

## Procurement turnaround - Airline Catering

### **Ability to integrate into the client company**

[Icebreaker Executive] was engaged at short notice to consolidate and project manage a bid into BA managing a number of disparate co's within a consortium. The bid was not going well and time was running out. That is the consortium was considering its worth and BA had not been overly impressed with progress to date. The airline catering industry does not take to outsiders well and due to its pressured and dynamic environment can be difficult to work in. However [Icebreaker Executive]'s was recommended for being tough, energetic with sound commercial acumen. This together with his good project management skills and clear focus on the end game enabled him to pick up the pace and recover the project admirably. H was able to quickly establish himself internally at all levels, with the other members of the consortium and most notably with BA.

### **Impact on the business / bottom line**

The £1.8 billion bid was deemed to be successful and as it is large part of GG's UK turnover and a positive contribution to EBITDA (£26m pa savings) it was necessary to be successful.

### **Overall contribution / achievement of objectives**

The bid was delivered through all of its stages in a timely manner enabling GG to move from also ran to front runner recovering relationships and reestablishing itself as the industry leader.

### **Working style**

[Icebreaker Executive] had to lead the project at a number of levels, from European board to shop floor, to external companies and often times with the client. This was done whilst ensuring that those responsible completed their tasks as part of the project. The environment was quite departmental, but it was noted by the American CEO how well the company had performed as a unit at the end of the project. [Icebreaker Executive] had to utilise all of his skills in order to facilitate this.

### **Leadership / people management skills**

[Icebreaker Executive] ensured that all those working on the project were able to contribute effectively, chivvying some cajoling others and driving the remainder. This was achieved at all levels with professionalism and authority always with a mind on the end goal

### **Any other comments about the interim manager**

His specialty is tough project management in a fluid and demanding environment and expertise is being able to feel at ease in a number of technical areas without becoming overcome by minutiae. That is understanding the detail whilst keeping an eye on the strategy. He delivered the project professionally without political motivation in a timely manner.

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