

Oct 2023 (capital equipment 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, steam), 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 (geothermal, 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, 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 Hospital, 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 Capital Equipment Specific Examples: Reverse Chronological order. Weeks are significant time duration, assignments may overlap.

Howden Turbo Ltd

Interim Operations Director (Jun 2023 to Sept 2023).
Steam turbine OEM, £25m, 130 people.

- Took over role in drop dead situation (no hand over) at a critical time for the business (key contracts running behind schedule).
- Hands on brought absolute focus to a major contract identifying key issues to progress and making them happen.
- Contract FAT achieved, turbine shipped.
- Picked up a essential Operations responsibilities (contracts were the priority) "steady the ship".

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.

Brush Switchgear Ltd

Electrical switchgear OEM designing and supplying switch and protection equipment to the power distribution sector. 190 people, £35M t/o
Interim Project Manager – UK based (July 2021 to Feb 2022 full time – 30 weeks).

- Managing the relocation of a business to a new location on very short time scales – 9300m2 factory in 7 weeks from access (as it continued to trade, managed by others).
- 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, aal critical deadlines and handover conditions met, no incidents, no dilapidations saving £400k provision.

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.

MAN Energy Solutions UK Ltd

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

Interim General Manager – UK based (Dec 2018 to Sept 2019 full time - 40 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.).
- Business unit achieved monthly financials, focus on growth areas (service) changes in key client contracting arrangements managed.

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 (July 2017 to June 2018 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.).
- All reconfiguration completed, managed changing scope (time, cost and functionality). 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 (Nov 2016 to Nov 2017 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
- Managed tooling to be off the programme critical path despite late design changes and emerging scope.

Kelvion GmbH

PE backed major Industrial group supplying heat exchangers to various process industries

Consultant – Germany & Netherlands (May to June 2016 – full time then part time 6 weeks)

- Undertook review (with others) of a number of locations in terms of synergies and operational opportunities
- The financials/operational numbers person in the team, developed model with options, coherent options presented to client.

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.

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 Feb 2013 to Oct 2013 - 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.
- Obtained China business licence in 12 weeks, managed all aspects and let project management construction contract for the factory. ...

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 Oct 2012 to Jan 2013 - 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
- Complete assembly pack created (English and Chinese), no other documents required. Packaged in a very user friendly format..

Melrose (Germany and Austria)

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

Interim Project Manager (part time & full time Dec 2008 to Nov 2010 - 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).
- Stabilised availability (many major technical issues resolved). Long term support contractor in place and delivering. 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 Dec 2008 to Aug 2009 - 38 weeks).

- Ran the business through a period of intense technical & financial development/change, began 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.
- Minimised conflict between stake holders, ensured deployment progress, tripod foundation system proven, business refinanced.

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.

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 July 2007 to Nov 2007 - 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). Later agreement reached (client settled to close).

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 Feb 2005 to Feb 2006 - 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 out 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/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.

DeWind GmbH (Germany)

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

Interim Managing Director (full time Apr 2003 to July 2004 - 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.
- Reduced old debts by £7M, halved penalty payments, priorities set (fix the past), legacy issues managed ahead of new MD arrival, brought key skills into the business to 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 Nov 2002 to Jun 2003 - 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.
- Made sure the business did less technically but better, identified and resolved critical design issues, managed certification issues.

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	Jun 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 2005	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 Hospital	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