

MIKE HAWTHORNE

**European & Global
Operations**

**Operational
Turnaround**

**Commodity Chemicals
& Energy / Utilities**

**Food & Process
Manufacturing**

**Paper, Print &
Packaging**

Accomplished executive, trusted to consistently deliver sustained bottom-line results and operational efficiency through simplifying complexity. Significant international exposure across Europe, Americas, Middle East and Asia

Deep expertise in operational turnaround through organisational effectiveness, manufacturing excellence, procurement, supply chain and sales in multi-national environments gained through the imperative to deliver savings in underperforming businesses, carve-outs and mergers

LEADERSHIP SNAPSHOT

- ✓ Led the delivery of over €1bn of savings across multiple companies. Expert in deriving and implementing commercial models along the supply chain that align interests for long-term efficiency. Turnaround specialist in CPG, food and process manufacturers.
- ✓ Implementer of operational excellence in asset-intensive manufacturing environments
- ✓ Deep understanding of commodities procurement and supply chain re-engineering
- ✓ Globally mobile with INSEAD MBA, BSc. Process Chemical Engineering, fluent French, and 20+ years in diverse international settings

ROLES

Chief Operating Officer
Chief Integration Officer
Chief Restructuring Officer
Interim positions

EMPLOYMENT HIGHLIGHTS

AlixPartners

Global consultancy with senior executives working mainly on interim basis. Strong AT Kearney heritage
Senior Advisor (Interim) in Enterprise Improvement. Led turnarounds and post-merger integration

2015 - present
2 years

Efficio Consulting

European consultancy specialising in Procurement & Supply Chain. Strong AT Kearney heritage
Senior Principal specialising in project conception and delivery

2003 -2015
12 years

Xerox Supplies

World leader in Paper distribution
European Product Manager, Supplier Quality, Strategic Procurement & Supply Chain re-engineering

1994 - 2000
6 years

SELECTED PROJECT DELIVERY

McCain Foods Europe

€1.5bn revenue food manufacturer with 9 sites across Europe. Investor: Family owned

- Led the turnaround through addressing organisational effectiveness, network optimisation, manufacturing & maintenance excellence, customer and product profitability, procurement and supply chain
- Delivered Year 1 of 3-year €100m EBIT improvement through operational and execution excellence

2016/17
9 months

Australian Paper

\$1bn investment with recurring annual loss since acquisition. Investor: Nippon Paper Group

- Led the turnaround through addressing manufacturing footprint, organisational design, sales management, capital/maintenance strategy and operations, procurement and supply chain
- Delivered a \$60m EBIT improvement with a culture change in production vs. maintenance in a fully unionised environment. Streamlined product mix and increased total production

2015
9 months

Ontex

€1.5bn revenue FMCG private label manufacturer of hygiene products. Private Equity: TPG, Goldman Sachs

- Led diagnostic project to identify €36m EBIT improvement through reduced down-time, lower input costs and a more robust supply-chain. Designed 18- month project for newly hired CPSO
- Led the 'proof of concept' for new pan-European processes to link S&OP through logistics to production planning and MRP of raw materials and procurement to deliver €8m of savings

2013
9 months

Thames Water

£1.8bn revenue infrastructure asset owner. Private Equity: Macquarie

- Delivered an industry-changing 'Envision' transformation in capital build encompassing the extended supply chain, bringing ~20% efficiencies over a £4bn multi-year capital maintenance programme
- Led the team of 50+ direct reports in an integrated company-wide transformation programme over 12 months, with ~150 direct client stakeholders
- The 'Envision' project won a Procurement Leaders Award for Innovation. Shortlisted for 5 awards.

2008
24 months

NOTABLE PROJECT DELIVERY

Oil & Gas Major

Middle East based state-owned company

2014
5 months

- Led a team of asset management experts to define capital and maintenance strategy for a multi-billion dollar integrated infrastructure. Focused on capturing efficiency along the supply chain

Betfair

European Gaming dotcom with struggling share price and a new CEO. Investors: Public company

2012
8 months

- Worked with CEO project team to define short-term, medium-term and long-term cost reductions across Technology, Marketing, Operations and Corporate cost base
- £30m+ benefit realised on cost base of ~£160m. Led the delivery of procurement benefits
- In 2016 set up post-merger integration PMO for Paddy Power Betfair with a focus on synergies

Benson

UK packaging converting company with £110m revenue. Private Equity: LDC

2012
6 months

- Led the cartonboard procurement (>50% of revenue) strategy by moving from price negotiation/switching to supplier partnerships with an indexed price revision mechanism
- Also sourced board waste collection and packaging to deliver a total of 40% EBIT improvement

Tarkett

European manufacturer of flooring products. €2bn revenue. Private Equity: KKR

2007
12 months

- Delivered indirect procurement transformation, setting up policies, processes and the centralisation of key categories. Managed a team of 6 consultants as the client recruited a permanent team
- Led the strategic sourcing of Maintenance Parts, Engineering Services, Temp. Labour, Travel, Print
- Secured €7m of savings on €43m addressed indirect spend

Cognis

Global speciality chemicals with €3bn revenue. Carve-out. Private Equity: Permira

2006
12 months

- Embedded a step-change in strategic procurement across direct (€700m of commodity chemicals) and indirect procurement in 4 continents
- Led 6 consultants and global client team to ensure best-practise sourcing, reporting and accountability across all areas of spend. Main category focus on Commodity-based Chemicals, Asset Maintenance (MRO), Logistics and Packaging
- 2-year programme delivered €82m of performance improvement on €950m spend

OTHER CONTRIBUTIONS

Efficio

- Led several "Efficiency Definition" projects coupled with project oversight and selected project delivery responsibility. Industries included FMCG manufacturing, Packaging, Printing, Chemicals, Water, Waste Management, Pharmaceutical, Offshore Oil & Gas, Mining, Aggregates, Rail 2005 – 2015
- Led the delivery of indirect category sourcing in the Oil & Gas, Retail, Insurance and Telecoms sectors as well as the supply chain re-engineering for a leading retailer with 1,000+ stores 2003 - 2005

MSH Financial Services (own company)

- Restored a restaurant / guest house to profitability and instilled basic financial management system 2002 - 2003
- Coupled ad-hoc consulting with career break as semi-professional rugby player

Gemini Consulting

- Member of strategic sourcing & eProcurement consulting team 2001

Xerox

- Fast-tracked in European supplies division from supplier quality assurance manager through product development to European Product Manager for Xerox Paper. Implemented Supply Chain excellence 1994-1999
- Deputy for the formation of a pan-European team focused on the strategic procurement of paper (\$400m spend). Gross margin increase of \$38m by year 3. Xerox President's award 1999

EDUCATION

INSEAD	MBA	2000
CHARTERED QUALITY INSTITUTE	Membership Exams	1995
UMIST (Manchester)	BSc. Process Chemical Engineering & Management	1994

OTHER

EU Citizen (Irish)
President of UMIST Athletic Union; president & captain of UMIST rugby club
Awarded sponsorship for outstanding Engineering students by Xerox (1991 to 1994)
Fluent French (lived in France / Lux. for 12 years); Basic German (1 year in Dusseldorf - 2006)