

Our Services

Accountable. Hands on. Courteous.

At Icebreaker Executive we offer a new style of Executive Interim Management:

Accountable. We will not leave until we have got the job done and until we have embedded the skills needed to ensure we can leave a strong, lasting legacy.

Hands on. We are not consultants; we won't just tell you what to do and then leave. Instead we will work with you to implement and deliver what is needed to move your business forward.

Courteous. We don't just mean polite – we mean we will value and collaborate with your management team and staff; we are not here to undermine anyone.

But what exactly is interim management and when should you invest in this invaluable business resource? Some of the answers may surprise you – for example, did you know that an interim manager is not just about crisis management? And did you realise that good interim management should bring annualised year 1 returns of 10–20 ROI?

This section is aimed at providing you with information to help you understand what we do and don't do, what our approach and working process is, why and when you should engage with interim managers and who can benefit from our services. Simply follow the links to find out more.

We want to show you how and why investing in excellent executive interim management makes good business sense.

- > What we do
- > What we don't do
- > How we do it
- > Why you should use us
- > When you should use us
- > Who should use us
- > How we do it better

Our Services | **What we do**

What we do

We work with a range of organisations with a number of diverse business needs – from start-ups to SMEs to larger corporations in both the public and private sectors.

We work with them to deliver special projects and to overcome business challenges. We provide a global perspective on best practices across a number of functions, as well as offering a breadth and depth of skills and sector experience. Our approach is consistent and focused on delivering results but it is not prescriptive.

We are also prepared to put our money where our mouth is and partner in an MBI if the circumstances are right.

Our experience includes work in Operations, Procurement, Finance, HR sales and marketing, IT, Systems Engineering and General management.

Icebreaker Executive Interim Management provides clients with:

- Access to an experienced and skilled Interim Management team with backgrounds in both the private & public sector.
- An invaluable additional business resource within your core management team who is focused on delivering change with immediate results.
- High performing teams and successful implementation processes.
- A rich, productive mix of knowledge and experience to work alongside your business with the focus, urgency, energy and drive to help meet the most testing business requirements.
- A professional resource reporting to your board in order to agree the deliverables and approach; as well as to work alongside your management team to lead and take responsibility for delivering the programme.
- An accelerated change process with less formalised analysis, a more hands on approach and a desire to deliver ahead of schedule.
- A non-politically threatening senior management resource – who guarantees complete confidentiality – to develop business strategy and to act as a sounding board.
- The opportunity to share risk and reward, as an illustration of our commitment to an assignment we believe in.
- Executive interim managers who work to a strong Code of Conduct and are part of an elite network who share best practice and continually strive to improve our level of service by proactively addressing and responding to current events and new issues.

- Access to our unique and exclusive course '*The people side of change management: How the way we think profoundly influences the success of our businesses*'. As a senior business person the course is available for you to learn more about leadership in change management or, for the best results, we would recommend you combine it with engaging an interim manager to work on an assignment with you and your company.
- Ongoing information sharing via our monthly newsletter, our online media centre, our regular networking events and workshops, as well as our quarterly industry publication 'Breaking the Ice'.

So now you know what we do, what about what we don't do, [click here](#) to find out more.

Our Services | **What we don't do**

What we don't do

We are not management consultants; we 'wear the company fleece', get involved and get the job done.

We have no interest in unnecessarily extending programmes. We are purely focused on transferring knowledge and providing leadership and support to management teams as they implement change. When the management team is able to lead and deliver the programme themselves we will negotiate and agree our exit strategy.

We are not recruitment consultants; we are not looking to fill permanent roles.

Our senior interim managers are here to use their extensive knowledge and experience, often gained from outside your specific industry, to deliver what your business needs in an enlightening, cost-effective and timely manner.

We do not claim to have access to the large quantities of Executive Interim Managers offered by other providers because we believe that by building strong relationships with a smaller number of interims enables us to consistently guarantee the quality and high level of service we provide. In addition, we only work with interim managers at a senior executive level.

We are not aggressive; we are here to work with you to make things better.

We are not arrogant; we will listen to you and your staff.

We do not dehumanise; we understand that your staff are your greatest asset.

Put quite simply, we provide the best Executive Interim Managers there are.

Our Services | **How we do it**

How we do it

Our executive interim managers work alongside your team to manage and oversee the implementation of a project, as well as the related risks. Whilst every assignment is unique to the individual client our implementation programmes usually focus on increasing profit and facilitating growth through:

Supply Chain: (for best cost and service)

- supply chain strategy, off shoring, managing product complexity
- supplier collaboration, breakthrough business models

Effective Organisation and Team Development: (for scalability)

- change management, restructuring, setting targets and measuring performance, transferring capability to off-shore partners,
- managing and developing innovation, executive and management development at team and individual level

Achieving profitable growth:

- sales marketing and after market customer support

Typically we target 25% indirect and direct savings with improvements in customer service (our experience is these objectives are not mutually exclusive). In relation to cost of assignment these savings will likely result in an annualised 10–20 ROI following the delivering of our programme.

Duration

Large change management implementation programmes, led by a professional senior interim manager, are likely to take no more than 3 – 8 months.

Implementation programmes

Our implementation programmes typically follow 4 straightforward stages:

1. A day interim management investment review to evaluate return against our target of 10–20x ROI (this fee is completely at our risk).
2. A 2-week scoping exercise where we:
 - outline the programme
 - agree the focus
 - measure the opportunity
 - establish the approach

- confirm the client and Icebreaker Executive resource
- agree the ROI and implementation timeline
- set the incentive for early completion

For this 2 week process we put a % of our fee at risk—pending client approval.

3. From Day 1 our implementation programme begins. This includes:
 - leadership and implementation of agreed changes
 - development of management team capability
 - on time delivery of agreed growth
 - service and cost improvements

This stage typically lasts 6 months with bi-weekly client reviews and sign off.

4. Our final stage happens upon completion of the programme where we establish over delivery vs. agreed deliverables, review bonus for early implementation and negotiate and agree our exit strategy.

Improvement programmes

Whilst the focus often changes substantially for different businesses the scope of an improvement programme will typically cover the following:

1. Focus on the 3 key precursors to develop the ability to increase profit and facilitate growth:
 - For cost and customer service which involves implementing an effective supply chain platform.
 - For scalability and durability which involves creating an effective organisation and team.
 - Leading sales, marketing and customer service specialists to support and realise programmes and to reliably deliver business growth.
-

Our Services | **Why you should use us**

Why you should use us

You should use us because investing in successful executive interim management makes good business sense. Our clients are able to benefit from our wide range of key deliverables which include:

- We enable you to lead on cost and service provision so that you can choose the timing of market price changes and customer service initiatives.
- We help you reduce costs and improve value through working in collaboration with your suppliers.
- We define your core business functions and improve their performance.
- We outsource your mediocre non-core functions to specialists in order to improve on cost efficiency and service levels.
- We engage with and align all of your employees to ensure the successful deployment of your strategic objectives.

In addition, we guarantee that we will deliver:

- Accelerated and well-managed change supported by robust risk management
- A management team with the capabilities to support and deliver substantial enduring results
- A leaner more agile business
- A revitalised team capable of making better business decisions
- A 10–20x return (our target is 25% bottom line savings)

We will take ownership of delivering the solution and will leave your team with the capability to drive your business forward.

Exclusive course

We also offer our clients the unique opportunity to attend a three-day residential professional development course on change management titled '*The people side of change management: How the way we think profoundly influences the success of our businesses*'. The course will fundamentally change your ability to succeed and will deliver life changing results. In addition, this intense 36 hours will be recognised as part of your CPD days and will be fully accredited accordingly.

For more information about the course including dates, costs and content simply [click here](#).

Award winning

In addition, you should use us because we win awards for doing this well.

Two years after setting up Icebreaker, Tom Pickering the company's MD was runner up in the 6000 applicant-strong Interim Manager of the Year Award 2007.

In 2002 Tom led a successful executive operations team through a major change programme during which time they achieved the prestigious Management Today award for Best Electronics and Electrical Plant sponsored by the DTI and Cranfield School of Management. More importantly the team went on to win Business of the Year Award for Excellence in 2007.

Industry analysis

Our ongoing communications activities – including newsletters, blogs, networking opportunities and an industry publication are all aimed at sharing information about the world of interim management based on our extensive knowledge and experience. This enables us to actively share best practice with our clients and interim network, as well as to engage in an ongoing debate to ensure we are continually learning and moving forward.

Our Services | **When you should use us**

When you should use us

It is all too easy to think that a business only needs a senior interim manager in times of crisis, but this is not the case. There are many situations when involving at an early stage the knowledge, experience and skills of a senior interim manager can make the difference between stumbling at the first hurdle and successfully delivering a project or key business need.

However, it is a question of knowing when to get in touch and understanding how we can meet your needs.

So the question is – what are you looking for?

Are you looking to establish a measurable change programme?

If so, we can help motivate, direct and support your team to implement and deliver this change.

Do you need to deliver a business critical challenge?

We can support a business through a merger; to achieve significant growth; to implement a business turnaround; to proactively deal with a global threat; to deliver to a new customer; and to establish a new or leaner product/supply chain.

Is your challenge to grow and significantly improve profit and customer service?

With our support and management you can drive the top line and achieve long term customer loyalty and tie in.

Is your company, or the company you are looking to invest in, in immediate need to replace or turnaround the performance of a failing manager/team?

We can help to create an accountable, visible and measurable team that is fully business and customer focused.

Do you need to develop and implement a Procurement or Operations strategy?

We will work with you to deliver a strategy that will directly improve your bottom line.

In all these challenges, we are here to lead and support you in making and accelerating change and in driving your business forward.

Our Services | **Who should use us**

Who should use us

Successful executive interim management should be seen by businesses, and those who invest in businesses, as a necessary and valuable investment; as a positive, proactive business resource that can offer much more than just crisis management.

We believe very strongly that successful business is about change and we provide the resources to help you make it happen. We help you to develop a business culture that is capable of delivering and supporting change and to build a company with the skills and motivation to drive itself forward.

Business Angels, Venture Capitalist, Consultancies

We work closely with Business Angels and Venture Capitalists to ensure the success of the companies they are mentoring and investing in. We also work with consultancies where we support their consultants during a change management project by implementing and delivering the change process at executive level. This improves the value of the legacy and manages the risk by using a 'safe pair of hands' at such a senior level to lead the actual delivery.

Start-ups, SMEs, private and public sector

In addition, our services are highly relevant and offer real value to a wide range of sectors and industries throughout the life cycle of a business – from start-up to SME to large organisations within the private and public sectors.

The business life cycle and when we can help

Stage 1 – Start up

We work with the Business Angels and VCs involved to get the business model and management team right to drive the business forward.

Stage 2 – the business is not working

We help turnaround the failing business and put it on the path to success.

Stage 3 – the business loses its way and stops focusing on its core business

We work with the business to re-align itself and to get back on track to growth and success.

Stage 4 – the organisation becomes too large and loses customer focus through its sheer size and numbers

We lead and deliver a turnaround or re-alignment depending on the needs of the organisation. We change the focus from an inward looking culture to one that is once again customer focused.

Stage 5 – the mature business sees an opportunity to grow

We become involved, with the VC or Business Angel, to oversee and support the successful growth of the business.

Stage 6 – the business is up for sale

We work with the business to ensure the sale of the business involves passing on a real and valuable enduring legacy.

Our Services | **How we do it better**

How we do it better

One of the key ways in which our service is better is through our course '*The people side of change management – How the way we think profoundly influences the success of our businesses*'

This course is run at various times throughout the year, invariably over a weekend so that you only have to take one day out of the office. It is held in a selection of different locations, mainly in the UK, but on occasion we offer this residential course in a stunning venue in South Africa.

The course is highly unique and exclusive with only 20 attendees per course who attend by invitation or application only. Those who benefit from the course range from CEOs and Chairpersons to company directors, senior managers and interim managers.

To find out more about the course and when the next one is taking place, simply follow the links.

Latest news:

Next course dates: Friday 7th to Sunday 9th November 2008

****Special offer: Click here for details of our introductory discounts****

Course sponsored by Icebreaker Executive and The Chief Executive's Office

Additional pages within this section:

- Latest course
- Attendees
- Benefits
- Background
- Contents
- Requesting a place

For full course information please download the Course PDF from www.icebreakerexecutive.com/course.html