

Program Manager - **Business Planning/Forecasting in CH DACH Market**

**Ability to integrate into the client company**

The project team was based in the German Market. The Interim worked well with the German team members and attended all the monthly project review meetings held in Buel. He gelled the extended project team together well, being adept at drawing up the as-is process with the site based staff as well as developing an efficient and achievable to-be process with the consultants responsible for systems delivery.

**Impact on the business / bottom line**

Under The Interim's leadership the "Best Practice" Process for Business Planning/Forecasting was documented which provided one Company Forecast integrating Logistics, Sales, Marketing & Financial Forecast for the German Market. This resulted in 100 days per annum reduced effort, 341k€ reduced cost of keeping stock, 235k€ reduced cost of out of stocks and a huge potential in intangible benefits resulting from better redirection of marketing spent.

**Overall contribution / achievement of objectives**

The Interim's contribution was a well balanced approach to the benefits case, setting both a realistic target in achievable savings and a pragmatic workable solution. The overall objective was achieved due to both these being developed using a fact based approach, using robust and tested solutions. This enabled this project to be a robust prototype for a wider regional project.

**Working style**

The Interim interacted well with the German team and had no cultural issues, whilst demonstrating a huge amount of commitment to get the job done by an almost 100% attendance rate at the face to face meetings and expertly managing the communications between the German team, the solution delivery consultants and the HQ based sponsors.

**Leadership / people management skills**

Working with the senior managers at the Buel office took strong leadership and cultural adaptability. The Interim's people management skills were tantamount in gaining the buy-in of the local staff and dealing with conflict at sponsor level.

**Any other comments about the interim manager**

The Interim left this project in a position to roll out at a European level, surpassing the expectation of a pilot only solution.

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