

## 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, 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 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: Renewable Examples Weeks are significant time duration, assignments sometimes overlap.

### 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 .

### 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.

**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

**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.

**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.).

**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.

**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.

## 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