

IAN SHEPHERD

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I am an experienced senior manager with great business and commercial skills that I use to improve organisations in a bespoke and results focussed way. I have significant experience in both Public and Private sectors and I place special emphasis on continuous improvement through enthusiastic implementation of Lean and 5S in all areas.

INDEPENDENT PROFESSIONAL INTERIM CAREER:

DENLO LIMITED. INTERIM MANAGEMENT. Managing Director. 2003 to Present.

Interim Assignments to date:

SABEL COSMETICS **Managing Director.** Specialist Haircare Manufacturer, Halifax UK. 2009
Completed MBO/MBI. Introduced new customers. Reorganised management structure and facilities. Started Lean.

ORIENTAL AND AFRICAN **CEO,** Recycling start up in Bahrain. 9 months 2008
Developed start up plan, worked with key suppliers, customers and investors to produce £15m investment proposal.

RENTOKIL INITIAL **General Manager,** Manufacturing, **North West England.** 12 months 2007 – 2008
Replaced GM. Strategic Review. Improved Customer Service, Cash Flow and Productivity. Structural Reorganisation.

ALLIANCE BOOTS **Managing Director,** Cordia Healthcare, Worthing, UK. 5 months 2006 - 2007
Transition to new Owner. Rebranding. Sales and Factory Structural Reorganisations. Cost reduction. Introduced HR.

NHS **Turnaround Director,** United Lincs. Hospital Trust, UK. 8 months 2006 -2006
Restored financial balance and stability. Recommended reorganisation and restructure. Managed workstreams.

RENOLD Plc. **Managing Director, Chain, Manchester,** UK. 12 months 2005 – 2006
Restored Profitability. Rationalised and moved International Facilities. Integrated ERP and reporting.

CRANE Co **President & MD,** Westad AS, Geithus, Norway. 8 months 2004 – 2005
Replaced MD. Restored profitability. Repaired Supply Chain. Implemented 5S/Lean. Developed new business model.

CARADON PLUMBING **Managing Director,** Ideal Boilers, Hull, UK. 12 months 2003 – 2004
Repaired Product Quality. Increased Sales and Profitability. Reorganised Structure. Led Cultural Change Program.

PERMANENT EMPLOYMENT CAREER:

REXAM Plc **President & Managing Director,** Rexam Glass, Gostyn, Poland. 2001 - 2003
Managing Director, Rexam Glass, Gostyn, Poland. 1999 - 2001

DAVID S SMITH **Director,** David S Smith Packaging, Rugby, UK. 1998 - 1999
Director Generalny, David S Smith Packaging, Kielce, Poland 1996 - 1998

SCA PACKAGING **Director & GM,** SCA Packaging NW, Wigan, UK. 1995 - 1996

JOHNSON MATTHEY Plc **General Manager,** JM Print, Burslem, UK. 1993 - 1995

BURMAH CASTROL Plc **Operations Director,** Sericol Ltd., Broadstairs, UK. 1989 - 1993

WIGGINS TEAPE Plc **Production Director,** Samuel Jones Ltd, St. Neots, UK. 1987 - 1989

UNILEVER **Works Director,** Nairn Coated Products Ltd, Lancaster, UK. 1985 - 1987
UCMDS Trainee to Production Director, Commercial Plastics, UK. 1977 - 1985

LANGUAGES, EDUCATION, and TRAINING:

Fluent **ENGLISH.** Working **POLISH.** Conversational **FRENCH,** and basic **GERMAN** and **NORWEGIAN.**

C.Chem MRSC. **PhD Chemistry** LEEDS University. **BSc Chemistry** LEEDS University

Rentokil Initial - Strategic Analysis. **Renold Plc** - FITNESS Program. **Crane Co** - Lean Black Belt.

REXAM Plc - Six Sigma Sponsor. **Unilever** Companies Management Development Scheme, (MBA equivalent.)

Leeds University Business School SME Knowledge Network.

WHAT AND WHERE.....I am a Senior Interim MD / CEO / President / General Manager, geographically very flexible, based in the UK, with extensive international experience especially in Poland and Eastern Europe. I have work experience in Blue Chip Multinationals, Quoted PLCs, Private Companies, Family Owned, VC Backed, MBO/MBI and SME organisations. I have direct experience of Public and Private sectors, Manufacturing, Business Services, and Supply Chain, in Engineering, Chemicals, Ceramics, Corrugated, Cosmetics, FMCG, Retail, Food, Haircare, Heating and Plumbing, Marine and Shipbuilding, Tyre Recycling, Packaging, Pharmaceuticals, Glass, Plastics, Printing and the NHS.

HOW.....I have a successful track record of business and customer development, BPR, turnaround, change management, continuous improvement, outsourcing, relocation, reorganisation, restructuring, start-up, business purchase and sale, raising finance, HSE management, union partnerships, innovation, marketing, project management, product development, and ISO quality management.

My successes have been gained through sales and business development, strategic analysis, team working, development and direction, individual mentoring and coaching, troubleshooting, management by objectives, project management, good time management, rigorous follow-up, leadership, and hands on implementation of Six Sigma, Lean, and 5S.

WHEN,.....CAREER HISTORY TO DATE:

SABEL COSMETICS LIMITED, Specialist Haircare Manufacturer, Halifax UK, £3.5m TO, 26 people. **2009**
MANAGING DIRECTOR. One site in Halifax, West Yorkshire.

Completed MBO/MBI in March 2009. Appointed Managing Director to run and rapidly develop the business.

- Completed the MBO/MBI deal in March 2009, with Venture Capital and Bank support.
- Introduced new customers, and developed existing customer base, starting growth plan to £7.0m.
- Reorganised management structure and facilities. Streamlined costing process.
- Introduced Marketing, totally improved and updated website, and improved customer response.
- Introduced professional Human Resource Management and best practice.
- Revamped Professional Haircare range. Professional marketing and customer focus groups.
- Started export drive in Finland, Poland.
- Introduced LEAN to whole organisation.
- Focussed Health and Safety activity to recover from numerous dangerous situations.

ORIENTAL AND AFRICAN STRATEGIC INVESTMENT SERVICES, Private Investment Group. **2008**
CHIEF EXECUTIVE OFFICER, Bahrain Elastomer Company, Bahrain and London.

Engaged to set up a new tyre recycling company in Bahrain.

- Developed start up plan and project for a combined tyre recycling and elastomer making operation.
- Negotiated commitments from key customers and joint venture agreements with competitors.
- Prepared £15m investment proposal with investors, Libertas.
- Developed new Elastomer manufacturing process with key supplier.
- Coordinated publicity, legals, project management contractors in London and Bahrain.

RENTOKIL INITIAL. World's largest Business Services Company, t/o £2bn, 70,000 people. **2007 – 2008**
General Manager, Manufacturing. Three sites in NW England, 400 people, £40m Turnover.

Engaged to replace retiring GM, Improve performance, and lead a Strategic Review of Manufacturing in RI.

- Took over and improved two separate businesses on three sites reporting to Supply Chain Director.
- Improved Customer Service measures from 26% OTIF to 96%. Reorganised Customer Services.
- Introduced productivity measures, Improved from 45% OEE to 74% through Lean and 5S techniques.
- Improved cash flow by reducing stocks from 110 days to 76 days in main distribution centre.
- Reorganised logistics saving £600k PA by closing internal fleet, reorganisation and outsourcing.
- Created an HR department and introduced MBO, appraisals and training strategy.

ALLIANCE BOOTS. International pharmacy-led health and beauty group. **2006 – 2007**
Managing Director, Cordia Healthcare. Shortline drug supplier, £180m turnover, 440 people, 12 locations.

Engaged to integrate into new ownership, and improve all aspects of Company performance.

- Provided strong and clear leadership to complete transition from Cardinal to Alliance Boots ownership
- Grew turnover by at least 5%, reduced unit costs by 10%
- Rectified longstanding HR and organisational issues with Unichem and Alliance Boots colleagues.
- Identified synergies and commercial objectives and opportunities with other Alliance Boots operations.
- Developed an acceptable and credible improvement budget for 07/08.

NHS. United Lincolnshire Hospital Trust, Grantham UK.**2006 - 2006**

Acute Healthcare provider based on multiple sites in Lincolnshire. £300m Turnover, 5800 people.

Turnaround Director. Engaged to restore financial balance and stability to the Trust.

- Delivered a robust financial recovery plan for the Trust to ensure Foundation Trust status in two years.
- Restored financial balance from a deficit of £19m on £300m turnover.
- Ensured timescales were met and robust, and the Turnaround Plan was high quality.
- Directly managed the Turnaround Process, reduced waiting times from weeks to days..
- Produced a revised manpower plan and organisation for future new management structure.

RENOLD Plc, MANCHESTER, UK. International Precision Engineering group active in 18 countries. **2005 - 2006****Managing Director, Chain.** World's leading supplier of finest specification roller chain.

- £131m T/O, 1600 people, 23 locations, 6 major factories worldwide.
- Restored profitability by price increases, cost rationalisation and outsourcing. Increased share price by 3x.
- Rationalised and closed two major manufacturing sites while retaining sales volume and customer service.
- Reorganised European distribution, created customer service centres and factories in Poland and China,
- Implemented integrated ERP system and rationalised European Commercial manning levels.

CRANE Co., STANFORD, USA - Diversified manufacturer of engineered industrial products.**2004 – 2005****President/Managing Director, Westad AS, Geithus, Norway.**

Leading supplier of High Performance Marine Valves. (T/O \$25m, 68 staff, agents in 14 countries.)

- Replaced MD, restored profitability from –32% ROS in 2004. Improved supply performance.
- Repaired damaged supply chain performance by working closely with key international suppliers.
- Co-ordinated global resources to achieve unprecedented price increases in very competitive markets in Korea, Japan, Croatia and other international LNG/LPG focused shipyards.
- Implemented 5S changes throughout the business using Crane Lean Black Belt techniques.
- Achieved 320 accident free days to end Jan. 2005. Completed Sarbanes-Oxley compliance Jan. 2005.

CARADON PLUMBING LTD – UK-based manufacturer and supplier of heating equipment.**2003 – 2004****Managing Director, Ideal Boilers, Hull, UK.**

Vertically integrated domestic, commercial and industrial boiler manufacturer. (T/O £120m, 700 staff)

- Increased profitability from 5% ROS to 11% ROS through cost savings and sales growth.
- Increased sales in tough market by 20% by improving product quality and reliability.
- Outsourced major product components from new partners in India and China, as well as Italy.
- Initiated reductions in Customer Service and Warrantee costs, minimised product recall costs.
- Introduced new products to market through an extensive program of New Product Development.

REXAM PLC - UK based international consumer packaging maker.**1999 – 2003****President & Managing Director, Rexam GLASS, Gostyn, Poland.****2001 – 2003**

Container Glass maker. (T/O 40m Euro, 420 staff)

- Promoted from MD. Increased profitability from 4% ROS to 13.5% ROS.
- Increased sales by 12% in a rapidly changing market. Grew Key Account and Export sales.
- Increased production and productivity by 5%, introduced new quality control technology.
- Accidents reduced from one every two weeks to one a year, 278 accident free days record in 2002.
- Prepared and presented plan for strategic development of Rexam in Poland.
- Introduced Six Sigma and Rexam Production Systems culture change continuous improvements.
- Introduced in depth people development programs with Poznan Business School and Rexam Horizon.

Managing Director, PLM Wielkopolska Huta Szkła SA, Gostyn, Poland.**1999 – 2001**

Glass Container maker. (T/O 35m Euro, 650 staff)

- Returned company to profitability, from –12% to +4% ROS in 18 months.
- Increased sales by 14% Developed new Sales and Marketing department and strategy.
- Achieved ISO 9001 in eight months, HACCP operating standard by end 2000.
- Reduced headcount by 33%, restructured workforce and management team without disruptions.
- Increased production by 12 % and productivity by 37%.

- DAVID S SMITH** - UK based producer of diversified packaging, paper, transport and recycling **1996 – 1999**
- Director, David S Smith Packaging, Rugby, UK.** (T/O £320m) **1998 – 1999**
- Returned to the UK to work for Chief Executive on troubleshooting and turnaround
 - Co-ordinated emergency resources to rectify initial problems at Fordham Plant.
 - Investigated and regained control of customer complaints and H&S problems.
 - Recruited and trained a completely new customer services team.
 - Installed WCM and updated ISO 9002 Quality manual and procedures in two plants.
- Director Generalny, David S Smith Packaging, Kielce, Poland.** (T/O 160m PLN, 1200 staff) **1996 – 1998**
- Recruited to re-engineer an old state owned packaging plant
 - Tripled the size of the Office Products Business. Created three new businesses on the site.
 - Rationalised / reorganised large Security, Fire/Safety, and Internal rail and transport operations.
- SCA PACKAGING** - Swedish based Fibre products company **1995 – 1996**
- Director & General Manager, SCA Packaging North West, Wigan, UK.** (T/O 35m GBP, 273 people)
- Headhunted to turn round and grow Corrugated Packaging Company
 - Enhanced lowest-cost strategy, achieving first profit in 13 years, 1995, and tough 1996 budget.
 - 27% increase in productivity in 1995, 16% in 1996, reduced customer complaints by 33%.
 - Customer development increasing sales 14% with HEINZ, COLGATE and CUSSONS etc.
 - Achieved first ever 100% sole supply agreement with KELLOGG'S, and moved it into Europe.
- JOHNSON MATTHEY Plc** – UK-based precious metals and ceramics company **1993 – 1995**
- General Manager, Johnson Matthey Print UK, Burslem, UK.** (Decals business, T/O £14m, 300 people)
- 43% improvement in profit, 12% increase in sales in first year. Developed Export sales to USA.
 - Resolved very difficult IR issues using high level contacts with GPMU.
 - Reorganised Sales/Marketing and Technical departments to increase customer focus. 2 patents.
- BURMAH CASTROL Plc.** – UK-based Oil, Petrol, and Specialty Chemicals company **1989 – 1993**
- Operations Director, Sericol Ltd., Broadstairs, Kent** – Screen Printing Supplies. (T/O 43m GBP, 600 people)
- Improved productivity by 24%, reduced costs by 23% in distribution, achieved true next day service.
 - World Class Cells, JIT and Kanban, Customer Care in 12 National centres throughout UK.
- WIGGINS TEAPE Plc** – Part of **BAT INDUSTRIES** – UK-based paper products company. **1987 – 1989**
- Production Director, Samuel Jones Ltd. St. Neots** – Self Adhesive products. (T/O £48m)
- 20% productivity improvement, 45% reduction in waste, 48% reduction in overtime.
 - 30% reduction in customer complaints, stocks reduced by 23% Raw Materials and 17% WIP.
- UNILEVER Plc** – International Consumer Goods company. **1977 – 1987**
- Works Director, Nairn Coated Products, Lancaster,** T/O £20m – Decor Products **1985 – 1987**
- Production Director, Commercial Plastics, Cramlington,** T/O £28m – Decor Products **1984 – 1985**
- Three progressively more senior Section Manager jobs in Commercial Plastics.** **1979 – 1984**
- UNILEVER COMPANIES MANAGEMENT DEVELOPMENT SCHEME GRADUATE TRAINEE** **1977—1979**

PERSONAL DETAILS: Married to Susan, with three independent children.

LOCATION: 76 Newland Park, HULL, EAST YORKSHIRE, HU5 2DS.

ISCV OCTOBER2010.