

Mar 2024 (full detail profile)

## 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 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: Summary – Reverse Chronological Order

| Interim Role               | Industry/Sector       | Dates                 | Company             | Duration | Source          |
|----------------------------|-----------------------|-----------------------|---------------------|----------|-----------------|
| Consultant                 | Energy/Systems        | Oct 2023 to Feb 2024  | UK Eng plc          | 14 wks.  | Repeat Business |
| 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 Manager | 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 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  | Wirso               | 90 wks.  | New Client      |

**INTERIM ASSIGNMENTS:** Reverse Chronological order. Weeks are significant time duration, assignments sometimes overlap.

**UK Eng PLC Subsidiary**

Precision engineering OEM, £30m, 100 people.

Consultant (Oct 2023 to Feb 2024, part time)

- Confidential assignment supporting the development of an investment study for deliver a new product contract.
- Defined the shape and content of the study, initially developed many areas iterating and refining the content.
- As subject area leads became available focused on filing gaps and validity checking.
- Process challenging by time scales and contract concept development running in parallel with study development.

**Howden Turbo**

Steam turbine OEM, £25m, 130 people.

Interim Operations Director (Jun 2023 to Sept 2023)

- 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 essential operational responsibilities to “steady the ship” (contracts were the priority).

**GA Drilling Ltd**

Capital machinery OEM, £pre-sale t/o, 40 people.

Interim Manager UK (Mar 2023 to May 2023).

- Quantified resource issues on running projects, established gap, partial technology subcontract was the only solution given timescales.
- Organised search for and found potential providers, ran scope/pricing process to achieve at least one provider for each of 4 modules.
- Put outline time plans into place integrating project modules together (for critical path, etc.).
- Defined and reopened UK engineering/supply chain office (previously closed due to COVID).
- Managed separate emerging technology project, guiding/expediting progress, sourcing critical equipment, rapid progress.

#### 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 or 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.

#### 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.

#### 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 Energy Solutions UK Ltd

European engine maker, spares and overhaul provider, 200 people (UK), £40M t/o .

Interim Head of Production – UK based (June 2018 to Dec 2018 full time - 28 weeks). 2 of 3 consecutive assignments.

- Managed production facility for new build and overhaul of diesel engines meeting extremely difficult delivery deadlines, 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.

#### 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.

#### **Augean plc**

AIM listed multi-site hazardous waste treatment provider, 300 people, £60M t/o.

Interim General Manager - Avonmouth site - organic waste treatment (May 2015 to Nov 2015 full time - 24 weeks).

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

#### **Babcock International plc Marine and Technology Division**

Defence and commercial marine engineered capital equipment/services provider, part of UK plc, 3500 people, £400M t/o.

Interim Project Manager (part time Mar 2015 to Feb 2016 to 32 weeks).

- 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 (with different buildings).

#### **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, Nov 2012 to Feb 2015 - 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.
- 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.

#### **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.

#### **Babcock International plc Marine and Technology Division (South Korea and UK)**

Defence and oil and gas marine engineered capital and services provider, part of a UK plc, 3500 people, £400M t/o.

Interim Project Manager – early stage Asia development (part time Nov 2013 to Apr 2014 20 weeks).

- 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 and also what was not an option, identified priorities, identified issues of concern, created local network.

#### **Babcock International plc Defence System (UK and Spain)**

Marine defence engineering and services provider, part of a UK plc, 1500 people, £150M t/o.

Interim Project Manager – complex equipment contract issues resolution (part time Nov 2013 to Jan 2014 - 12 weeks).

- Understood each party's contractual position and root cause of issues, project cost progression and options to complete.
- Mapped out realistic options for resolution that worked within the situation and the commercial constraints.
- Got agreement on approach, established true liability and options, “set the scene” for negotiations. Revised as situation changed.

#### **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 (15000m<sup>2</sup>) 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..

#### 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 Dec 2011 to Oct 2012 - 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).
- 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.

#### 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.

#### 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 Mar 2011 to Aug 2011 - 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.
- First of type successfully built using subassembly principles.

#### 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.

#### Babcock Integrated Technology

International marine defence contractor, 600 people (multi-site), £60M t/o. Subsidiary of Babcock Group plc.

Interim Integration Manager (full time Oct 2008 to Nov 2008 - 8 weeks).

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

#### 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).

#### **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.

#### **EU Energy (Germany)**

Markets, designs and manufactures wind turbines primarily in Asia and the US. Start up, 50 people.  
Interim Manufacturing Director (full time Jan 2006 to Jan 2007 - 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 based approach( alternate layouts, resource levels, process control concepts, etc.).
- 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)**

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.

#### **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 May 2002 to Dec 2002 - 30 weeks).

- 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**

Manufacturers of stainless steel flexible hosing and bellow systems. £12M t/o, 190 people.  
Interim Head of Engineering (part time Mar 2002 to Aug 2002 - 16 weeks).

- 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.
- 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
- Accelerated capital plant into use, addressed process issues reducing high scrap rate (and cost).

#### **Lorne Stewart Services**

Engineering maintenance/upgrade services for high tech buildings. £50M t/o, 500 people.  
Interim Account Director (part time Aug 2001 to Jan 2002 - 23 weeks).

- Fronted the final stages of a strategically important bid, successfully leading response/presentation activity to clients.. Contract awarded.
- Managed mobilisation, building a team to meet the requirements of the contract. Managed major resource issues (skills and numbers), built and stabilised contract delivery team.
- Managed end of (successful) bid process and project start up for building services contract on 20 secure buildings.

#### **HF Securite SA (France)**

Makers of specialist mechanical and electro mechanical interlock systems. Euro4M t/o, 45 people.  
Interim Directeur des Operations (part time June 2001 to Feb 2002 - 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), Business made half year output targets.

#### **Fortress Interlocks Ltd**

Suppliers of interlock systems to process industries, £3.5M t/o.  
Interim Manager (part time Mar 2001 to Jul 2001 - 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.

#### **Gambro Hospal Ltd**

Suppliers of kidney dialysis machines and services. t/o £25M.  
Interim Manager (part time Oct 2000 to Oct 2001 - 53 weeks).

- 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.).
- Began analytical programme to predetermine failures and eliminate before occurrence.
- Instigated/drove the recruitment of technician team (50%) to fix a new culture.
- Resolved legacy issues (costing, non performing employees, etc.). Successful handover of a now stable business function to a permanent manager.

#### **Norwest Holst Telecom**

Suppliers of technical services to public carrier networks. £6M t/o, 120 people.  
Interim Director (part & full time Jan 1999 to Jun 2001 - 45 weeks).

- Developed full business plan identifying technologies, clients/routes to market/organisation structure. Completed/ approved in 90 days.
- Created procedures to bring commercial control (ultimately to ISO9001). Rolled out the first phase (planning, site operations, safety).
- Opened up a second carrier client (Ericsson) from a one client business (Marconi). Ran client accounts and led all key bids.
- Recognisable (site based) business processes in place, trading with a second customer.

#### **PAR Acoustic Ltd**

Suppliers of acoustic and noise control systems. £1.5M t/o, 14 people.  
Interim Managing Director (full time Aug 1998 to Dec 1998 - 20 weeks).

- Took over in a "drop dead" situation.
- Focused sales on specific customer groups. Brought discipline to sales/quotation activity. Revised pricing policy and reactivated agents.
- Identified and addressed weaknesses in product design/procurement.
- Developed options: (i) Closure. (ii) Merging with another business. (iii) Sale of business.
- 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**

Producers of aircraft seating. 150 people, £15M t/o  
Interim Operations Director (full time May 1998 to Aug 1998 - 13 weeks).

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

**Wirso UK**

Designers and suppliers of heating systems to the building industry. £3M t/o, 25 people.  
General Manager (contract full time Feb 1996 to Feb 1998 - 90 weeks).

- Took over from a “drop dead” situation.
- Rapidly identified strategic direction, reorganised the business. Introduced a professional sales structure and support organisation.
- Revised the market offer to reflect UK market needs and standards.
- Maintained business momentum through restructuring and change.
- Business became cash positive and made first real profits.

**Expert Consultancy Assignments:**

Deployment of specific expertise (accumulated through many interim assignments) in hands on advisory roles including:

- |                        |                                                                                                                   |
|------------------------|-------------------------------------------------------------------------------------------------------------------|
| Serco Marine           | Option development for marine renewable energy deployment and support.                                            |
| Compact Power          | Technical and commercial analysis of development options for a waste pyrolysis reduction and handling business.   |
| GZT (Ethiopia)         | In-country supply chain and production feasibility study for capital equipment component production and assembly. |
| Global Retail Supplier | Review of troubled China based supplier, creating options for recovery, turnaround and managing consequent risks. |

**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, | Packaging/Textiles/       | 1973 - 77 | Factory and Site working as a Trainee     |
| Halifax Tool                   | Quarry Drilling Machinery |           | 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  |