

Marketing intelligence Implementation Manager – Major Branded Food

Ability to integrate into the client company

A development budget needed to be spent by the end of the year by a global Market Research company (The Customer) with one of its top five clients (The Client), a global food manufacturer. While some efforts had been made to articulate the scope of this project, time was now running out to deliver a tangible outcome. The Customer knew that focus and stakeholder engagement was required to attain a quality deliverable. Additionally, it was unusual for the Customer to provide this type of consultancy to its clients and knew that an experienced pair of hands would make a huge difference to the project.

Impact on the business / bottom line

These deliverables had board level visibility within both organisations. This project gave the Customer a great opportunity to present its market leading thinking and retain credibility by delivering strategically useful insights within extremely short timescales, especially with a global scope. At the final presentation, the Client requested a proposal to progress one of the four options.

Overall contribution / achievement of objectives

The significant challenge was to define the project brief between the Customer and their Client, taking number of iterations. Practical project governance principles were put in place, such as weekly report was issued to all stakeholders that briefly stated progress, risks and the tasks for the following week.

Working style

By engaging with the senior Client and Customer stakeholders and sketching out plans, benefits and potential deliverables, credibility was built. While the project developed, the importance of achieving this cannot be stated high enough. The key attributes included collaboration, tenacity and articulation of ideas.

Leadership / people management skills

A true stakeholder management role, ensuring deliverables were achieved without any direct reports. The White Papers were delivered on time, even though key personnel were already very busy on other important initiatives.

Any other comments about the interim manager

The Executive has a background in strategic programme management and development of company strategies, business plans, white papers and business requirements. Over the past few years, deliverables have included a new strategy for a merged telecoms company, business requirements for a new Master Data Management initiative, four white papers to measure the strategic impact of global products and business plans for a new hosted desk top environment. He has a strong interest in Human Resources, being a member of the Chartered Institute of Personnel and Development. The Executive has developed Technology Teams from scratch through to redundancy programmes. During this time, The Executive held interim roles at Director Level.

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