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A continuous improvement and digital focused **Operations Executive** who has demonstrated the ability to lead diverse teams of professionals to new levels of success. Leading international teams at the leading edge of operations excellence in quality in a variety of highly competitive industries including Aerospace, Automotive, Medical Devices, Engineering, Chemicals.

Proven results at a strategic level, building value in organisations by innovating and improving operations along multiple axis to enable profitable growth.

**Proven Expertise**

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| --- | --- |
| * Continuous Improvement
* Operational strategy and execution
* Lean process design and standardization,
* Supply Chain Transformation
* Acquisition Integration
* Supplier Development
 | * Leadership and culture,
* People Development
* Multisite Leadership
* Strategy Deployment
* New Plant / New Business Start Up
* ISO standards 9001, 13485, 22000 and 27000
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**Key professional training and qualifications**

* **APICS Certification**. Qualified Honeywell **Lean Six Sigma Green &** Ecolab **Black Belt** with additional training in Design of Experiment, Design for Six Sigma. Graduated the **Airbus Lean Academy**.
* **MA Business –** Leeds Metropolitan University
* **BSc(Hons) Manufacturing Management –** Leeds Metropolitan University

## Professional Experience

## Enaid Consulting 2018 - Present

Enaid is a boutique consultancy focusing on building Operational Excellence. Engagements have included developing Supply Chain Strategy and Plant Operations Transformation.

## Smiths 2016 - 2018

A member of the FTSE 100, Smiths employs 22,000 people in more than 50 countries across five divisions – John Crane, Smiths Medical, Smiths Detection, Smiths Interconnect and Flex-Tek. Smiths apply leading-edge technology to design, manufacture and deliver innovative solutions that meet customers’ modern needs.

## Group Global Continuous Improvement Director – London, UK 2017 – 2018

Leading a team of five Business Unit Continuous Improvement Directors and working with functional leads. Spanning 150 manufacturing and business sites across the globe. Responsible for generating alignment with the Group Board initiatives, developing and implementing strategies that to bring about the digitisation of Smiths and Industry 4.0, support operations excellence and innovation in product, people and process across the group.

**Development of Smiths Excellence System**

Developed and piloted the 6 Pillars of the Smiths Excellence System covering all business functions and incorporating digitisation to Smiths Processes

* **Customer Pillar** – Developed processes to ensure that Smiths can identify value that customers are willing to pay for, identify and map opportunities, create a go to market appropriately. New processes to manage bid processes which information flows within the organisation to provide good quality bids in time and that when bids are successful that quotations flow seamlessly into the business ERP systems.
	+ *Positively impacting the Smiths business target of organic growth of 3% returning Smiths back to organic growth in FY2018.*
* **People Pillar** - Enabled a continuous flow of people through the talent pipeline by aligning recruitment practices with the Smiths Values and Lean principles. An on-boarding programme that brings people into the Smiths Way from the day they accept an offer of employment. Through creating a Lean Learning and Development system for people to develop the capabilities to perform their current role or provide the route to stretch to the next role.
	+ *65% of all roles now filled internally reducing recruitment costs by £20M.*
* **Technology Pillar –** Implementing Lean Product Development to increase R&D and Engineering Productivity and Innovation. Creating a process that identifies the value the customer is willing to pay for aligning the processes within the business that provide that value and then developing people and processes to ensure the value flows resulting in the implementation of the Smiths Digital Forge. *Increasing product vitality in Year 1 by 5%.*
	+ *Specific example digital strategies were applied which suggested correlations between vast data points, allowing engineers to identify areas for improvement of processes and product which will allow 99% machine uptime to be guaranteed. This has generated projected additional revenue growth of £120M by 2022.*
* **Quality Pillar –** Developing a Quality Management System incorporating ISO standards 9001, 13485, 22000 and 27000. Doing so in a way which enabled diverse businesses to operate to consistent standards whilst ensuring that organisations operating in less regulated environments are not overburdened by an unnecessarily burdensome QMS whilst ensuring that the SES was integrated into the QMS.
* **Supply Chain Pillar –** Developing a model for Lean supply chain which provides the path to move the business from 1 Inventory Turn to 8 Inventory Turns by 2018. How information will flow through the value chain and physical goods will flow based on customer consumption in processes as diverse as Engineered to Order to next day delivery of spares and consumables.
	+ *FY18 Inventory improved from 2.3 to 4.7 turns creating enough cash to fund the acquisition of United Flexible.*
* **Manufacturing Pillar –** Implementing manufacturing standards to run manufacturing and assembly operations. New approaches to ensure that People, Process and Machine work together to produce the right product, of the right quality at the right time. Incorporating sensor enabled processes with operator knowledge to provide higher levels of effectiveness, quality and traceability in manufacturing. Some of the results include:-
	+ *Reduced the* ***manufacturing time of a new generation of product*** *from 140 to 40 hours using the new product introduction process.*
	+ *Using* ***additive manufacturing processes****, reduced a high value, high precision component’s parts from 16 to 4, thereby significantly reducing costs and manufacture time.*
	+ *Cutting inspection time on Engineered to order Filtration Systems from 4 Days to less than 4 hours using* ***Augmented Reality*** *to identify deviation from drawings.*

## Global Continuous Improvement Director – Smiths Detection March 2016 – July 2017

## Hemel-Hempstead, UK

Smiths Detection (2800 personnel) is a leader in its sector and produces threat and contraband detection equipment for customers in the air transportation, ports and borders, urban security and military end-use markets.

Responsible for advising the Smiths Detection Leadership team and developing a framework of improvement for the whole Detection business. Leading a global team of 12 across all business functions.

**Strategy Deployment, Lean process design and standardisation** – Drove Strategy deployment. Worked with the extended leadership team, facilitating the production of an annual plan, ensuring alignment and engagement across all functions.

Created, developed and implemented improved quality, flow of information, product and services which resulted in:

* Reducing order to cash by 2 months - *Order Intake to Order Invoice, creating accurate data in the ERP system so that product and information can flow.*
* 30% Global Manufacturing footprint reduction – *Assembly, Value Stream Transformation and Right First Time improvements in manufacturing.*
* Warranty Reduction – Reduced warranty costs by £1.7 million on X-Ray Generators.
* Reduced Raw Materials by 30% and the removal of all external warehousing. *Supplied Parts, Value Stream Transformation using Plan for Every Part methodology reflected.*
* Reduced Finished Goods by 50% - *Implemented pull across the Global Manufacturing Network.*
* Created new scripts and routines to identify value during interactions with the customer.
* *Lean Product Development* – Delivered a new easy to manufacture, install and service modular product which replaced an old purchased product reducing the lead-time to supply by 80% and total cost by 50%.

**People development and cultural change -** Drove Policy Deployment, aligning the people and systems of the business to deliver the plan to iterate towards Smiths Detections Strategy. Establishing training and development processes. Built the foundation for people to build their capability and that of Smiths Detection to meet the business objectives. Established a culture where people drive the organisation forward and are seeking to continually improve.

**Acquisition Integration**

Integrated a $720M acquisition - Morpho Detection into the ongoing business. Achieved annualised savings of £20M by the end of FY18 by developing standards and aligning processes. This was done by: -

* ERP System Consolidation
* Consolidation of 3 of the sites into the existing Smiths Detection network
* Supplier Consolidation, leveraging spend at suppliers.
* Logistics Consolidation, leveraging spend at suppliers
* Organisational redesign of the operations function

**Cummins Inc. 2012 -2016**

Head quartered in Columbus, Indiana Cummins Inc. is has a turnover of $19 Billion and is the market leader in the design and manufacture of Diesel Engines, Emission Systems and Components.

## Operations Excellence Director, Components Group - Huddersfield, UK 2014 – 2016

A member of the Components Group Supply Chain Leadership Team held the role of Operations Excellence Director, a role covering 5 business units with an annual turnover of $6 Billion. Accountable for the development of the Operations Excellence roadmap and successful deployment across the groups 34 Manufacturing Sites and the flow of product through the 5 Regional Distribution Centres situated in Europe, the Americas and Asia Pacific regions.

**Warranty Reduction –** Part of a group to reduce warranty costs from 5% to 3% of sales. I worked with the design teams to change product design to identify where in service requirements fell outside the initial design specification and to make changes to the design to align the design with customer needs.

**Enterprise Resource Planning and Integrated Business Planning -** Involved in the network design for the implementation of a single standard instance of Oracle across Cummins. Using sprint methodology to define and test the network. A part of the team implementing Oliver White Integrated Business Planning to create one integrated business plan.

**New Plant Start & New Business Start Up** - Led teams in the design, building and initialization of 5 new facilities across Europe, India and China so that the sites were operating at world class levels of safety, quality from day one of operation.

**Culture Development** - Created the roadmap to align behaviours across the breadth and depth of the organisation, leading the creation of systems to enable those behaviours and drive business performance.

* Increased the return on capital employed year on year and helped the Components Group to its most successful year in history.
* Brought together the functions which provide value through design, development, sourcing, manufacture, delivery and service, leading change through different national cultures and business unit requirements.
* Built the core values of Cummins Components Group across the separate enterprises of the Components Group. Aligning employees around the globe to a common way of working and leveraging the Cummins Way in each region through the culture of the local Area Business Organisation.

## Cummins Turbo Technologies 2012 – 2014

## Global Lean/Cummins Operating System Development Programme Manager - Huddersfield, UK

**Manufacturing Strategy –** Part of the team who created the manufacturing strategy for the Turbo business, understanding demand volatility and customer expectations for responsiveness to create a manufacturing strategy for Finished Goods and Sub Assemblies. Mangaging the transfer of product around the globe

**Cummins Operating System –** Lead the development and implementation of the Operating System for Turbo manufacturing plants. Leading teams across US, EMEA, Brazil, India and China to create processes which would flow value through individual plants and the wider supply chain network. Creating the playbook of how to run a Turbo Technologies factory and supply network. Integrating the Cummins Operating System into the QMS ensuring alignment with ISO/TS 16949.

## Ecolab Ltd – 2008 -2012

Ecolab is a provider of cleaning chemicals and equipment to the Healthcare, Food & Beverage, Water and Textile care industries. Global Sales of $11 Billion.

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## Materials Manager - Operational Excellence – Chalons en Champagne, France 2010 – 2012

**Plant Management / Manufacturing Site Turnaround** - Placed in an operational role of largest manufacturing site in Europe to deploy Lean, transform the site and to develop the team to stop and reverse a downwards trend in operational performance. The site supplied ¼ of the $1.2 Billion of goods sold in the EMEA region at the time. Managing the site team, charged with raising standards in Safety, Quality and Cost. Utilising lean to develop people and a culture where problems are embraced and as a result solved.

* Specific focus on the ERP implementation. Correcting data and aligning processes to the ERP system to accurately mirror the physical and the digital world.
* Through an acute focus on quality and effectiveness, increased production from 1600 tonnes per week, during 3x7 day shift pattern to 2400 tonnes per week with a 3x5 day shift.

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## Lean Six Sigma Black Belt Programme Manager EMEA – Cheadle, UK 2008 – 2010

Recruited externally for the role to manage programmes of improvement and coach Lean Six Sigma Black & Green Belts through their projects and Plant Leaders through improvement initiatives across operations.

**ERP Implementation** – As a Six Sigma Black Belt, I was tasked with supporting the Global ERP implementation team to trouble shoot the implementations across Europe. Interventions involved correcting inaccuracies in the Materials Master data and Customer and Supplier Master Data.

**5S programme** - Planned, coordinated and executed each plant’s programme of implementation to deliver the changes through the coaching of 12 Change agents for 12 of the European manufacturing sites.

**Training & Development** - Creation and deployment of new training process across Healthcare manufacturing facilities incorporating the Plan, Do, Check & Act learning cycle to ensure alignment to MHRA requirements.

**Problem-solving -** Created Ecolab 8D problem solving methodology, created the training pack and coaching programme to create and spread the problem-solving skills and tools across the manufacturing network of 12 sites.

## Airbus – 2006 –2007

#### Supply Chain Development Engineer – Toulouse, France

The largest manufacturer of Airplanes in the world, working within the Supply Chain & Quality organisation with an annual spend of €10 Billion as part of a team whose purpose is to intervene in support of the quality and supply chain managers.

**Production Rate Increase –** Cost avoidance £15M - During the A320 Programme Rate Increase, I worked withTier 1 suppliers to streamline the physical flow of materials through the extended value stream to avoid purchasing additional capital equipment.

**Supplier Development** - Offering continuous support to suppliers to improve industrial performance by creating a background of continuous improvement. Managing programmes across multiple sites and companies which covered a wide variety of manufacturing within diverse suppliers across the globe.

**Honeywell - 2003 –2006**

**Supply Chain Manager – Cheadle, UK**

I worked within the Consumer Products Group supplying the Automotive aftermarket and FMCG retail market across Europe. Responsible for the Supply Chain of a £126 million turnover business area, managing the Supply Chain Organisation. Overseeing a transformational change in performance.

**Honeywell Operating System and Sale, Inventory and Operations Planning -** Using the HOS to drive operational performance and using SIOP to support decision making and report results at each layer of the organisation through to corporate leadership. Utilising Lean to design and implement a lean supply chain, leading changes in major business processes to establish co-ordinated actions across the EMEA manufacturing and distribution network to provide the most efficient and responsive supply chain possible.