

## 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 interim assignments completed, 25 years interim experience
- 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 Sector Experience:

Across many engineering, technology & industrial sectors including: aerospace, automotive, building systems, chemical treatment, composites, conventional energy (gas, coal, nuclear), defence, facilities management, marine and offshore, material handling/logistics systems, mechanical and electrical construction, medical systems, precision engineering, process engineering, telecoms, renewable energy (wind, tidal, pyrolysis).

### 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 Clients Include:

Areva T & D (now GE), Augean, Babcock International Group, Britax Rumbold (now Zodiac), Beumer Group, Brush Group, Compact Power (now Clinipower), Lifetime Brands, Crisplant (now Beumer), DeWind, DPD, EU Energy, FKI Logistex (now Beumer), Froude Hofmann, Gambro Hospital, GZT, Halma Group (Fortress, HF Securities, Hanovia), Kelvion, Lanzhou Electric/CATUM, Lorne Stewart, MAN Energy Solutions (formerly MAN Diesel and Turbo), Melrose, Mitsubishi Heavy Industries Europe, NEG Micon (now Vestas, Tidal Generation/Rolls Royce (as major shareholder company, now GE), Senior, Vinci (Par Acoustic & Norwest Holst Telecom), Vestas, Weir Group, Wirsbo (Uponor).

Interim Assignments: Summary (see also Expert Consultancy Assignments on page 7)

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	Building Services	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 Hospal	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	Facilities Management	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 Group	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 Int.	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	Buildings	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

INTERIM ASSIGNMENTS: DETAILS: 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.

#### **MAN Energy Solutions UK Ltd**

European engine maker, spares, overhaul and field service provider, 200 people, £40M t/o.

Interim General Manager – UK based (full time - 36 weeks). 3 of 3 consecutive assignments.

- P and L responsible for high speed diesel aftermarket business unit supplying overhaul services, spares and technical support, successfully delivering against monthly/quarterly and other targets.
- Took over at no notice (no hand over) 3 weeks from year-end, ensured that year-end figures happened. Resolved legacy issues.
- Resolved organisational issues to reflect where the business unit had to go in terms of sales and support functions, focused on key areas for development (field service and on time delivery) then added further areas of improvement (rebuilding sales and contracts teams, LTSA development, improved technical back up, etc.).

#### **MAN Energy Solutions UK Ltd**

European engine maker, spares and overhaul provider, 200 people (UK), £40M t/o .

Interim Head of Production – UK based (full time - 28 weeks). 2 of 3 consecutive assignments.

- Managed production facility for new build and overhaul of diesel engines meeting extremely difficult delivery deadlines, specifically for new build delivered 6 engines on time (including marine class survey) against multiple engineering, supply chain and equipment issues.
- Dealt with myriad topics as factory, people and process issues were resolved.
- Brought order and basic good practice to the factory.
- Continued the recovery of factory functionality (against a history of none investment).

#### **MAN Diesel and Turbo UK Ltd**

European engine and turbo compressor maker and field service support provider, 200 people (UK), £70M t/o .

Interim Manager – across three UK sites (part time then full time - 50 weeks). 1 of 3 consecutive assignments

- Business case development to specify activity and investment for closure/redevelopment of three UK operational sites.
- Project managed investment and reconfiguration activity from start to completion. Deliverables were two locations with efficiently configured operations (equipment and processes), one location closed with operations relocated.
- For critical developments, directly (hands on) ensured specification, timing and cost met real need (managed mission creep, etc.).
- Reported to and worked with a diverse stakeholder group. Investment corporately deemed a great success.

#### **Vestas Blades AS**

European listed group supplying wind turbines (2MW to 7MW), 17,000 people, €8Bn t/o.

Interim Manager – Denmark site (production development) full time then part time - 44 weeks.

- Get a business critical late starting project going (with no resources allocated) to deliver new production capability.
- Resolve multiple issues and unknowns in an environment of rapid wider management and process change.
- On a rolling basis focused on areas of uncertainty/instability as the project began to staff up and operate in a more mature way.
- Directly manage the most troubled elements back to closure or stability
- Successfully delivered against extremely challenging deadlines .

#### **Augean plc**

AIM listed multi-site hazardous waste treatment provider, 300 people, £60M t/o.

Interim General Manager - Avonmouth site (organic waste treatment) - 24 weeks.

- Brought a fact based understanding to recent performance of the business unit, "black hole" what had occurred and why.
- Developed and implemented a simple strategy to stabilise the business unit and create a basis for medium term growth.
- Resolved/expedited a wide and diverse range of issues/projects that supported the strategy.
- Introduced processes that ensured (near real time) transparency of performance and good communication.
- Stability achieved, reliance on large contracts reduced.

#### **Babcock International plc Marine and Technology Division**

Defence and commercial marine engineered capital equipment/services provider, part of UK plc, 3500 people, £400M t/o.

Interim Project Manager (part time) - 32 weeks.

- Reconfiguration development of multiple South West UK high integrity business sites (approx. 1500 people).
- Identified current status/cost base, likely business growth patterns, operating constraints, issues that must resolved (planning, highways, consents, etc.), mix of facilities that met the future need/strategy (proximity to key clients being key).
- Pragmatic solution rationalised, everything developed and resolved up to CAPEX approval.

#### **Mitsubishi Heavy Industries Europe**

Power generation equipment producer, part of Mitsubishi Heavy Industries, 600 people, £177M t/o.

Interim Programme Manager – Offshore Wind Business (mix of part and full time) - 103 weeks.

- Rapidly brought order to funder (TSB/BIS/Innovate) reporting for a 5 company Consortium (was under threat of withdrawal), restoring funder confidence and ensuring a continuing funding flow (Consortium was developing a portfolio of offshore wind technologies).
- Introduced and ran basic project management tools to bring coordination between Consortium members.
- Managed the Consortium through a contractually and politically difficult period of declaring (previously not visible) underspends (as bad as overspend in this context) and non-conformances, resolved all contractual issues arising.
- Reshaped/re-negotiated the scope of delivers and obligations to (i) what was achievable, (ii) would provide best value for money for all stake holders, (iii) what would best manage liabilities. Handed over a now smaller stable project to others.

**Babcock International plc Marine and Technology Division (South Korea and UK)**

Defence and oil and gas marine engineered capital and services provider, part of a UK plc, 3500 people, £400M t/o.

Interim Project Manager – early stage Asia development (part time) - 20 weeks.

- Developed an understanding of a key Asian economy, market potential internally and as a possible Asian export hub.
- Understood the practicalities of creating a business entity and growing an enterprise in the country and region.
- Created a productive local network (for others to pick up), developed a country prospectus, including options and outcomes, practical outline plan, priorities for now development as well as options for future development.

**Babcock International plc Defence System (UK and Spain)**

Marine defence engineering and services provider, part of a UK plc, 1500 people, £150M t/o.

Interim Project Manager – complex equipment contract issues resolution (part time) - 12 weeks.

- Understood each party's contractual position and root cause of issues, project cost progression and options to complete.
- Mapped out realistic options for resolution that worked within the situation and the commercial constraints.
- Gained (for my client) initial corporate approval, led initial negotiations. Revised approach as situation changed.

**Brush Group (Europe and China)**

Power generation equipment producer, part of FTSE 100 industrial group, 900 people, £350M t/o.

Interim Project Manager – China Factory Feasibility and Early Stage Development (part time) - 37 weeks.

- Management of factory (15000m<sup>2</sup>) feasibility study for technology transfer and in-country phased assembly of heavy electrical equipment up to corporate decision. Positive decision made.
- Identification and pre-qualification of contractors. Bid management, contract development and negotiation for the award of China based construction project management package. Contract awarded.
- Structured, developed, drove all activity to achieve a China business license for the factory enterprise, completed in 12 weeks.

**Lanzhou Electric Corporation/CATUM (China)**

Chinese motors/generator manufacturer, government stock company. 5000 people, RMB1Bn t/o.

Interim International Projects Director – Wind Business (full time/part time) - 13 weeks.

- Follow on from previous assignment to develop and implement first of type assembly processes and tooling.
- Supervised assembly of turbine nos. 3 and 4 ready for final test (using techniques developed for first of type assembly).
- Developed complete process for volume assembly (based on flow line, no cranes; only value added movement, etc.), including all tooling and plant requirement. Package developed including BOM for use as a complete build manual (in English and Chinese) no other documents required. Client used output for next series on turbine builds.

**Babcock Marine and Technology (part in Brazil, part in Spain)**

Marine and defence subsidiary within FTSE100 Babcock International Group plc. 3500 people, £400M t/o.

Interim Manager (full time) - 32 weeks.

- In-country research (based in Brazil) of a country plan for marine offshore oil/gas and navy market development.
- Built the country plan, from the macro picture to specific quantified market opportunities.
- Developed business options to allow opportunities to be turned into business turnover.
- Similar programme undertaken for marine defence sector in Spain (but specific to Spanish Navy).
- Resolved critical commercial issues on two complex technology driven defence equipment contracts.

**Crisplant (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.

**Lanzhou Electric Corporation/CATUM (China)**

Chinese motors/generator manufacturer, government stock company. 5000 people, RMB1Bn t/o.

Interim International Projects Director – Wind Business (full time) - 26 weeks.

- Developed a prototype to volume production concept for a new 2MW wind turbine based on subassembly and flow concepts.
- Produced full work breakdown structure, assembly programme, resource requirement, layout & tooling requirements.
- Created tooling detail and all other production requirements. Instructed purchase on these and all related orders.
- Introduced basic project management tools, created and drove critical part/critical path tracking and expediting to meet assembly start dates. Defined and drove all other preparation for first of type assembly build.
- Absolute hands on factory build management ensuring first of type turbine successfully exploited developed concepts.

**Melrose (Germany and Austria)**

FTSE 100 Industrial Group with diversified engineering holdings. £1100M t/o.

Interim Project Manager (part time & full time) - 56 weeks.

- Hands on management and continuous driving of all aspects for recovery (<50% availability) of 30 turbine (40+MW) wind farm in Eastern Austria, bringing it back to near contracted availability - > 90% availability (including turbine equipment change outs).
- Appointed and ensured the compliance of German subcontractors. Negotiated and settled all technical and commercial supplier claims.
- Developed specification and contract for long term service/maintenance agreement. Ran prequalification, tender and contract award process to completion (new contractor appointed).
- Provided the technical and operational quantification for major claims and commercial arguments against third parties.

#### Tidal Generation

Start-up technology business developing marine turbines. No turnover, 15 people. Major shareholder Rolls Royce Energy.

Interim Managing Director (full time) - 38 weeks.

- Ran the business through a period of intense technical and financial development/change, including beginning the transition from start up to subsidiary.
- Introduced structure such that first of type/series could both be developed with priority to get a machine into the water.
- Brought structure and transparency to operational finances and the key contracts for marine deployment, renegotiated the latter under exceptionally difficult circumstances and financial constraints.
- Managed a myriad of one off technical/commercial issues and the interface with the corporate, all in a very complex political context. Reduced the paralysis in decision making.

#### Babcock Integrated Technology

International marine defence contractor, 600 people (multi-site), £60M t/o. Subsidiary of Babcock Group plc.

Interim Integration Manager (full time) - 8 weeks.

- Set up and stewarded processes (particularly commercial) to support the integration of several marine business units into a single entity.
- Established legal/secretarial and corporate requirements, and ensured they were embedded into the new entity.
- Owned to completion various one-off activities including legal close down of small US business unit.

#### 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.

#### Weir Strachan and Henshaw (part in Canada)

Material handling system to the nuclear and defence sectors. E70M t/o, 500 people.

Interim Commercial Manager (full time) - 16 weeks.

- Led commercial negotiations (contract and statement of work) for €55M contract to the Canadian public works/defence including overall strategy and full contractual analysis (successfully completed after assignment finished).
- Developed and wrote €300K claim (under New Engineering Contract model form) for recovery of costs on complex UK refurbishment contract. Defended contra claim for €250K (separate assignment).

#### Areva Automation

Developer and supplier of client side energy trading software. Euro2M t/o, 20 people.

Interim Unit Manager (full time) - 20 weeks.

- Developed a practical strategy and detail to allow a failing stand-alone business to be integrated into a viable, larger business unit. Steered and facilitated the complicated corporate decision making process through to completion.
- Stewarded the business unit through the transition, resolving a myriad and diverse range of issues (real and political) - recruitment, facility, organisation, etc. Re-established links back into larger corporate to kick start sales activity. Closed out all problem contracts.
- Made project and business costing a reliable/visible tool for decision making.

#### EU Energy (Germany)

Markets, designs and manufactures wind turbines primarily in Asia and the US. Start up, 50 people.

Interim Manufacturing Director (full time) - 50 weeks.

- Responsible for production planning and manufacturing development into India and US. Reviewed established turbine JV partner in India, concluded not suitable for India manufacturing development, proposed alternatives.
- Developed full manufacturing concept for high volume production-based, highly scalable cell approach (since implemented in Texas).
- Developed roll-out plan for generic 400 unit factory (alternate layouts, resource levels, process control concepts and detail, activity plan to get established, cash flows, working capital requirements, etc.).

#### Froude Hofmann Ltd & GmbH (Germany), Logistex A/S (Denmark)

Froude Hofmann: capital test equipment to automotive primes. Euro30M t/o, 120 people.

Logistex: main contracting for baggage handling systems, Euro50M t/o, 500 people.

Interim Manager (full time on 3 separate assignments) - 49 weeks.

- Logistex: Closed out major project (E30M) in Spain. In France, jointly managed a (E10M) project through major engineering and commercial difficulties. In Belgium, closed a high risk and difficult technical and commercial situation.
- Froude Hofmann: Moved automotive test equipment manufacture from Germany, managed the transfer of production of high bay warehouse cranes from UK site, both to a third UK site. Managed the factory area redevelopment at the third UK site to receive new processes and production (2 separate assignments).

#### **Logistex 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).

#### **DeWind GmbH (Germany)**

Utility scale wind energy converter producer, Euro70M t/o, 220 people.

Interim Managing Director (full time) - 48 weeks.

- Took over in a "drop dead" situation. Focused the business on a few critical issues (primarily poor service/availability) to recover reputation – stopped many unnecessary activities, enforced commercial awareness.
- Instigated, and then later drove project/technical/commercial management to ensure that machines delivered did not have historical failings.
- Accelerated the resolution of many commercial, technically and operational legacy problems, resulted in the bringing in of €7M of old debts and more than halving penalty payments.
- Brought in key skills to rapidly instigate better practice, speed was essential.

#### **Hanovia UV**

Manufacturers of standard and high power UV lamp systems for disinfection applications. £6M t/o, 50 people.

Interim Technical Director (part time) - 15 weeks.

- Defined the critical technical business issues – focused on a limited number of specific developments and a program to rebuild the science underpinning the company's products.
- Within weeks, identified the fundamental cause of problems for the core product range. Action taken to make the problem manageable and allowed the technical and commercial recovery of major contracts.
- Brought a balance between immediate demands and the medium term.

#### **NEG Micon Rotors (part in Australia)**

Developer and manufacturer of composite wind turbine rotors. £30M t/o, 300 people.

Interim Projects Director (part & full time) - 30 weeks.

- Developed a structured feasibility study from zero for a modular blade making factory in Australia within 20 days (meeting deadline).
- Completed a detailed confirmation of study in Australia. The resulting package was a basis for fully operating production unit within 6 –12 months (actual build started approx. 2 years latter).
- Defined locations for global roll out for rotor production plants. Configured the full global roll out specification for rapid deployment factories – defined as 26 weeks from commencement to available capacity.

#### **Senior Flexonics**

Manufacturers of stainless steel flexible hosing and bellow systems. £12M t/o, 190 people.

Interim Head of Engineering (part time) - 16 weeks.

- Brought absolute focus and structure to development projects, trial machines ready for sampling in 10 weeks after many months of delay.
- Identified critical technical issues causing major scrap. Implemented a program to eliminate the underlying causes.
- Created structure within logistics function. Made the function focus on areas of problem (short delivery). Planned/implemented a major stock relocation and reorganisation with no business disruption.

#### **Lorne Stewart Services**

Engineering maintenance/upgrade services for high tech buildings. £50M t/o, 500 people.

Interim Account Director (part time) - 23 weeks.

- Fronted the final stages of a strategically important bid, successfully leading response/presentation activity to clients, etc. Contract awarded.
- Managed mobilisation, building a team to meet the requirements of the contract. Managed major resource issues (skills and numbers), built and stabilised contract delivery team.

#### **HF Securite SA (France)**

Makers of specialist mechanical and electro mechanical interlock systems. Euro4M t/o, 45 people.

Interim Directeur des Operations (part time) - 29 weeks.

- Ran production focusing on purchasing/production planning/assembly.
- Maximised output for half-year target, flexed capacity in a difficult trading period and within French 35hr requirements.
- Introduced simple systems to bring early visibility of day to day operational problems. Took appropriate actions to eliminate, incrementally improving the production operation as a whole.
- Recruited Directeur des Operations directly through the French press (to replace myself).

#### **Fortress Interlocks Ltd**

Suppliers of interlock systems to process industries, £3.5M t/o.

Interim Manager (part time) - 19 weeks.

- Dramatically increased rate of product development on 2 key projects.
- Resolved a variety of technical/commercial/production product issues, including patent and approvals problems.
- New product launched on target (alongside endurance testing). Second product into compliance trials.

#### **Gambro Hospital Ltd**

Suppliers of kidney dialysis machines and services. t/o £25M.

Interim Manager (part time) - 53 weeks.

- Executed recovery program eliminating backlog of 250 machines/1500 records (600 machine population). Improved service levels (time to react, time to final fix, planned maintenance delivery, etc.).
- Began analytical programme to predetermine failures and eliminate before occurrence.
- Instigated/drove the recruitment of technician team (50%) to fix a new culture.
- Successful handover/support to a new permanent manager.
- Resolved legacy issues (costing, non performing employees, etc.).

#### **Norwest Holst Telecom**

Suppliers of technical services to public carrier networks. £6M t/o, 120 people.

Interim Director (part & full time) - 45 weeks.

- Developed full business plan identifying technologies, clients/routes to market/organisation structure. Completed/ approved in 90 days.
- Created procedures to bring commercial control (ultimately to ISO9001). Rolled out the first phase (planning, site operations, safety).
- Opened up a second carrier client (Ericsson) from a one client business (Marconi). Ran client accounts and led all key bids.

#### **PAR Acoustic Ltd**

Suppliers of acoustic and noise control systems. £1.5M t/o, 14 people.

Interim Managing Director (full time) - 20 weeks.

- Took over in a "drop dead" situation.
- Focused sales on specific customer groups. Brought discipline to sales/quotation activity. Revised pricing policy and reactivated agents.
- Identified and addressed weaknesses in product design/procurement.
- Developed options: (i) Closure. (ii) Merging with another business. (iii) Sale of business.
- Directed and managed all activity in selling the business, completed in 7 weeks. Saved £150K+, managed myriad liabilities and maintained critical goodwill (for Group).

#### **Britax Rumbold Ltd – PFC Division**

Producers of aircraft seating. 150 people, £15M t/o

Interim Operations Director (full time) - 13 weeks.

- Focused activity on recovering delivery dates for shipment of pfc aircraft seats. Aircraft "ship-sets" (of commissioned seats) met required client dates.
- Brought order and structure to operations function. Split activity between fixing the immediate and creating a base for development of BOM recovery, shortage management, trial kitting, etc.

#### **Wirso UK**

Designers and suppliers of heating systems to the building industry. £3M t/o, 25 people.

General Manager (contract full time) - (90 weeks).

- Took over from a "drop dead" situation.
- Rapidly identified strategic direction, reorganised the business. Introduced a professional sales structure and support organisation.
- Revised the market offer to reflect UK market needs and standards.
- Maintained business momentum through restructuring and change.
- Business became cash positive and made first real profits.

### Expert Consultancy Assignments:

Deployment of specific expertise (accumulated through many interim assignments) in hands on advisory roles including:

Serco Marine	Option development for marine renewable energy deployment and support.
Compact Power	Technical and commercial analysis of development options for a waste pyrolysis reduction and handling business.
GZT (Ethiopia)	In-country supply chain and production feasibility study for capital equipment component production and assembly.
Beumer (China)	Review of supply chain and operations to eliminate delay on business critical project for a key customer. Set up and ran supply chain tracking/expediting process to eliminate delay (in engineering, in house production and procured items).
European Industrial Group (Germany)	Analysis (with others) for a medium volume industrial OEM. Logic and conclusion accepted by the client.
Global Retail Supplier	Review of troubled China based supplier, creating options for recovery, turnaround and managing consequent risks.

### Career History:

#### **Babcock Materials Handling Ltd**

Turnkey contractors for materials handling systems. £6M t/o, 20 people.

International Business Development

Director (1994 – 1995)

- Built a business understanding of the Indian power market.
- Rebuilt relationships with key Group companies & contractors.
- Changed approach to pricing tenders, reflecting added value.
- Formed local Indian alliances. Won first targeted contract.
- Managed the business through major change, maintained staff morale during close down and relocation to Germany.

**Strachan & Henshaw Ltd**

Materials handling and engineering construction contractor. £70M t/o, 1000 people.

Commercial Manager/General Manager Business Development (1990 – 1994)

- Responsible for all commercial activity (business development, tendering, commercial contract administration, IT) for Construction Division. Market and business development for three Divisions.
- Created a focused approach to specific market sectors (power generation and process industries). Divisional turnover increased by 100%.
- Created simple, yet effective contract financial monitoring system.
- Driving force in recruitment for and restructuring of Division as business grew.

**Professional Engineer/Technical/Project/Operations Management**

Company	Sector	Year	Role
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 Full Time
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