

Our Clients

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Our service is fully customer-focused; our priority is to get the job done and to meet – and often surpass – our client’s expectations. We are not interested in stretching an assignment out, a charge that is often made against consultants. However, we are not consultants. Our aim is to work with our clients in a fully hands-on, accountable way to transfer and embed skills in order to leave a robust and lasting legacy.

We have experience of working across many sectors – including telecoms, the automotive industry, banking, security, support services and healthcare. We also work with Business Angels and Venture Capitalists, with start-ups and SMEs.

If you are thinking of talking to us about how we can help you, why not see what we have done for other clients?

- > Recent assignments
 - > Case studies
 - > Testimonials
 - > Sectors & functions
-

Our Clients | **What we do for them**

Our recent assignments

(Client details are confidential and only available with their permission)

(2007) Interim FM Operations Turnaround (High Street Bank)

Task: To develop a turnaround strategy for a failing Facilities Management Operation within a major UK bank servicing 2500 business critical properties and workplace to 45,000 people.

Delivery: Re-engineered the business process, supply chain, functions, and proposed organisation structure. The programme targeted a reduction in FTE from 600 – 200, plus significant service enhancements and improvements in value from vendors.

(2007) Interim Managing Director (B2B European Retail)

Working alongside the incumbent MD – developed and implemented the business plan; product development, sales and marketing strategy for a start up business in the Leisure Sector.

(2007) Interim Procurement Change Manager (Major Branded Food)

Reviewed the outsourced operations including contractual, cost and service performance in order to develop a lower risk / better value sourcing strategy and implementation programme for a business with c€300m category spend.

(2007) Interim Operations Director Turnaround (European Japanese Automotive 1st tier) to

Task: to correct significant cost and service shortcomings

Delivery: Developed an implementation plan with the offshore management team to turnaround the management and operations capability of a large automotive offshore manufacturing site employing 1200 people.

(2006–2007) Interim Operations Director – (Healthcare Plc)

Delivery:

- Integrated and turned around a £200m multi-site manufacturing and supply chain operation employing 600 people.
- Relocated and launched manufacturing in the Near and Far East.
- Coached the incumbent Supply Chain Director designate and site management teams to achieve a 10% profit improvement.
- Established and implemented measurable step change improvements in working capital and customer service.

(2006) Interim Back Office Operations Turnaround – (High Street Bank)

Scoped the opportunity to deploy leading edge business processes in the back office operations of a major High Street Bank. Aim was to improve the effectiveness and efficiency of business processes and risk management controls.

Delivery: Identified & realised an 87% efficiency improvement.

(2006) Interim Procurement Project Manager – (Saudi Arabian Telecoms provider)

Scoped and coached the Middle East management team and stakeholders to define a procurement enhancement programme.

Delivery: This significantly reduced new service introduction lead times and cost by benchmarking the KPIs, the business process, leading Telco procurement strategies and cost savings on a £3Bn spend programme, in an organisation employing 23,000 people.

(2006) Director of Operations (UK B2B retail cleaning sector) (Service Sector B2B Distribution)

Led the executive management team to develop a programme to serve customer regions at best cost and at a consistent service level. Established the profitability and service level by region and from this developed the distribution and supply chain strategy.

Delivery: This programme achieved stretch cost savings of at least 10%, a lead time reduction from max 4 wks to 1 week and created a real customer and profit focus with supporting executive reviews, a team development programme and KPIs.

Our Clients | **Case studies**

2006/2007 Case Study

£200m t/o Healthcare Sector Plc, employing c1000 people; recently acquired by a VC backed Global conglomerate.

Icebreaker EIM were tasked to:

- Turnaround traditional UK manufacturing operation
- Bring the incumbent management team and supply chain director designate up to speed with new working practices
- Integrate and merge 2 businesses post acquisition into the global conglomerate operations structure
- Establish and relocate manufacturing operations to the Near East.

Result

Delivered 10% improvement in divisional profit in 6.5 months: 3.5 months ahead of the client's original target.

Our Clients | **What they say about us**

Client Testimonials

From a Divisional Managing Director who engaged Icebreaker EIM in 2006/2007

Ability to integrate into the client company

[Icebreaker Executive] very quickly understood the culture within the business. Within [their] first week [they] produced an excellent document putting meat on the bone to his brief. [they] very quickly identified the critical areas of the project and had put together a draft plan as to how we could overcome those issues. The majority of this initial document did not change throughout [Their] assignment. The culture [Icebreaker Executive] came into was a well established manufacturing process that had not changed for many, many years. [they] was very mindful of this and spent nearly all [their] early weeks convincing the business as a whole that his way forward was the right way, having of course agreed it with me first. Once we had buy-in from the rest of the team the benefits were there for all to see.

Working style

Very results/task focused. The reason why I selected [Icebreaker Executive] in the first place was for this very reason. I had a specific set of tasks which had to be done within a specific timescale. I immediately took a liking to [Icebreaker Executive] when during the interview [they] challenged my proposed time table. My initial thoughts were that I would need [them] for 10 months, clearly [they] were right to challenge them at the time and delivered within 6 ½ months.

Leadership / people management skills

[Icebreaker Executive's] great strength is leading people and teams. [They] had to overcome a culture in the company where people were not held accountable for their actions and rarely made decisions. Through mentoring and working closely with individuals (often on a one to one basis) [They] were able, by the time [they] left, to create a team who thought for themselves and made decisions for themselves. [They] let people develop their own detailed plans under [their] guidance and only altered these when necessary.

Impact on the business / bottom line

The project that I brought [Icebreaker Executive] in for will increase the divisional profit annually by 10%. I honestly believe that without [Their] input at a crucial stage in the project we may well still be thinking and planning today.

Overall contribution / achievement of objectives

[Icebreaker Executive] had three objectives, all of which were achieved. [Their] contribution was excellent and even meant that [they] finished the assignment early – at [Their] cost.

Any other comments about the interim manager

I would have no problem recommending [Icebreaker Executive] for another interim post. [Their] speciality is change management and [their] expertise is being able to deliver results professionally and on time.

Our Clients | **Sectors and functions**

Our experience

We have experience of working within a wide number of sectors and in a wide range of functions. What is different about us is that we take all of this experience and use it across the different sectors and functions to deliver focused results-driven programmes which transfer skills and embed lasting, robust legacies.

Sectors

Public organisations
Private companies
Healthcare
Telecoms
Automotive industry
Branded food
FMCG
Retail
Manufacturing
Service industry
Financial services
Banking
High tech industry

Functions

Operations
Procurement
Finance
HR sales & marketing
IT
Systems engineering
General management