**Tony Emmett**

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**PERSONAL PROFILE**

* Broadly experienced and versatile hands-on senior general management and projects professional, UK and overseas.
* 25+ year career progressing through sales into general management and now an interim and project management career.
* Can focus on briefs and objectives; can meet budgets/deadlines, manage teams, risk, stakeholders, governance, facilities mgt.
* Good understanding of change, Lean, Kaizen, ISO 9002/14001 etc., certifications in Lean, six sigma and PRINCE2 Practitioner.
* Experienced in turnaround or difficult situations involving change, works well under pressure, can-do attitude, problem solver.
* Good leadership, people development, training, team-building and mentoring skills, comfortable at all levels, very energetic.
* Quick to assimilate to new situations, does the research and hits the ground running; flexible, fits in, very quick learner.

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| **QUALIFICATIONS** |  |  |
| * LL.B. Hons [Birmingham Univ.] | * Certified PRINCE2 Practitioner | * Six Sigma Master Black Belt |
| * MBA [Lancaster Univ.] | * Certified Lean Competency [Cardiff Univ.] |  |
| **OTHER TRAINING** |  |  |
| * Microsoft Sure Step | * Certificate in Implementing Change | * Certificate In Change Leadership |
| * The Bullet Proof Manager, Crestcom * Microsoft Office Suite | * Certificate in Behavioural Safety * Microsoft Dynamics ERP | * Currently doing CMI Accreditation * Microsoft Project |
| **MEMBERSHIPS & AFFILIATIONS** |  |  |
| * Institute of Project Management | * Association for Project Management | * Change Management Institute. |
| * Institute of Interim Management |  |  |

Following an employed career which developed through graduate entry into sales with a UK PLC and developed through sales management into general management both in the UK and overseas, I have since 2007 been pursuing a career in project and interim management contracts and assignments through my own ltd company, holding professional indemnity insurance.

**Project and Interim assignments include:**

**BPC (UK) Ltd** – 6 months, 02/2016 – 08/2016 – Interim Ops role helping the 2 major shareholders, both in their 70’s with health issues, prepare for sale of the business. This business is a leading UK paper converting company importing and converting paper from Africa, Asia and South America. The role involved addressing operational, sales, inventory and accounts receivables issues in preparation for putting the company onto the market which it now is.

**Virgen Group** (UK owned) – 18 months, 7-/2014 –12/2015 - Interim GM position to assist a UK owned offshore investment company with relocating a chia prepacking operation (supplying retailers and wholesalers) they have invested in to Thailand from Australia utilising critical path techniques running the project along PRINCE2 foundations. This involves all the logistical angles such as coordinating the exit from Australia and the logistics/legals involved, identifying and establishing a facility, staff, suppliers, compliance with BOI, FDA etc.

**RMA Group** (US owned) – 21 months, 6/2012-3/2014 **- F**ixed-term contract to take over the interim management of this $1B automotive, power and infrastructure MNC company’s business as Country Manager in Liberia as part of a strategic review of the future operations in West Africa. The business had not grown from its initial base in West Africa in 6 years and had been losing money in all its divisions for over five years. Phase I was agreed to address immediately pressing issues: recovery of AR ($750K); disposal of worrying amounts of inventory ($1m); reduction of labour costs (down 47%); general overhead (down 53%). Those largely achieved, Phase II was to provide options for the business going forward. I produced three options with associated business plans and costs which I presented to the Group Executive Committee in Thailand for them to act upon.

**Infostar Group** (Canadian owned) –28 months, 10/2008-2/2011 – Total of 28 months leading and managing 2 project teams in India and Thailand implementing complex ERP projects for large jewellery manufacturing businesses typically involved in Lean manufacturing programmes in fast-paced environments. Successfully managed projects to go-live including proposal and other documentation and led project implementation teams on several typically 6-12 month projects utilising Agile and Microsoft Sure Step methodologies, managing stakeholder interests and expectations, client side and internal. Projects included CKC Ltd (Italian owned, Roberto Coin brand), Mainly Silver design Ltd (Israeli owned), BKP Ltd (HK owned, John Hardy brand), MKS Ltd (Indian owned), Hammer & Sohne (German owned), Gem creations Ltd (Thai owned), inter Gold ltd (Indian owned) + others.

**PMP Group** (Australian owned) – Three interim business development projects spanning 2006-12 Projects revolving around the establishing of distribution and sales of specialist plastic sheet in Thailand into the marine, automotive and refrigeration sectors.

**Mouawad Group** (Lebanese owned) – 6 months, 9/2007-3/2008 - Interim GM project based in Saudi Arabia with a large high-profile luxury jewellery $800m manufacturing company also with its own retail outlets in prestige locations. The project was to work alongside the President tackling a number of issues in readiness for listing the company on the Saudi stock exchange.

**BPC (UK) Ltd** – (UK owned) 6 months 2-7/2007 - Strategic supply chain project based in China for a leading British paper converting company. Successfully established supplier contacts to open up alternatives to the European, African and South American sources where prices are fixed largely due to technology ownership issues.

**EMPLOYED CORPORATE CAREER HISTORY**

**RPT Asia Ltd** (US owned) **8/2004 – 9/2006 Regional Managing Director**

Reynolds Polymer Technology is a US world-leading ISO, ASTM & BOI approved manufacturer of specialist PMMA thick sheet cell-cast acrylic with facilities in Rayong and Colorado. Sheet was primarily used in in-house major aquarium and architectural projects and POP applications with further distribution into agents and distributors. I initially agreed to go to join for 2 years as a company turn-around exercise, encompassing operational and P&L responsibility, reporting to the US based CEO, managing 6 line managers with a shop-floor of 120 on leaving after the owner decided to base himself out of Thailand after marrying locally.

Achievements

• Increased revenues, returned the company to profitability after several loss making years, adding a second shift.

• Net margin of 24% at leaving vs. losses of -14% 2004. Sales in 2006 up 47%.

• Improved productivity dramatically, reduced faulty product drastically via a QC program, realigned Group transfer pricing.

• Oversaw the installation projects of several major capital improvements to introduce new processes in a BPR exercise.

• Conducted a 5S implementation & new preventative maintenance as a platform for encouraging a TPM philosophy.

• Significantly reduced costs, increasing production capacity and efficiency and reducing waste with a Lean Kaizen approach.

• Reorganised of the factory lay-out, process and work-flow in line with lean manufacturing workflow principles.

• Oversaw and ensuring logistics, overseas shipments happened in a timely and cost effective manner.

• Managed the introduction of a new business project unit involving thermal forming and fabrication for projects.

• Significantly reduced cycle times up to 40% through R&D and productivity improvement initiatives.

• Radically reduced inventory improving the cash situation and releasing capital for improvement and investment.

• Re-engineered the company to focus on its project capability in line with the refocus in the sales function.

• Decreased the reliance on the need to produce much less profitable, standard sheet product.

• Consistent ISO accreditation, developed safety and health policy, achieving superb safety record, zero incidents.

• Oversaw the implementation of a formal documented company procedures and safety program.

• Successfully raised major capital from Thai & international banks for operating capital and purchase of the plant.

• Ensured excellent staff retention through attention to staff development, welfare and cultural issues

**Softcontrol Ltd** (German owned) **12/2002 – 8/2004 General Manager**

German-owned with a staff of 60, providing mfg. companies with network support, ERP solutions and process improvement.

Achievements

• Returned the company to profit after 2-years of losses, developed the company towards more enterprise level projects.

• Recruited and built 3 focussed business units along a business plan with proper management, structures and objectives.

• Managed ERP and IT infrastructure project teams: e.g. Bridgestone, Thai Airways, Bayer, Honda, BMW, Parmalat, Sanofi

• Introduced and revised procedures, documentation and practices.

• Developed sales targets and budgets, sales & marketing activities from pre-sales to contract closure.

• Built strong relationships with suppliers and business partners, particularly Microsoft, significantly improved staff retention.

**TopJobs (Thailand) Co. Ltd** (UK/Australian owned) **06/2000 – 11/2002 Sales Director**

Topjobs.net PLC was one of the pioneer serious online recruitment ventures of the .com boom, later listing on the NASDAQ. I effectively ran the company of 50 people due to long absences of the (late) MD on health issues.

Achievements

• Gained many major clients such as Halliburton, Colgate-Palmolive, and Boots; sales increased 40% in the last year there.

• Executed strategic alliances in an attempt to take the company forward.

• Recruited and controlled a quality sales team for both telesales and field sales, training and mentoring them, field visits etc.

• Tasked with researching and bidding for venture capital and identifying investors for the company, secured offers.

**Times Printpak (Zambia) Ltd** (Zambian govt. owned) **10/1998 – 03/2000 Consultant Business Advisor**

Fixed term contract as Business Advisor to a long-failing (ex-Lonhro) Zambian government owned parastatal company publishing & printing the leading broadsheet Newspaper, the Times of Zambia, school books and novels. 300 employees and a £4m T/O.

Achievements

• Reduced haemorrhaging losses to manageable levels and improved debt management thus improving operating capability.

• Improved the manufacturing processes and established proper practices & procedures.

• Mentored and revitalised a de-motivated senior and middle management through a period of change.

• Addressed engineering and process related issues, significantly reducing costs and improving margins.

• Advised over the period the Board and senior government advisors as to the future direction the company should take.

**RAP Group PLC (UK) 11/1995 - 09/1998 Managing Director (of 2 PLC Group Co.’s)**

Joined as sales manager and was promoted to MD shortly after. UK PLC of 13 industrial products companies serving the merchant and major retail ‘sheds’ such as B&Q, Texas homecare, Do It All. Reported to the Group PLC Board and sat on the Group Executive Committee. Responsible for overall P&L and operational control of two ISO 9001 accredited subsidiaries with a turnover of £9m+. Achievements

• Took control of all factory operations, TQM & improvement of operational efficiency, process, quality and improvement.

• Re-focused the company’s strategy and operations after a problematic acquisition following the Group’s IPO 3 yrs earlier.

• Returned the company to break even and then a small profit, relieving pressure on the PLC Board and share price.

• Took a leading role in major accounts (customer and supplier), regaining previously lost clients and suppliers.

• Radical changes to the shop floor, significantly reducing cost, overhead and lead times, introduced 5S and safety program.

• Took the company through successful initial achievement of ISO 9001/14001 and renewals.

• Made significant management changes by building a new management team of 6 direct reports with 160 staff.

• Reduced stock significantly which was a serious area of concern.

**Lancaster Univ. Mgt. School 09/1994 – 10/1995 Full Time MBA**

Completed with a 4 month project with Baxi Partnership in the central heating markets of Poland & Hungary, successfully analysed and reported on the market opportunities and identified a Polish company for acquisition.

**Ocean Software Ltd (UK) 08/1988 - 08/1994 Intl. Sales & Marketing Manager**

Ocean Software was one of the pioneering leisure software companies in the world and the European leader at the time. The company employed 130 people with a turnover of circa £35m at the time of leaving with £14m of that being overseas sales.

Achievements

• Built an export business from under £1m to £8m in 3 years, including £1m+ accounts from a low initial base.

• Developed a channel distribution worldwide with 70+ distributors, agents, major retail chains, bundle deals etc.

• Built, trained, monitored and targeted a successful and cohesive sales, telesales & marketing department.

• Concluded significant deals with major retail chains and hardware manufacturers.

• Successfully gained the company huge amounts of media exposure in a hugely marketing driven industry.

• Dealt with 3rd party product licensing deals with film, book, sports stars etc.eg DC Comics, Orion Films, Nick Faldo

• Managing the relationship with 3rd party employed brand managers.

• Spending 50% of my time overseas developing sales & distribution opportunities, attending international shows etc.

**Calor PLC (UK) 09/1985 –07/1988 Area Salesman - Bulk Gas Installations**

Entered on their Graduate Entry Program. Responsibilities, following a 14 week graduate entry scheme, were for sales of bulk LPG gas installations to varied industrial sectors and private residences in NW England.

Achievements

• Achieved best sales figures in the company history (253% over target) & achieved many regional/national awards.

• Built a loyal territory-wide network of gas installers, dealers, builders, specifiers etc to maximise lead generation opportunities.

• Carried out direct mail, show-based, in-store and other marketing campaigns both with Calor and specifiers etc.

• Built a large number of connections of varying types.