

Managing Director – turnaround Food

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 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 procurement review was successful allowing for a more flexible and agile approach to growth ensuring that communications with the supply base were conducted in an informed manner. The projects reviewed and taken forward by the Icebreaker Executive were the most effective in terms of both top and bottom line performance for the company's 5 years of existence. Increasing sales by some 700% launching the first truly profitable products for this fledgling company.

Overall contribution / achievement of objectives

The objectives were surpassed and the Icebreaker Executive was able to provide assistance to a number of other areas of the business which have resulted in a further work and success for the client.

Working style

[Icebreaker Executive] had to engage with a wholly different market sector where the technical language was and is often geared to exclude. Products were over engineered and the need to be effective in the market was to be more simplistic. This was also certainly true of the supply base. He was able to communicate what was needed to be effective and engage at every level without exclusion.

Leadership / people management skills

[[Icebreaker Executive] was able to lead/mentor/educate at every level ensuring that the 360 degree analyses undertaken by the client reported an excellent relationship. He was seen to be a part of the clients team rather than an interim leaving behind an excellent legacy.

Any other comments about the interim manager

This was an especially difficult political environment where the need to generate cash was paramount albeit the raison d'être for the company needed to be realigned. This was especially difficult for the Board to swallow, however he achieved despite this. He continues to work with all of the senior management team on other projects.

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