

Globetrotting Interim Manager International Fixer to the Engineering Sector

Managing through and out of difficult situations to stability

Making businesses, business functions and projects hit targets

Analytical skills, hands on style, absolute focus, 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

Interim Assignments:

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

Interim Activity:

- Recovery of whole business units (medium and small), business functions, projects, specific situations and service delivery.
- Acceleration of business and project activity to meet challenging targets and deadlines, adapt to ensure delivery.
- Business downsizing, closure and relocation. Managing cross border business activity, projects, process and business relocation.
- Bringing stability (so surprises eliminated) to specific situations where there is an unusual level of uncertainty.

Interim Sector Experience:

Across many engineering, technology & industrial sectors including: aerospace, automation, 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, power distribution, 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 (chronological list available email andrew@raynor-sharratt.com, www.raynor-sharratt.com or call 00 44 790 186 0367):

Areva T & D (now GE), Augean, Babcock International Group, Britax Rumbold (now Zodiac), Beumer Group, Brush Generators, Brush Power Distribution, Compact Power (now Clinipower), Lifetime Brands, Crisplant (now Beumer), DeWind, DPD, EU Energy, FKI Logistex (now Beumer), Froude Hofmann, Gambro Hospal, 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, MPAC Lambert, 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: Reverse Chronological order. Weeks are significant time duration, assignments sometimes overlap.

MPAC Lambert Ltd Interim Project Director Jan 2022 to May 2022). Automation OEM, £23M t/o, 180 people.

- Brought absolute focus to the recovery of a number of troubled, late, technically complex automated system projects.
- Managed process development, modification, trials and testing and acceptance process under very resource constrained conditions.
- Brought transparency to status (cost, progress, etc.) of a wider portfolio of automation projects, actions taken to mitigate issues arising.
- Projects shipped (completed FAT), into final FAT or technical review. .

Brush Switchgear Ltd Interim Project Manager (July 2021 to Feb 2022). Electrical switchgear OEM, £35M t/o, 190 people

- Managed relocation of a business to new location on very short time scales, 9300m2 factory in 7 weeks from access (output continued).
- Ensured (in detail) refit of new facilities met the required functionality for the business (including future proofing).
- Developed and managed business function relocation work streams to ensure all business activity moved without loss of kpi.
- Reconfigured budgets to reflect reality then managed, configured major physical relocation subcontract, let and managed.
- Outputs maintained, all critical deadlines and hand over conditions met, no incidents, no dilapidations saving £400k provision.

Beumer Group UK Ltd Various Responsibilities (July 2004 to Mar 2021) Logistics OEM material handling systems 165 people, £68M t/o.

As Interim Project Director Stansted:

- Took over overall project as Area 4 (of 4) was completing construction. Managed all project functions bringing specific focus, reporting transparency, very clear direction.
- Hands on accelerated progress of physical activity (commissioning, integration, other deliverables) building a time buffer, managed situation as unexpected technical issues emerged mitigating 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 all other deliverables, system into live traffic, no penalties or bonds retained.

As Interim Manager Commissioning and Close Out: Stansted

- Brought 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 (of 4 areas) bringing into reliable operation/live traffic and allowing Area 4 to commence construction, managed a diverse range of activities accelerating progress in Area 3 (both critical to accelerating whole project).
- Area 1 and 2 fully functional, areas 3 and 4 into construction, progress recovered, very clear pathway to overall completion.

As Interim Package Manager: Stansted

- Took over project steel work packages that were late and 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.
- Managed Area 2 packages to minimise delay, recovered Area 3 packages off the immediate critical part, Area 4 work packages completed far ahead of programme (whole of Area 4 completed early). Maintained recovery despite supplier dispute.

As Interim Manager - Qatar Crisplant now Beumer:

- Supported commissioning phase of very large plc system integration project (for airport baggage handling).
- Created structure in the delivery organisation (day by day who does what)), developed operational project programme (none before).
- Brought a reality to the system performance (what needed to be fixed) – creating a focus on development activity outstanding.

Interim Project Director Hong Kong Logistex now Beumer:

- 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 second phase, resolved organisational, technical and commercial issues. Relentlessly drove a complex commissioning.
- Closed out all technical/commercial issues with client, closed out all claims with contractors (including Asian).
- First phase recovered, second phase completed ahead of schedule on 25 week programme. All claims resolved within budget. Final acceptance achieved with client and no LD's on Phase two.

As Interim Divisional Director (Airport Baggage Handling) Denmark Crisplant now Beumer:

- 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).
- Legacy issues resolved or stable, clear direction in place, allowing new incumbent director to focus on the future.

MAN Energy Solutions UK Ltd Various Responsibilities (July 2017 to Sept 2019) High speed diesel OEM, 200 people, £40M t/o.

As Interim General Manager:

- P and L responsible for high speed diesel aftermarket business unit supplying overhaul services, spares and technical support.
- 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, LTS development, improved technical back up, etc.).
- Business unit achieved monthly financials, focus on growth areas (service) changes in key client contracting arrangements managed.

As Interim Head of Production:

- Managed production facility for new build and overhaul of diesel engines meeting extremely difficult delivery deadlines, 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.
- Delivered critical 6 engine contract on time (tight schedule) whilst continuing to develop factory functionality (particularly test cells) against a history of none investment.

As Interim Manager:

- 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.).
- All reconfiguration completed, managed changing scope (time, cost and functionality). Investment corporately deemed a great success.

Vestas Blades AS Interim Manager (Nov 2016 to Nov 2017) Wind turbine OEM specific to blades, 17,000 people, €8Bn t/o..

- Took over business critical late E10M project (no resources allocated) to deliver new production tooling/capability for new programme.
- 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
- Managed tooling to be off the programme critical path despite late design changes and emerging scope.

Augean plc Interim General Manager - Avonmouth (May 2015 to Nov 2015) Multi-site hazardous waste treatment provider, 300 people, £60M t/o.

- Brought a fact based understanding to recent performance of the business unit financial "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.
- Created business stability, began the process of reducing the reliance on large contracts, monthly financials achieved.

Babcock International plc Various responsibilities (July 2007 to Feb 2016) Civil/Defence Marine Services 3500 people, £400M t/o

As Interim Project Manager.

- 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, ready for CAPEX approval. Later concept implemented (but with different buildings).

As Interim Project Manager (South Korea and UK)

- 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.
- Developed options (importantly what was not an option), identified priorities, identified issues of concern, created local network.

As Interim Project Manager (UK and Spain)

- On capital project (S80) understood each party's contractual position/root cause of issues, project cost progression/options to complete.
- Mapped out realistic options for resolution that worked within the situation and the commercial constraints.
- Got agreement on approach, establish true liability and options, "set the scene" for negotiations.

As Interim Manager (part Brazil, part Spain)

- In-country research (based in Brazil) of a country plan for marine offshore oil/gas and navy market development 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).
- Brazil – created starter pack (came to fruition much later), Spain created high level (CEO/3 star/Ambassador) forum for naval services..
- Resolved critical commercial issues on two complex technology driven defence equipment contracts.

As Interim Integration Manager

- 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.
- Provided a coordination for smooth integration of business units – managing diverse stakeholder interests.

As Interim Commercial Manager (UK and Canada)

- 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). Later contract concluded and delivered.
- 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). Later agreement reached (client settled to close).

Mitsubishi Heavy Industries Europe Interim Programme Manager (Nov 2012 to Feb 2015) Power equipment producer, 600 people, £177M t/o.

- 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.
- Full funding continued (major threat of cessation eliminated), reconfigured overall project to deliver best value for money and what was realistically achievable. Handed over a now smaller stable project to others.

Brush Group (Europe and China) Interim Project Manager (Feb 2013 to Oct 2013) Power generation equipment producer, 900 people, £350M t/o.

- Management of China 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.
- Obtained China business license (in 12 weeks), managed all aspects and let project management construction contract for factory.

Lanzhou Electric Corporation/CATUM Various responsibilities (Mar 2011 to Jan 2013) Generator manufacturer, 5000 people, RMB1Bn t/o.

As International Projects Director – Wind Business (China/Germany):

- 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)
- Complete assembly pack created, no other documents required. Packaged in a very user friendly format.

As Interim International Projects Director – Wind Business (China/Germany).

- 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.
- First of type successfully built using subassembly principals.

Melrose (Germany and Austria) Interim Project Manager (Dec 2008 to Nov 2010) Industrial Group. £1100M t/o.

- 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).
- Stabilised availability (many major technical issues resolved), long term support contractor in place and delivering.

Tidal Generation Interim Managing Director Dec 2008 to Aug 2009) Start-up marine turbines. 0 t/o, 15 people. Rolls Royce Energy share holder.

- 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.
- Minimised conflict between stake holders, ensured deployment progress, tripod foundation system proven, business refinanced.

Areva Automation Interim Unit Manager (Jan 2007 to July 2007) Developer of energy trading software. Euro2M t/o, 20 people.

- 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
- Integration process successfully taking place, legacy issues all resolved, basic business processes in place and in use.

EU Energy (Germany) Interim Manufacturing Director (Jan 2006 to Jan 2007) OEM wind turbine producer Asia and the US. 0 t/o, 50 people.

- 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).
- Volume assembly concepts developed (and later implemented in US partner factory), business pack (operational, financial, technical, etc.) developed (never implemented as business ceased).

Froude Hofmann Ltd & GmbH (Germany), Logistex A/S (Denmark) (Feb 2005 to Feb 2006) Automotive test equipment/material handling.

- Logistex (now Beumer): 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).

DeWind GmbH (Germany) Interim Managing Director (Apr 2003 to July 2004) Utility scale wind turbine OEM, E70M t/o, 220 people.

- 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, 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, brought in key skills to rapidly instigate better practice, speed was essential.
- Reduced old debts by €7M, halved penalty payments, priorities set (fix the past), legacy issues managed ahead of new MD arrival.

Halma Group plc Various responsibilities (Mar 2001 - Jun 2003) subsidiaries for interlocks OEM, UV disinfection systems OEM

As Interim Technical Director (Hanovia).

- 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.
- Made sure the business did less but better technically, addressed critical design issues on large reactor design.

As Interim Directeur des Operations (HF Securite SA - France)

- 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, business made half year output.

As Interim Manager (Fortress Interlocks)

- 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.

NEG Micon Rotors (UK and Australia) Interim Projects Director (May 2002 to Dec 2002) Wind turbine OEM (rotors) £30M t/o, 300 people.

- Developed a structured feasibility study from zero for a modular blade making factory in Australia.
- Completed confirmation of study in Australia. The resulting package was a basis for fully operating production unit within 6 –12 months.
- 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.
- Australia headline plan developed in 20 days (met target), complete confirmation study/plan produced (implemented 2 years later)

Senior Flexonics Interim Head of Engineering (Mar 2002 to Aug 2002) Steel flexible hosing and bellow systems. £12M t/o, 190 people.

- 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.

Lorne Stewart Services Interim Account Director (Aug 2001 to Jan 2002) Engineering maintenance services £50M t/o, 500 people.

- Fronted final stages of a strategically important bid, successfully leading response/presentation activity to clients. Managed mobilisation,.

Gambro Hosal Ltd Interim Manager (Oct 2000 to Oct 2001). Suppliers of kidney dialysis machines and services. t/o £25M, 40 people.

- 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.).
- Function reconstructed to successfully allow handover to a permanent new manager.

Norwest Holst Telecom Interim Director (Jan 1999 to Jun 2001). Suppliers of technical services to public carrier networks. £6M t/o, 120 people.

- Developed full business plan identifying technologies, clients/routes to market/organisation structure. Completed/ approved in 90 days.
- Changes resulted in the creation of a recognisable business unit with controls in place..

PAR Acoustic Ltd Interim Managing Director (Aug 1998 to Dec 1998). Suppliers of acoustic and noise control systems. £1.5M t/o, 14 people.

- Took over in a “drop dead” situation. Focused sales on specific customer groups. Brought discipline to sales/quotation activity.
- 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 Interim Operations Director (May 1998 to Aug 1998). Aircraft seating OEM. 150 people, £15M t/o

- Focused activity on recovering delivery dates for shipment of pfc aircraft seats. Aircraft “ship-sets” (of commissioned seats)
- Met contract dates for first of type approval (followed by shipment)..

Wirsbo UK Interim General Manager (Feb 1996 to Feb 1998). OEM designers and suppliers of heating systems. £3M t/o, 25 people.

- Took over from a “drop dead” situation. Rapidly identified strategic direction, reorganised the business. Introduced a professional sales structure and support organisation. Business became cash positive and made first real profits.

Expert Consultancy Assignments:

Deployment of analytical, technical, commercial and operational expertise, clients include Serco Marine, Compact Power, GZT, Kelvion & Creative.

Career History:

Babcock Materials Handling Ltd Intl Business Development Director (1994 to 1995). Main contractor material handling £6m t/o, 20 people
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.

Strachan & Henshaw Ltd Commercial Manager/General Manager Business Dev (1990 – 1994) Materials handling OEM 70M t/o, 1000 people
Responsible for all commercial activity (business development, tendering, commercial contract administration, IT) for Construction Division. Market and business development for three Divisions. Specific market sectors focus (power generation and process industries).increased t/o by 100%.

Professional Engineer/Technical/Project/Operations Management

Between 1973 and 1990 progressed from shop floor apprentice school through being a technician both in a laboratory and a factory to a drawing office role then research and development (awarded a PhD), product development, technical services management and business development.

Education/Qualification/Associations

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