**PAUL MYERSCOUGH** MSc

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# **MD/CEO/COO - Business Transformation Specialist**

**Professional Profile**

I am a **Business Transformation specialist** and **Director**,who delivers excellent results for **engineered product** and **industrial manufacturing** companies. I have both commercial and operational expertise, with which I have positively transformed more than 10 underachieving companies, both large corporates and SME’s, from £2m to £300m. I am considered an expert in leading strategic change, developing products and implementing Lean principles.

I have demonstrated how to translate goals into strategic plans that align people many times, with resultssuch as:

• Increasing **sales by 43%** in two years, in an industrial product company, trebling profitability.

• Improving **productivity by 35%** in four years, in a 500 employee manufacturing company.

• Reducing customer **quality issues by 70%** within three years.

• **Integrating three acquisitions** into large corporates.

• Introducing **project management** processes, leading to **£5m of new product** introduction.

• Leading a **transformation plan**, which took the company from **£3.5m of losses to £4m profit**.

Market experience: Aerospace, Defence, Nuclear, Automotive, Oil & Gas, Water, Rail & Industrial.

My purpose drives me towards:

1. Leadership - helping Executives and Owners improve performance and achieve their goals.

2. Growth - building on that to set businesses up for long term success.

3. Return on investment - adding many times the value that I take.

Whilst I operate strategically, I get hands-on wherever this is needed. My experience includes P&L responsibility, restructuring, strategic alignment, developing teams, coaching executives, growing sales, integrating acquisitions, launching new products, increasing productivity, improving quality and developing world-class organisations.

**Strengths & Expertise**

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| * Company leadership * Strategy Development * Lean manufacturing * Executive coaching * Business development * Increasing sales | * Improving profitability * New product development * Operational improvement * Inventory & lead time reduction * Quality defect reduction * Product/market strategies | * Business planning * Change leadership * Team development * Culture change * Service improvement * Project management |

**Interim Assignments & Achievements**

**Sellafield Ltd: Transformation Project** 2017 to date – UK’s Nuclear waste & reprocessing facilities.

Pressing need to speed up high risk waste retrieval and restorage in new £2Bn operation.

* Defined operational vision, autonomous structure and processes, using Lean principles and a radical change to existing site culture, along with a route map to make it happen.

**Eriks: Transformation Leader & General Manager** 2016-17– a £300m t/o industrial products company.

Asked to perform a strategic review for the CEO and develop a business improvement plan, then asked to lead this change, including the integration of two businesses and the interim leadership of them.

* Completed strategic review, led growth & improvement plan, including product/market strategy, systems improvement, integration of two businesses, recruitment and change programme; resulting in better performance, increased competitiveness and the foundations for 25% growth.
* Led process improvement, resulting in a 40% reduction in quotation times within 3 months.
* Took P&L leadership of £50m combined Fluid Power & Industrial Hose business before recruiting, coaching and supporting a new General Manager to deliver long term success.

**Olsen Actuation: Non-Executive Director** 2015 to date– high growth electrical actuation SME.

Remit to coach, develop and provide multifaceted support to enable rapid growth.

* Project managed important new subsea product development, delivering to time, quality & cost targets.
* Developed growth strategy and change plan, which led to team development, recruitment and professionalised systems, providing the structure for a trebling in sales and profits.
* Coached executives and improved management processes to enable growth to be sustained.

**International Nuclear Services: Change Consultant** 2015-16 – engineering and logistics division of NDA.

Brought in to resolve project performance issues, including organisation, approach and systems.

* Performed business and project management diagnostic using a Systems approach. Produced an improvement plan with related strategy, structure and leadership style recommendations, which resulted in substantial changes and much improved project performance.

**Acoustic Sensing Technologies: Managing Director** 2014-15– VC backed Water technology business.

Asked to take P&L responsibility & set the company up for growth.

* Within four months, I defined the value proposition, agreed the business plan, created operational processes, productionised product and strengthened team.
* Led business development with Water Utilities, resulting in crucial large contracts being won.
* Assessed technology readiness and identified important failings, which meant early action could be taken to change focus, resolve the issues and conserve investment funds.

**Createc: Business Coach** 2013-2016–high tech SME supplying Nuclear, Security and Aerospace markets.

Initial remit to produce growth strategy, which developed into multifaceted support and a long term relationship.

* Developed strategic plan, facilitated team engagement, coached executives, recruited, improved operational processes and Project Management systems, providing the platform for a transformational change, which has enabled the company to double sales across multiple sectors and triple EBIT.

**Halma Palintest**: **Technical Director** 2013-14– £15m water testing systems leader within FTSE 100 Group.

Brought in to provide interim leadership and ensure key products got to market.

* Project managed two key new products into production & to market, on plan and delivering £4m in annual sales.
* Developed & implemented a new product phased gate project control system, which now enables potential new products to be justified and prioritised on market return and managed into production more effectively.
* Produced business justification, set up development project and secured partners for new pool testing system, leading towards the launch of this key innovative product.
* Developed product/market strategic roadmap for sensors, to become the largest growth sector, with £5m expected within 3 years.

**AD Aerospace**: **Managing Director** 2012-13 – £5m 1st tier system designer and manufacturer, supplying OEM’s and airlines. Remit to rebuild, turnaround and grow company.

* Converted a £20m contract with an international aircraft OEM, set up project and resources, which has been critical to subsequent success.
* Grew the sales opportunity pipeline by £10m within 1 year and set up an international airline partnership.
* Successfully rebuilt team, greatly strengthening new business development and operations, enabling the company to maintain customers, then grow and become profitable.

**GSE Systems TAS**: **General Manager** 2010-11– owner managed electrical engineering SME.

Objective was to integrate this acquisition into US Group, improve systems and set it up for growth.

* Within 9 months, restructured, professionalised and developed team, implemented business improvement plan & improved processes, providing a platform for growth.

**MML**: **Non-Executive Chairman** 2009-10 – HVAC SME, Private Equity backed.

Asked to coach an inexperienced MBO team, which rapidly turned more challenging as major contractual issues emerged.

* Developed business improvement plan, improved governance and coached executive team, tackled critical contractual issues, enabling the company to survive and rebuild.

**PE Acquisitions** 2009-15 –Assessed & developed 30-40 Private Equity acquisition opportunities.

* Completed business planning, team structure and fundraising for 4.

**Corporate Career**

**James Walker & Co. Managing Director 2003 – 2009**

£40m P&L responsibility, 500+ people, multi-site, providing fluid sealing solutions to global Nuclear, Defence, Aerospace, Oil & Gas, Nuclear, Pharma, Marine & Industrial markets. Asked to turnaround performance, make profitable & grow. Reported to Group Chairman.

Also **Director of JW Sealing Products & Services**, £100+m turnover; driving Group strategic alignment, operational best practice and international business development.

* Grew sales by 45%, halved working capital, achieved 40% ROCE, released £14m in cash and turned £3.5m loss to £4m profit, by developing a new Vision and deploying a wide ranging strategic plan to make this happen, including:
* Delivering a £4m main site relocation and redevelopment within 9 months.
* Within one year, developed and implemented a transformational restructuring programme, realigning sales & marketing to industries and manufacturing to products, radically improving customer focus and responsiveness.
* Engaged Board on strategic plan and aligned people through to shop floor using Hoshin Kanri principles.
* Led culture change, increasing customer and performance focus; including implementing 1700 Continuous Improvement ideas.
* Implemented a comprehensive people development process.
* Increased productivity by 35%, reduced customer returns by 70% and halved lead times, by implementing Lean companywide.
* Increased overseas sales by 85% by increasing & developing distributors, improving service & new products.
* Led a supply-chain improvement programme, improving delivery performance, reducing working capital and saving £0.5m p.a.
* Integrated two Group acquisitions.
* Increased new products to market, generating £5m+ p.a. in additional sales, by implementing a market focussed Project governance system.
* Increased customer profitability by introducing added-value sales techniques, profitability analysis, repricing and a profit-based incentive scheme.
* Developed the “James Walker Way” to communicate, train and embed change for the long term.
* Transformation featured in trade press and seen by many visitors. Shortlisted for national “Leadership and Strategy” award. Won the Manufacturing Institute’s “Best Business Improvement” award, regional “Apprentice Employer of The Year” and “Business of the Year” awards.

**Silvertown UK Ltd. Restructuring Project Director** **2002 – 2003**

£30m turnover, Private Equity MBO of BTR Silvertown with twelve industrial product businesses. Brought back to lead the creation and initial implementation of a complex exit plan.

* Planned restructuring and relocation or sale of businesses, resulting in the profitable sale of the old site and a successful exit to trade buyers.

**PerkinElmer Q-Arc Ltd. Managing Director 2000 – 2002**

£15m P&L, division of the US-based global technology group, optoelectronics world leader; supplying industrial and medical markets, employing 150 people. Left due to global restructuring.

* Developed and deployed, via Hoshin Kanri, a holistic Vision and strategic plan, including business & marketing strategy development, KPI’s, governance processes, a new ERP system and extensive culture change, which:
* Achieved 43% sales growth over two years, by forging partnerships with international key customers and developing new products for new markets.
* Introduced stronger financial control, KPI’s and management information systems.
* Reduced lead-times 40% and costs 10% through a partnership sourcing approach.
* Improved sales per employee by 32%, by implementing Lean & Six Sigma.
* Reduced cash cycle by 30%, through tighter cash collection and better stock control.
* Transformed profitability from 10% to 29%.

**BTR Silvertown Ltd. Operations Director 1996 – 2000**

Led 250 people and twelve Aerospace, Power, Rail, Defence, Marine and Industrial sector P&L businesses.

Led Business Process Reengineering, restructuring and change programme.

* Increased productivity by 20%, implementing Lean and 700 Continuous Improvement ideas.
* Reduced energy costs by 25% through an energy/environmental task force.
* Delivered 40% faster quotation times by redesigning the enquiry process.
* Reduced quality defects by up to 60% through structured problem-solving, statistical techniques, visual controls, mistake-proofing and standard operations.
* Reduced lead-times by 25%, inventory by £250K and improved delivery performance.

**Lucas Automotive Business Unit Manager** **1993 – 1996**

60 employees, producing diesel fuel injection equipment; supplying Ford, Volvo, Landrover, Renault, Unipart & the MOD. P & L responsibility, including Sales, Logistics, Accounts, Production, Engineering, Quality and HR.

* Developed business strategy and mission to increase customer value by introducing a comprehensive programme of change and continuous improvement, resulting in a 20% increase in sales and a turnaround in profitability.
* Successfully implemented an ERP system.
* Improved productivity by 20% by implementing Lean principles.
* Developed key suppliers to improve material availability and reduce lead times by 25%.
* Introduced company-wide employee development programme with “Investors In People”.
* Attained Ford Q1 "Total Quality Excellence" accreditation.

**Lucas Aerospace/Electronics** **Programme Manager** **1990 – 1993**

Aerospace and automotive electronic systems multi-site world leader, within international Group.

Started on Management Development programme, then asked to lead a Business Development project before being promoted to Programme Manager, with responsibility for customer relationships, profitability and project delivery.

* Performed new market study, developed business strategy to leverage Group capabilities and built international partnership, resulting in very successful entry into aircraft steering market.
* Ran a successful £5m bid proposal for a blue-chip Aerospace customer.
* Led multisite team on £10m new product programme for Volvo, achieving time and cost targets.

**British Aerospace**  **1980 – 1987**

Engineering apprenticeship and structural design. Left to pursue full time Business degree.

**Education**

**MSc** **Engineering Business Management** (Distinction) - Bristol University

Dissertation: Strategy development, implementation & culture change at PerkinElmer Q-Arc Ltd.

**BA (Hons)** **Business, Marketing & Organisation Studies** (2.1) - University of Lancaster

Ciba-Geigy Award, Best Business Law student

**HNC** **Computer Aided Eng.** (Distinction) - University of Central Lancashire

**HNC** **Engineering Design** (Merit) - University of Central Lancashire

**ONC** **Mechanical & Production Engineering** (Merit) - Preston College of F.E.

**Professional Development**

Lucas Management Development Programme PerkinElmer Advanced Leadership Institute

Influencing Skills - Cranfield Management School Lean Leadership

Six Sigma Champion - PerkinElmer Sales negotiation & management

Business Process Reengineering - CSC Situational Leadership - Ken Blanchard

Total Quality Management Performance management

Behaviour & Motivation Profiling - TTI Success Insights Project management

90 Days to Profit programme – Steve Shoulder

**Professional Associations**

Member Institute Engineering & Technology

Member Chartered Management Institute

Ambassador for Manufacturing Advisory Service 2005 - 2010