

Globetrotting Interim Manager International Fixer to the Engineering Sector

Managing through and out of difficult situations

Making businesses, business functions and projects hit targets

Analytical skills, hands on style, stamina and a relentless determination to ensure that results are delivered.

- 50 assignments completed
- 17 countries
- 80%+ assignments by recommendation/repeat business
- 45 years in the engineering & technical sectors

Interim Assignments:

Managing Director, General Manager, Operations Director, Business Development Director, Projects Director, Technical Director, Engineering Manager, Commercial Manager, Programme Manager, Manager.

Interim Activity:

- Recovery of whole business units (medium and small), business functions, projects, product development and service delivery.
- Development and acceleration of whole businesses and product development (including business scaling up and reduction). Business downsizing closure and relocation.
- Managing cross border business activity, projects, process and business relocation.

Interim Anywhere:

International & cross border, assignments based in: Austria, China, Denmark, France, Germany, Qatar, Hong Kong, UK. Working in: Australia, Brazil, Belgium, Canada, France, India, Scandinavia, South Korea Spain, & USA.

INTERIM ASSIGNMENTS: Material Handling and Automation Examples: Reverse Chronological order. Weeks are significant time duration, assignments sometimes overlap.

Beumer Group UK Ltd

Logistics OEM supplying complete material handling systems to post/parcel/airport. 165 people, £68M t/o.

Interim Project Director – UK based (full time – 20 weeks). 3 of 3 consecutive assignments.

- Took over overall project as Area 4 (of 4) was completing construction. Managed all project functions bringing specific focus, reporting transparency, very clear direction and rapid progress.
- Hands on accelerated progress of physical activity (commissioning, integration, other deliverables) building a time buffer, managed situation as new technical issues emerged to mitigate resulting delay.
- Resourced compliance, documentation and other contract deliverables ensuring they remained off the critical path.
- Rebuilt internal relationships. Ensured professional relationship with client and other stakeholders. Managed through Covid 19
- Project completed including witness testing and passed into live traffic. No penalties.

Beumer Group UK Ltd

Logistics OEM supplying complete material handling systems to post/parcel/airport. 165 people, £68M t/o.

Interim Manager Commissioning and Close Out – UK based (full time - 18 weeks). 2 of 3 consecutive assignments.

- Pulled together all close out activities for delivery of a large fully automated baggage handling system (approx. £55m total value) - software completion, commissioning and snagging, compliance documentation, handover preparation, etc..
- Managed close out of issues in Area 1 and 2 (4 areas in total) bringing the unit into accepted reliable operation and into live traffic (allowing Area 4 to commence construction – critical to accelerating progress).
- Managed a diverse range of activities accelerating the progress of Area 3 (critical to accelerating whole project).
- Achieved overall required progress and successfully expedited other functionality deliverables.

Beumer Group UK Ltd

Logistics OEM supplying complete material handling systems to post/parcel/airport market. 165 people, £68M t/o.
Interim Package Manager– UK based (full time - 26 weeks). 1 of 3 consecutive assignments.

- Took over project steel work packages that were on the critical path, addressed immediate issues that were causing delay.
- Managed all aspects of design, compliance and delivery successfully expediting the entire fabrication supply chain.
- Brought Area 3 packages off the critical path, Area 4 packages were completed far (weeks) ahead of time. Recovered supply chain during contractor dispute keeping steelwork supply off the critical path. Closed out all steelwork supply requirements for the project.

Beumer Group (China)

Logistics OEM supplying complete material handling systems to post/parcel/airport/logistics market.
Interim Manager (part time) 11 weeks.

- Review of supply chain and operations to eliminate delay on business critical projects (SF Express, etc.).
- Implemented and run supply chain and tracking processes to provide detailed visibility of status – daily monitoring.
- Changed communication to ensure business functions communicated (engineering/procurement/production etc..)
- Implemented track back from site (material only good when installed).

Beumer Group (Qatar)

Main contractor for baggage handling systems. 500 people, Euro50M t/o.
Interim Manager (full time) - 9 weeks.

- Supported commissioning phase of very large plc system integration project (for airport baggage handling).
- Created basic structure in the delivery organisation, developed operational project programme (where there was none).
- Brought a reality to the system performance – creating a focus on what had not been fully developed.

Logistex A/S (Hong Kong)

Main contractor for parcel and post handling systems, Total business (2 business units): Euro50M t/o, 500 people.
Subsidiary of FKI plc. Interim Project Director (full time) - 38 weeks.

- Took over flagship project (\$HK120M) with a key customer. First Phase project was running late and had significant technical and major commercial problems. Situation made more complex by a global supply chain for subcontracts, equipment and services.
- Drove through the second phase, resolved organisational, technical and commercial issues. Relentlessly drove a complex commissioning phase and brought the complete project in ahead of schedule (25 week programme).
- Closed out all technical/commercial issues with client, obtaining final acceptance and all payments. Closed out all claims with contractors (including Asian) making full and final settlements within budget.

Logistex (Crisplant) A/S (Denmark)

Main contractor for airport baggage handling systems, Total business (2 business units): Euro50M t/o, 500 people.
Interim Business Unit Director (full time) - 38 weeks.

- Took over in a “drop dead” situation and organised the business unit focusing on major contract problems.
- Made all activity transparent & accountable, surprises stopped and major liabilities closed out (profit drain eliminated).
- Introduced/drove a sales strategy, ensuring focus on markets with greatest quick return – got the bid prices right.
- Neutralised destructive behaviour, devolved project responsibility to sites, used past experience to improve tenders.
- Directly managed the most difficult project situations (technical and commercial, bringing operational progress and resolution of issues).

Interim Assignments: Summary

Interim Role	Industry	Sector	Company	Dur.	Source
General Manager	Plastics	Building Products	Wirsbo	90 wks.	New Client
Operations Director	Aerospace	Aero Interiors	Britax Rumbold	13 wks.	New Client
Managing Director	Process/Construction	Noise Control	PAR Acoustic	20 wks	New Client
Bus Dev Director	Telecoms	Infrastructure Dev	Norwest Telecom	45 wks	Repeat Business
Manager	Medical Systems	Dialysis Equipment	Gambro Hosal	53 wks	Repeat Business
Manager	Industrial/Process	Interlock Systems	Fortress Interlocks	19 wks	New Client
Operations Director	Industrial/Construction	Interlock Systems	HF Securitie	29 wks	Repeat Business
Account Director	Building Services	Maintenance	Lorne Stewart	23 wks	Recommendation
Head of Engineering	Automotive/Industrial	Ducting Components	Senior Flexonics	16 wks	New Client
Projects Director	Renewable Energy	Composite Structures	NEG Micon	30 wks	Repeat Business
Technical Director	Industrial/Process	UV Systems	Hanovia UV	15 wks	Recommendation
Managing Director	Renewable Energy	Wind Turbines	DeWind GmbH	48 wks	New Client
Business Director	Airport Systems	Material Handling	Logistex A/S	38 wks	Repeat Business
Manager	Automotive	Test Equipment	Froude Hofmann	49 wks	Recommendation
Int. Mfg. Director	Renewable Energy	Wind Turbines	EU Energy	50 wks	Recommendation
Unit Manager	Energy Trading	Software	Areva	20 wks	New Client
Commercial Mgr	Defence/Nuclear	Material Handling	Weir S & H	16 wks	Recommendation
Project Director	Logistics Systems	Material Handling	Logistex A/S	38 wks	Repeat Business
Integration Mgr	Defence	Weapons Handling	Babcock INTEC	8 wks	Repeat Business
Managing Director	Energy Generation	Tidal Turbines	Tidal Generation	38 wks	New Client
Project Manager	Energy Generation	Wind Turbines	Melrose	56 wks	Recommendation
Project Director	Energy Generation	Wind Turbines	Lanzhou Electric	26 wks	Recommendation
Manager	Logistics Systems	Material Handling	Crisplant A/S	9 wks	Repeat Business

Manager	Marine/Defence	Oil and Gas/Naval	Babcock Group	32 wks	Repeat Business
Project Director	Energy Generation	Wind Turbines	Lanzhou Electric	13 wks	Repeat Business
Programme Mgr	Energy Generation	Offshore Turbines	Mitsubishi Heavy	103 wks	Recommendation
Project Manager	Energy Generation	Electrical Equipment	Brush Group	37 wks	Recommendation
Manager	Marine Defence	Weapon Systems	Babcock Int.	12 wks	Repeat Business
Manager	Marine Defence	Oil and Gas/Naval	Babcock Int.	20 wks	Repeat Business
General Manager	Environmental	Chemical Recovery	Augean	24 wks	New Client
Manager	Defence	Defence	Babcock Int.	32 wks	Repeat Business
Manager	Renewable Energy	Wind Turbines	Vestas Blades	44 wks	Recommendation
Manager	Marine and Transport	Diesel Engines	MAN Diesel/Turbo	50 wks.	Repeat Business
Head of Production	Marine and Transport	Diesel Engines	MAN Energy	28 wks	Repeat Business
General Manager	Marine and Transport	Diesel Engines	MAN Energy	40 wks.	Repeat Business
Package Manager	Logistics Systems	Material Handling	Beumer Group	34 wks.	Recommendation
Project Manager	Logistic Systems	Material Handling	Beumer Group	16 wks.	Repeat Business
Project Director	Logistic Systems	Material Manding	Beumer Group	20 wks	Repeat Business

Professional Engineer/Technical/Project/Operations Management/Career History

Company	Sector	Year	Role
Babcock Material Handling	Material Handling	1994 - 95	International Business Development Director
Strachan & Henshaw	Material Handling	1990 - 94	Commercial/General Manager Business Development
Avon Tyres	Auto Tyres	1988 - 90	Business Development Manager
Goodwin Engineering	Capital Equipment	1984 - 86	Technical Services Manager
Birmid Qualcast	Consumer Goods	1983 - 84	Development Engineer/Project Manager
William Asquith (1981)	Machine Tools	1981 - 83	Development Engineer
Asquith Staveley Machine Tools	Machine Tools	1977 - 81	Technician/Draughtsman/Research Assistant
Rose Forgrove, Joseph Sellers, Halifax Tool	Packaging/Textiles/ Quarry Drilling Machinery	1973 - 77	Factory and Site working as a Trainee Technician

Education and Qualification:

Institute	Year	Qualification	Comment
Institution of Mechanical Engineers	2012	F.I.Mech.E.	Fellow
Cranfield School of Management	1987	M.B.A.	Self-Financed
Institute of Marketing	1987	Diploma in Marketing	
Institution of Mechanical Engineers	1983	C.Eng. M.I.Mech.E.	Member
University of Manchester (UMIST)	1982	Ph.D.	Sponsored Full/Part Time
Association of Certified Accountants	1980	Certified Diploma in Accounting	Part Time
University of Manchester (UMIST)	1980	M.Sc. (by research)	Sponsored
The Polytechnic Huddersfield	1978	BSc (Hons) Eng (First Class)	Sandwich

Associations:

Organisation	Year	Designation	Comment
Asia Turnaround Association	2015	ATTA	Member
Institute for Turnaround (UK)	2015	IFT	Member