

**A hard driving manager with experience of operating in very difficult situations. Extensive head of function (most disciplines) and general management experience ensures operation and management from a position of knowledge. Analytical yet very hands on, looks at what is really happening and takes action. Stamina and a relentless determination ensure that results are delivered. Characteristics that stand out:**

Quickly pinpoints key issues in the multitude of business activities  
Ground covered always outstrips the time taken  
Able to accelerate the timescale of activity

- 20 interim assignments completed
- 15 interim assignments for UK engineering plc group subsidiaries
- 5 interim assignments for European based quoted group subsidiaries
- 65% of interim assignments come from recommendation or repeat business
- 14 years interim management experience
- 30 years plus experience in the engineering sector
- Interim Managerial Assignments: Managing Director, General Manager, Operations Director, Business Development Director, Projects Director, Technical Director, Engineering Manager, Commercial Manager, Manager.
- Interim Functional Assignments: Recovery of whole business units (big and small), business functions, projects and products and service delivery. Development and acceleration of whole businesses and product development (including business scaling up and reduction). Managing cross border business activity, projects, process and business relocation.
- Go anywhere with interim assignments based in: UK, Denmark, France, Germany, Austria, Hong Kong. Working in: Scandinavia, Spain, Belgium, France, India, China, Canada, USA and Australia

## Managing Through and Out of Difficult Situations:

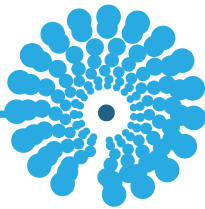
- At DeWind (in Germany) took over as MD. Quickly brought direction focus and control, reversed trends. Business began to build a good reputation and was able to win orders.
- At Par Acoustic a business with an uncertain future, as MD maintained business momentum, then managed the sale process. Benefit to the parent company £150K+ critical goodwill.
- For HF Securite (in France), managed operations function, reversed trends, substantially hitting half year turnover and other key corporate requirements.
- At Hanovia, resolved major technical problems with sold contracts removing very large commercial liabilities, rebuilding the technical knowhow.
- At Tidal Generation, as MD, increased business momentum in a complex political environment (founders v corporate shareholder), brought focus to key technical, commercial and financial issues.
- At Froude Hoffman (Germany) completed cross border and UK production relocation to a single site against a background of business down sizing - on schedule.

## Making Businesses Hit Targets:

- At Britax Rumbold in the aerospace sector, a multi million pound equipment contract with a key US client brought back on target. Savings in reputation and commercial liability were significant.
- For Gambio UK, focused field based service group supporting sophisticated medical electronic equipment. Eliminated backlog of over 250 overdue services and 1500 audit critical records.
- At Fortress Interlocks, recovered development programme to hit the launch date. New product has higher margin and wider application, has opened up new markets.
- At Logistex (Hong Kong) took over a behind schedule fast track capital project, brought in second phase ahead of time in a very strained customer environment. Settled all complex financial claims.

## Improving Profitability:

- At Logistex (in Denmark) stabilised technical problem projects, financial overrun surprises stopped.
- At DeWind, instigated and drove a major programme to eliminate performance penalties. Halved penalties in 6 months. Company became preferred provider to a number of key customers.
- At Wirsbo, restructured sales and operations functions. Turnover increased, unit became profitable, cash position improved by £750K.
- At a Weir Group subsidiary, identified opportunities from legal, commercial, technical changes in process industries. Opened up new markets/European client base - £10M t/o after 3 years.



## Interim Assignments: Summary

Interim Role	Industry	Sector	Company	Dur.	Source
General Manager	Plastics	Building Products	Wirso	90 wks	New Client
Operations Director	Aerospace	Aero Interiors	Britax Rumbold	13 wks	New Client
Managing Director	Process/Construction	Noise Control	PAR Acoustic	20 wks	New Client
Bus Dev Director	Telecoms	Infrastructure Develop	Norwest Telecon	45 wks	Repeat Business
Manager	Medical Systems	Dialysis Equipment	Gambro Hospal	53 wks	Repeat Business
Manager	Industrial/Process	Interlock Systems	Fortress Interlocks	19 wks	New Client
Operations Director	Industrial/Construction	Interlock Systems	HF Securite SA	29 wks	Repeat Business
Account Director	Building Services	Maintenance	Lorne Stewart	23 wks	Recommendation
Head Engineering	Automotive/Industrial	Ducting Components	Senior Flexonics	16 wks	New Client
Projects Director	Renewable Energy	Composite Structures	NEG Micon	30 wks	Repeat Business
Technical Director	Industrial/Process	UV Systems	Hanovia UV	15 wks	Recommendation
Managing Director	Renewable Energy	Wind Turbines	DeWind GmbH	48 wks	New Client
Business Director	Airport Systems	Material Handling	Logistex A/S	38 wks	Repeat Business
Manager	Automotive	Test Equipment	Froude Hoffmann	40 wks	Recommendation
Mfg. Director	Renewable Energy	Wind Turbines	EU Energy	50 wks	Recommendation
Unit Manager	Energy Trading	Software	Areva	20 wks	New Client
Commercial Mgr	Defence/Nuclear	Material Handling	Weir S & H	16 wks	Recommendation
Project Director	Logistics Systems	Material Handling	Logistex A/S	38 wks	Repeat Business
Integration Mgr	Defence	Weapons Handling	Babcock INTEC	8 wks	Repeat Business
Managing Director	Energy Generation	Tidal Turbines	Tidal Generation	38 wks	New Client
Project Manager	Energy Generation	Wind Turbines	Melrose	50 wks	Recommendation

## General Management Interim Assignments:

### Tidal Generation Ltd

Start up technology business developing marine turbines. No turnover, 15 people. Major shareholder Rolls Royce Energy  
Interim Managing Director (full time)

- Ran the business through a period of intense technical and financial development / change, starting the transition from startup to subsidiary
- Introduced structure such that first of type and first of series could both develop but with clear 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.
- Managed myriad one off technical/commercial issues and the interface with the corporate all in a very complex political context removing the paralysis in decision making.

### 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)

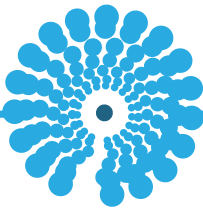
- Took over in a "drop dead" situation
- Organised the business unit focusing on major contract problems.
- Surprises stopped and major liabilities closed out (profit drain eliminated). Made all activity within the division transparent.
- Introduced and drove a sales strategy, ensuring focus on markets with greatest quick return – began to get the bid prices right.
- Neutralised destructive behavior by some managers.
- Directly managed some difficult project situations (technical and commercial bringing operational progress and resolution of issues.

### DeWind GmbH (Germany)

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

Interim Managing Director (full time)

- Took over in a "drop dead" situation
- Focused the business on critical issues 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, resulted in the bringing in Euro M of old debts and more than halving penalty payments.
- Brought in key skills to rapidly instigate better practice.



General Management Interim Assignments continued:

**PAR Acoustic Ltd**

Suppliers of acoustic and noise control systems, £1.5M t/o, 14 people.  
Interim Managing Director (full time)

- Took over in a drop-dead situation.
- Focused sales on specific customer groups. Brought discipline to sales/quotation activity. Revised pricing policy. Reactivated agents.
- Identified/addressed weaknesses in product design/ procurement.
- Developed options: (i) Closure. (ii) Injection of key technical/ commercial skills merging with another business. (iii) Sale of business.
- Directed and managed all activity in selling the business, completed in 7 weeks, saved £150K + and maintained critical goodwill (for Group).

**Wirso UK**

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

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

Head of Function Interim Assignments:

**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)

- Took over flagship project (\$HK120M) with a key customer, project was late and had several technical and commercial problems.
- Drove through the second phase, resolving organizational and major technical and commercial issues, bringing the project phase in ahead of schedule (25 week programme).
- Closed out all technical/commercial problems from the first and second phases. Completed all aspects of project close out.

**EU Energy plc**

Markets, designs and manufactures wind turbines primarily in Asia and the US. Start Up, 50 people.  
Interim Manufacturing Director (full time).

- Responsible for planning production into India and US
- Reviewed established turbine JV partner in India, concluded that not suitable for India manufacturing development. Proposed alternatives.
- Developed full manufacturing concept for high volume production based highly scalable cell approach (since implemented in Texas).
- Developed roll-out plan for generic 400 unit factory (alternate layouts, resource levels, activity plan to get established, cash flows, etc.).

**Hanovia UV**

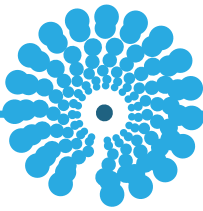
Manufacturers of standard and high power UV lamp systems for disinfection applications, £6M t/o, 50 people.  
Interim Technical Director (part time)

- 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.
- In 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.
- Brought a balance between immediate demands and the medium term

**Senior Flexonics**

Manufacturers of stainless steel flexible hosing and bellow systems, £12M t/o, 190 people.  
Interim Head of Engineering (part time)

- Brought absolute focus and structure to development projects, trial machines ready for sampling in 10 weeks after months of delay.
- Identified critical technical issues causing major scrap, implemented a program to eliminate the underlying problems.
- Created structure within logistics function, made the function focus on areas of problem (short delivery). Planned/implemented a major stock relocation and reorganization with no business disruption.



Head of Function Interim Assignments continued:

**HF Securite SA** (France)

Makers of specialist mechanical and electro mechanical interlock systems, Eur4M t/o, 45 people.

Interim Directeur des Operations (part time)

- Ran production focusing on purchasing/production planning/assembly.
- Maximised output for half-year target. Successfully flexed capacity in a difficult trading period and within French 35hr requirements.
- Introduced simple systems to increase visibility of operational problems at an early stage, took appropriate actions to eliminate.
- Recruited Directeur des Operations directly through the French press.

**Gambro Hospal Ltd**

(Suppliers of kidney dialysis machines and services, T/O £25M.

Interim Manager (part time)

- 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).
- Instigated/drove the recruitment of technician team (35%) to fix a new culture. Successful handover/support to new permanent manager.
- Resolved legacy issues (costing, non performing employees, etc.).

**Britax Rumbold Ltd** – PFC Division

Producers of aircraft seating, £15M t/o, 150 people.

Interim Operations Director (full time)

- Focused activity on recovering delivery dates for shipment of pfc aircraft seats. Ship - sets met required client dates.
- Brought order and structure to Operations function. Split activity between fixing the immediate and creating a base for development BOM recovery, shortage management, trial kitting, etc.

Function Delivery Interim Assignments:

**Melrose plc**

FTSE 250 Industrial Group with diversified engineering holdings.

Interim Project Manager (part time & full time)

- Managed and continuously drove all aspects of recovery of 30 turbine (40+MW) wind farm in Eastern Austria back towards contracted availability.
- Appointed and ensured the compliance of the German subcontractor. Developed specification and contract for long service/maintenance agreement, ran tender and contract award process to completion.
- Provided the technical and operational quantification to major claims and commercial arguments against third parties.

**Babcock Integrated Technology Ltd**

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

Interim Integration Manager (full time)

- 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 various one off activities including legal close down of small US business unit.

**Weir Strachan and Henshaw**

Material handling system to the nuclear and defense sectors: E70M T/O, 500 people.

Interim Commercial Manager (full time)

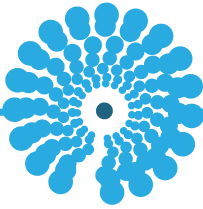
- Led commercial negotiations (contract and statement of work) for E55M contract to the Canadian public works/ defense including overall strategy and complete contractual analysis (successfully completed after assignment finished).
- Developed and wrote E300K claim (under NEC) for recovery of costs on complex refurbishment of contract, defended contra claim for similar for E250K.

**Areva Automation**

Developer and supplier of client side energy trading software. E2M T/O, 20 people.

Interim Unit Manager (full time)

- Developed a practical strategy and detail to allow a failing stand alone business to be integrated into a viable larger, "sold" concept, details, options and risks to the corporate.
- Stewarded the business unit through the transition, resolving diverse range of issues - recruitment, facility, organization, etc. Re-established links back into corporate for sales activity. Closed out problem contracts, made costing a reliable/visible tool for decision makings.



Function Delivery Interim Assignments continued:

**Froude Hofmann Ltd & GmbH** (Germany), **Logistex A/S** (Denmark)

Froude Hofmann: capital test equipment to automotive primes. E30M T/O, 120 people. Logistex: main contracting for baggage handling systems, Euro50M t/o, 500 people.

Interim Manager (full time on 2 assignments)

- Logistex: Closed out major project (E30M) in Madrid. In Paris, jointly managed a (E10M) project through major engineering and commercial difficulties. In Brussels, closed a difficult technical and commercial situation.
- Froude Hofmann: Moved automotive test equipment manufacture from Hannover to Worcester, managed the transfer of production of high bay warehouse cranes from Market Harborough, both to Worcester.

**NEG Micon Rotors**

Developer and manufacturer of composite wind turbine rotors, £30M t/o, 300 people.

Interim Projects Director (part & full time)

- Developed a structured feasibility study from zero for a modular blade making factory in Australia within 20 days meeting required deadline.
- Completed a detailed confirmation of study in Australia. Resulting package 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 – 26 weeks from commencement to available capacity.

**Lorne Stewart Services**

Engineering maintenance /upgrade services for high tech buildings, £50M t/o, 500 people.

Interim Account Director (part time)

- Fronted the final stages of a strategically important bid leading response and presentation activity to clients, etc., – successfully.
- Managed mobilization, building a team to meet the requirements of the contract – managed major resource issues (skills and numbers), built and stabilized contract delivery team.

**Britax Rumbold Ltd** – PFC Division

Producers of aircraft seating, £15M t/o, 150 people.

Interim Operations Director (full time)

- Focused activity on recovering delivery dates for shipment of pfc aircraft seats. Ship - sets met required client dates.
- Brought order and structure to Operations function. Split activity between fixing the immediate and creating a base for development BOM recovery, shortage management, trial kitting, etc.

**Norwest Holst Telecom**

Suppliers of technical services to public carrier networks, £6M t/o, 120 people.

Interim Director (part & full time)

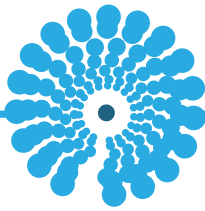
- Developed full business plan identifying technologies, clients, routes to market, organisation structure. Completed/approved - 90 days.
- Created procedures to bring commercial control (ultimately subject to ISO9001). Rolled out first phase (planning, site operations and safety).
- Opened up second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

**Fortress Interlocks Ltd**

Suppliers of interlock systems to process industries, £3.5M t/o.

Interim Manager (part time)

- 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. Second product into compliance trials.



## 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 then market and business development for three Divisions.
- Created a focused approach to specific market – sectors of power 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 Equip.	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 / Textile/ Quarry Drilling Machinery	1973 - 77	Factory and site working as a Trainee/ Technician

## Education and Qualification:

Institute	Year	Qualification	Comment
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.	
University of Manchester (UMIST)	1982	Ph.D.	Sponsored Part Time
Association of Certified Accountants	1980	Certified Diploma in Accounting	Part Time
The Polytechnic, Huddersfield	1978	B.Sc. (Hons.) Eng. (First Class)	Sandwich