment where the Executive was seen as both a spy and an outsider/foreigner he was welcomed back with respect and warmth.

MD FMCG D6d