

Operations Director – Post Acquisition Integration

Ability to integrate into the client company

The Executive started to work on the day of acquisition, being presented as the new Operations Director to a nervous audience. A project brief had already been agreed, including the development of an integration plan; improving relationships between Sales and Operations; addressing the issues in Finance; staff review and development; and improving customer service. A huge effort made to get to know the staff, so the process and communication issues could be understood.

Impact on the business / bottom line

Customers, money, staff and process were the watch-words for the few months. Immediately made responsible for the largest key customer accounts. While the bulk of the business was with small to medium sized businesses, it was the larger and more complex customers that were the most problematical and burning up most time and were positively addressed using workshops. The key saving was the closure of the acquired office, completed within 3 months after acquisition.

Overall contribution / achievement of objectives

The objectives stated in the original project brief were achieved. The search and selection of permanent Operations Director was achieved using an assessment day and a part-time Finance Director engaged. In addition, a new company strategy was designed. The discussions that took part during the formulation of the strategy generated a whole host of actions that were scrupulously actioned. The strategy was presented to all staff with a positive response.

Working style

Quote from the client: “The Executive hit the ground running with exceptional professionalism and made a real difference in a very short space of time. He conducts himself with the utmost integrity and works till the job is done, often putting in long hours.”

Leadership / people management skills

While the process issues were known to staff, no-one felt empowered to resolve them. Workshops were held to address these issues. During this time, staff objectives were set. While these had been done previously, they were not taken seriously and a degree of cynicism was overcome. Areas of under-performance were identified and tough decisions made. The Finance Team needed to be rebuilt after team members left due to relocation and performance issues. By the time I had completed my time just five months later, a new management team was in place and the company was well prepared for the future.

Any other comments about the interim manager

The Executive has a depth of restructuring experience as a result of 13 technology acquisitions, 4 company disposals and new product developments in fixed, mobile and ISP businesses. The Executive lead technology teams for 2 companies while in administration that resulted in successful trade sales. 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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