

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, Spain, South Korea & USA.

INTERIM ASSIGNMENTS: Industrial and Capital Equipment Examples 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 Package Manager– UK based (full time - 26 weeks). 1 of 3 consecutive assignments.

Interim Manager Commissioning and Close Out – UK based (full time - 18 weeks). 2 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 and closing out all steel requirements.
- 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.

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

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

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/renegotiated 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.

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 (15000m²) 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.

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.

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/financial development/change, including 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.

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 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).

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.
- 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.

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.

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 dates for shipment of pfc aircraft seats. Aircraft "ship-sets" (of commissioned seats) met 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.

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