

Iain Balfour

Currently living in Portishead

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A highly experienced Managing Director, Chief Executive and Interim Manager with a background in manufacturing management across a wide range of industries both nationally and internationally, including: computer manufacturing, aluminium processing, automotive parts manufacturing and capital equipment assembly.

Extensive experience working for both large multinationals and SMEs.

Ten years Tier 1 automotive board level experience has honed high skill levels in all aspects of business communications and solidified relationships with many of Europe's Automotive OEMs and Tier 1 suppliers.

A proven track record in helping companies to dramatically improve their financial performance both as an employee and as an independent consultant.

A strong pro-active leader, empowering staff to take ownership, providing coaching, training and mentoring to build cohesive teams working together to achieve individual targets and company objectives.

CAREER PROGRESSION

Interim Manager – Magna Interiors

November 2014 – April 2015

Magna Interiors is one of the worlds' largest supplier of automotive interior trim. My role at Magna is to project manage the design, production and launch of the complete interior door trim for the new Mini which is due to be launched in July 2015. Responsibilities include:

- ✦ The successful on time launch of the interior door trim products into BMW
- ✦ Management of all aspects of the project from sourcing to delivery. - logistics, manufacturing, quality, design and cost.
- ✦ All communications with BMW/ Mini regarding production readiness, engineering change, product quality and product delivery.
- ✦ Managed all engineering changes.
- ✦ Regular status reporting to Magna and BMW Mini senior management.

Interim Manager – Smiths Detection

January 2014 – August 2014

Smiths Detection is a global supplier of a large variety of detection systems, including Cargo Vision Systems which are manufactured in France. My role with the business in France was to improve financial profitability and project manage the transfer abroad of all Operations activities.

- ✦ Reduced product lead time by 30% from 50 weeks to 34 weeks.
- ✦ Implemented significant changes in the way in which business is organised internally: spanning all business processes from R&D through to final acceptance testing at the customer site.
- ✦ Project managed the transfer of production to the US, for one product line.
- ✦ Project managed the proposed transfer of all other products to Germany.

Interim Managing Director - Forschner Ukraine Limited**June 2012 – August 2013**

A crisis management role to stabilise Forschner, a leading European supplier of automotive cable harnesses to the European bus, truck and car market, and prepare the company for future growth.

- ⤴ Totally responsible for Forschners' two Ukrainian plants with a combined workforce of 840 employees.
- ⤴ Prepared and implemented a business stabilization and growth strategy for the German owners.
- ⤴ Secured VW / Audi as Forschners' first Tier 1 (passenger car) customer.
- ⤴ Increased production efficiency by restructuring the management team and improving working practices.
- ⤴ Secured 5 Customer "A" ratings in 5 successive audits, securing 5 new customers.

Independent Consultant**January 2008 – May 2012**

A privately owned consultancy providing Business Improvement, Lean and Executive Search services.

- ⤴ Co-ordinated the launch of a revolutionary plastic wrap product into the Eastern European marketplace.
- ⤴ Sourced and supplied plastic food packaging, for the UK / Irish market, from China and Ukraine.
- ⤴ Implemented Lean Manufacturing at Julius Koch, a manufacturer of window blind cords, Sika Footwear and Brama, a major door producer, leading to significant inventory reductions and greatly improved product lead times.
- ⤴ Conducted feasibility studies, prepared Business Plans and P&L projections, for a number of European companies, considering an acquisition or investment in the Ukraine.

Iralco**1999 – 2008**

Privately owned unionised Irish company producing functional and decorative trim for the automotive industry. Turnover €55m and in excess of 400 staff.

Shareholder Representative (MD), Iralco Ukraine Ltd**2006 – 2008**

- ⤴ An open remit to implement the Iralco Ireland Strategic Plan to open a low cost manufacturing site in the Ukraine with the intention of transferring all manufacturing from Ireland to the new facility.
- ⤴ Opened Iralco Ukraine on time and below budget, having handled site acquisition, building renovations, equipment transfer and commissioning manufacturing process commissioning and operation.
- ⤴ Transferred Audi/VW products to the Ukraine and launched a new product for Ford
- ⤴ Far exceeded customer PPM (parts per million defects) targets within 3 months of opening Iralco in Ukraine.
- ⤴ Obtained local council permission for a 6000 m² extension and a 14h Business Park
- ⤴ Recruited and managed staff at the Ukrainian facility, achieving minimum absenteeism and zero accidents.

Chief Executive Officer, Iralco, Ireland**1999 – 2006**

Head-hunted from Wexal International as the first CEO in the company's history tasked with recruiting and training a professional management team to enable the company to compete at an

international level.

- ⤴ Conducted extensive risk assessment on the operational effectiveness and financial stability of the company.
- ⤴ Developed the Iralco Strategic Plan in conjunction with the Iralco owners.
- ⤴ Reviewed the business to identify areas for improvement on policies, procedures and communication which resulted in the development of- the Iralco Lean System (TPM, 5S, 6 Sigma etc.).
- ⤴ Increased production efficiency by 55% and increased -right first time- performance from 78% to 97%.
- ⤴ Significantly improved product quality and reduced the cost of customer complaints by 75%.
- ⤴ Successfully spearheaded the achievement of TS16949, ISO14000 certification and- Ford Q1 preferred supplier status.
- ⤴ Developed & deployed the Iralco Safe System: reducing accidents by 200%.
- ⤴ Increased gross margin by 111% through better management control.
- ⤴ Reduced the cost of materials by 50% and customer debits by 130%.

Reynolds Metals Corporation

1990 – 1999

One of the world's largest producers of aluminium from initial mining of bauxite to the manufacture and supply of a wide range of aluminium products.

General Manager, Wexal International Ltd, Ireland

1997 – 1999

Tasked by Reynolds with turning round this long term loss making plant producing drawn aluminium tubes for the automotive market.

- ⤴ Designed and implemented the Wexal Continuous Improvement System i.e. 5S, Team building, TQM, TPM and Customer Focus.
- ⤴ Resolved all outstanding issues with Wexal international customers, resulting in an increase in orders and a return to profitability.
- ⤴ Secured QS 9000 accreditation and Valeo 1000 preferred supplier status.
- ⤴ Reduced external customer complaints by 63% and internal quality complaints by 50%
- ⤴ Improved financial performance from a \$1.7 million loss in 1997 to a profit of \$0.2 million in 1999 (turnover approximately \$13 million).

European Director of Total Quality Management and Process Improvement

1990 – 1997

- ⤴ Led the introduction of TQM/ TPM across Reynolds Metals eleven European facilities.
- ⤴ Responsible for European process improvement activities.
- ⤴ Reviewed all proposed capital expenditure.
- ⤴ Set up and managed the pan – European purchasing team.

Graduate trainee, engineering, logistics and production roles with Marconi, Plessey and Digital Equipment Corporation. 1982 - 1990

QUALIFICATIONS

MSc Industrial Engineering and Production Management, Cranfield 1981

HND Mechanical / Production Engineering, Kingston Polytechnic 1977

Crosby TQM Instructors Course, 1992
Intermediate French and German, some Ukrainian