

Oct 2023 (automation & material handling specific)

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, 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, geothermal).

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, Slovakia, South Korea, Spain & USA.

Interim Clients Include:

Areva T & D (now GE), Augeot, 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, GA Drilling, Gambro Hospal, GZT, Halma Group (Fortress, HF Securities, Hanovia), Howden Turbo, 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 – Material Handling/Automation: Reverse Chronological order. Weeks are significant time duration, assignments sometimes overlap.

MPAC Lambert Ltd

Designers and manufacturers of automated assembly lines to the pharma, healthcare and food sectors. 180 people, £23M t/o
Interim Project Director – UK based (Jan 2022 to May 2022 full time – 16 weeks).

- 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 either shipped, into Factory Acceptance of technical review.

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 (Oct 2020 to Mar 2021 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 all other deliverables, system into live traffic, no penalties or bonds retained by client.

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 (June 2020 to Sept 2020 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 (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 recovery and overall completion..

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 (Oct 2019 to May 2020 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.
- 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.

Beumer (China) Group

Logistics OEM supplying complete material handling systems to post/parcel/airport market 120 people.

Interim Project Manager– China/UK based (May 2014 to August 2014 – 11 weeks)..

- 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, external suppliers).
- Created complete visibility, joined up internal processes, recovered delay on critical path procured equipment and parts.

Crisplant (Qatar)

Main contractor for baggage handling systems. 500 people, Euro50M t/o.

Interim Manager (full time Oct 2011 to Nov 2011 - 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 (what needed to be fixed) – creating a focus on what had not been fully developed.

Logistex A/S (Hong Kong)

Main contractor for parcel and post handling systems, Total business (2 business units): Euro50M t/o, 500 people.

Subsidiary of FKI plc. Interim Project Director (full time Nov 2007 to Oct 2008 - 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.
- First phase recovered, second phase completed ahead of schedule on 25 week programme. All claims resolved within budget (including local HK China contractors). Final acceptance achieved with client and no LD's on Phase two.

Areva Automation

Developer and supplier of client side energy trading software. Euro2M t/o, 20 people.
 Interim Unit Manager (full time Jan 2007 to July 2007 - 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.
- Integration successfully taking place, legacy issues all resolved, basic business processes in place and in use.

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/part time July 2004 to Jun 2005 - 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)
- Legacy issues resolved or stable, clear direction in place, allowing new incumbent Director to focus on the future.

Interim Assignments: Summary – Reverse Chronological Order

Interim Role	Industry/Sector	Dates	Company	Duration	Source
Operations Director	Energy/Systems	Jun 2023 to Sept 2023	Howden Turbo	16 wks.	Recommendation
Interim Manager	Energy/Renewable	Mar 2023 to May 2023	GA Drilling	12 wks.	New Client
Project Director	Assembly/Automation	Jan 2022 to May 2022	MPAC	16 wks.	Recommendation
Project Manager	Energy/Systems	July 2021 to Feb 2022	Brush Group	30 wks.	Recommendation
Project Director	Logistics/Automation	Oct 2020 to Mar 2021	Beumer Group	20 wks.	Repeat Business
Project Manager	Logistics/Automation	Jun 2020 to Sep 2020	Beumer Group	16 wks.	Repeat Business
Package Manager	Logistics/Automation	Oct 2019 to May 2020	Beumer Group	34 wks.	Recommendation
General Manager	Marine/Diesel Engines	Dec 2018 to Sept 2019	MAN Energy	40 wks.	Repeat Business
Head of Production	Marine/Diesel Engines	Jul 2018 to Dec 2018	MAN Energy	28 wks.	Repeat Business
Manager	Marine/Diesel Engines	Jul 2017 to Jun 2018	MAN Diesel/Turbo	50 wks.	Repeat Business
Manager	Energy/Renewable	Nov 2016 to Nov 2017	Vestas Blades	44 wks.	Recommendation
Consultant	Industrial/Process	May 2016 to Jun 2016	Kelvion	6 wks.	New Client
Manager	Defence/Buildings	Mar 2015 to Feb 2016	Babcock Int.	32 wks.	Repeat Business
General Manager	Environmental/Process	May 2015 to Nov 2015	Augean	24 wks.	New Client
Project Manager	Logistics Automation	May 2014 to Aug 2014	Beumer	11 wks.	Recommendation
Manager	Marine/Defence	Nov 2013 to Apr 2014	Babcock Int.	20 wks.	Repeat Business
Manager	Marine/Defence	Nov 2013 to Jan 2014	Babcock Int.	12 wks.	Repeat Business
Project Manager	Energy/Systems	Feb 2013 to Oct 2013	Brush Group	37 wks.	Recommendation
Programme Mgr	Energy/Renewable	Nov 2012 to Feb 2015	Mitsubishi Heavy	103 wks.	Recommendation
Project Director	Energy/Renewable	Oct 2012 to Jan 2013	Lanzhou Electric	13 wks.	Repeat Business
Manager	Marine/Defence	Dec 2011 to Oct 2012	Babcock Int.	32 wks.	Repeat Business
Manager	Logistics/Automation	Oct 2011 to Nov 2011	Crisplant A/S	9 wks.	Repeat Business
Project Director	Energy/Renewable	Mar 2011 to Aug 2011	Lanzhou Electric	26 wks.	Recommendation
Project Manager	Energy/Renewable	Dec 2009 to Nov 2010	Melrose	56 wks.	Recommendation
Managing Director	Energy/Renewable	Dec 2008 to Aug 2009	Tidal Generation	38 wks.	New Client
Integration Mgr	Marine/Defence	Oct 2008 to Nov 2008	Babcock Group	8 wks.	Repeat Business
Project Director	Logistics/Automation	Nov 2007 to Oct 2008	Logistex A/S	38 wks.	Repeat Business
Commercial Mgr	Marine/Defence	Jul 2007 to Nov 2007	Weir S & H	16 wks.	Recommendation
Unit Manager	Energy/Automation	Jan 2007 to Jul 2007	Areva	20 wks.	New Client
Int. Mfg. Director	Energy/Renewable	Jan 2006 to Jan 2007	EU Energy	50 wks.	Recommendation
Manager	Automotive/Systems	Feb 2005 to Feb 2006	Froude Hofmann	49 wks.	Recommendation
Business Director	Logistics/Automation	Jul 2004 to Jun 2005	Logistex A/S	38 wks.	Repeat Business
Managing Director	Energy/Renewable	Apr 2003 to Jul 2004	DeWind GmbH	48 wks.	New Client
Technical Director	Industrial/Process	Nov 2002 to Jun 2003	Hanovia UV	15 wks.	Recommendation
Projects Director	Energy/Renewable	May 2002 to Dec 2002	NEG Micon	30 wks.	Repeat Business
Head of Engineering	Industrial/Process	Mar 2002 to Aug 2002	Senior Flexonics	16 wks.	New Client
Account Director	Building/Services	Aug 2001 to Jan 2002	Lorne Stewart	23 wks.	Recommendation
Operations Director	Industrial/Process	Jun 2001 to Feb 2002	HF Securitie	29 wks.	Repeat Business
Manager	Industrial/Process	Mar 2001 to Jul 2001	Fortress Interlocks	19 wks.	New Client
Manager	Medical/Systems	Oct 2000 to Oct 2001	Gambro Hospal	53 wks.	Repeat Business
Bus Dev Director	Industrial/Telecoms	Jan 1999 to Jun 2001	Norwest Telecom	45 wks.	Repeat Business
Managing Director	Building/ Services	Aug 1998 to Dec 1998	PAR Acoustic	20 wks.	New Client
Operations Director	Industrial/Aerospace	May 1998 to Aug 1998	Britax Rumbold	13 wks.	New Client
General Manager	Buildings/Plastics	Feb 1996 to Feb 1998	Wirsbo	90 wks.	New Client

Expert Consultancy Assignments:

Deployment of specific expertise (accumulated through many interim assignments) in hands on advisory roles, clients have included Serco, GZT, Compact Power.

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