

Increase business performance (Using Six Sigma)

Ability to integrate into the client company

Iain quickly demonstrated the ability to work with the key stakeholders, quickly developing an agreed value chain for the whole business unit. He also clearly identified the main constraints in the supply chain with a supporting analysis of costs per activity.

Impact on the business / bottom line

Total savings amounted to £9million (Commercial: £3.47M P&L, £4M Working Capital, Manufacturing; £1.55M P&L)

Global Stock Availability increased from 98.75% to 99.95%, whilst finished goods safety stock cover reduced by 1 week. Finished Goods write-offs decreased whilst workload reductions implemented by lean/agile demand/supply management. Several capacity constraints were ameliorated, processes and systems were improved to be more reactive. Lack of on line visibility on Demand and Supply was addressed through a new communication process. Markets and factories were integrated into standard Processes and Systems to keep products available in stock. 'Management by exception' capability introduced into Weekly Orders transmission process. Shop Floor planning window aligned to Markets planning firm horizon

Overall contribution / achievement of objectives

Iain was instrumental in defining the CH Operating Model - processes, systems, ways of working – and worked diligently to ensure that it aligned and fit into the Global SC strategy and standardisation policy whilst responding to the CH business requirements.

Working style

Iain was able to draft and socialize the value chain and cost analysis to varied stakeholders and understood the full supply cycle very quickly, with an insightful ability to simplify the complex process and question ingrained working practices by highlighting the costs per activity across the full supply chain. This enabled improved flow through the supply chain and optimized costs.

Leadership / people management skills

Iain worked well with the senior project sponsors as well as the impacted staff in the supply chain. The benefits were sold to all stakeholders and the project was 'unstuck' by the expert intervention of the interim, whose impartiality and ability to focus on hard facts proved crucial.

Any other comments about the interim manager

This was a stalled project that needed to be re-energised and sold to the sponsors and the promised benefits needed to be delivered to maintain credibility. This was a tough project that did deliver due to the interim managers involved.

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