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| **Personal Profile** |
| |  |  | | --- | --- | | **John Nicholson**  **Transformational Management** | Broughtonknowe Farm Biggar, South Lanarkshire ML12 6HL  Tel: 0797 140 2227  Email: [jr.n@virgin.net](mailto:jr.n@virgin.net)  Lonkedin Profile uk.linkedin.com/in/JRNlinkedinprofile | |  |  |   As Managing Director of both blue chip and turnaround businesses I have succeeded in transforming under-performing businesses and delivering higher profit and sales as part of a long term strategy for growth. My core specialties include lean manufacturing, six sigma, leadership and people development, supply chain transformation, strategy mapping, customer analysis, and development of the aftermarket.  I combine expert management skills with being a senior team player.  My leadership style is one of creating a vision and coaching the team to deliver that vision using the most appropriate tools.  I would like to build on my success in business transformation by taking on a new role where I can continue to make a real impact in delivering improved bottom line performance. |

**EDUCATIONAL QUALIFICATIONS**

B.Sc. Mechanical Engineering - University of Strathclyde

Marketing option on Open University Management Diploma

**KEY SKILLS**

**Profit & loss**

I have had full P&L responsibility for:

Thermal Engineering

Rolls-Royce Motion Control

Michell Bearings

RASFAS and

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**Leading Change:** As Managing Director of Rolls-Royce Motion Control, I took the business from being a candidate for closure through breakeven to a return on sales of 10%, whilst growing the business by more than 50% and reducing the headcount by 10%. In the case of Thermal Engineering I led the business from near bankruptcy to generating 15% on sales of £15M. In Mecachrome, Manthorpe Engineering and MBAE aerospace I worked with the existing management teams to identify and deliver far reaching change programmes

**Coaching Leadership:** I work with the leadership coaching consultancy ECC ltd as a Senior Leadership Coach helping to develop, and deliver, programmes for leadership teams who have a personal or team need to transition their own performance

**International working:** I worked for 14 months with Mecachrome, a French Aerospace business. I was based in Aubigny sur Nere. I have also led restructuring teams in Rolls-Royce’s Norwegian Diesels factory and in UK manufacturing and support centers. This has given me direct first hand experience of working in business environments where the scope and nature of the consultative processes are radically different from the UK model of industrial relations. I have also run projects in Italy and Germany as well as having responsibility for businesses registered in both India and Germany

**Project Management:** I have led Engineer, Procure and Construct, projects up to £60M. This included leading a Rolls-Royce & Simon Carves partnership working within an Alliance framework. I have also led Project teams working at AWE Aldermaston and on the Vanguard Submarine programme.

**Manufacturing:**  Most of my transformational projects have involved complex manufacturing facilities. With MBAE I took control of their UK manufacturing facility which had considerable quality and delivery problems. As the Business Development Director of Diesels I introduced a “Lean Manufacturing” programme into our Bergen Factory. That change allowed us to take out 10% of the workforce and increase production by 50%. I have implemented six sigma in RR factories. As a consultant I have introduced new production control methods into a number of aerospace manufacturing facilities.

**Market Development:** As the Projects Director of Schmitz Cargobull UK the extended downturn in the UK economy brought shortcomings in our traditional approach to selling into sharp focus. I led the transition from a sales team who relied on a small number of loyal customers to a campaign led strategy of focusing on the value added to the customers business by our products.

**EMPLOYMENT HISTORY**

**August 2010-Present Independent Consultant – Business Transformation**

In August 2010 I established a business to provide transformational change to underperforming businesses. I worked with Rolls-Royce to transform the performance of their then worst performing supplier. The supplier had significant problems with delivery on time and with the quality of the delivered product. I worked with the management team to identify the underlying cause and implemented a series of changes to the business including people and processes to deliver a world class performance.

**MBAE Motherwell**: In January 2014 I was asked by the CEO to review the operation of their manufacturing business in the UK. A poor integration of an acquisition had caused the whole business to slide into an ever increasing downward spiral with quality and delivery suffering. I spent 10 months with the business in the role of the General Manager addressing some of the key aspects of underperformance. Over the period we managed to get the direct efficiency up from less than 60% to more than 75% and made significant inroads to reducing the arrears, with the obvious benefit of significantly reducing inventory. In December 2014 I transitioned the business to a new permanent General Manager

**Mecachrome Aerospace (France)** Through 14 months from late 2012 to December 2013 I worked with the French Aerospace Manufacturer Mecachrome to improve their delivery and quality systems working with the management team in their Aubigny sur Nere factory.

**Manthorpe Engineering**. I was employed as a part time executive coach providing personal development assistance to the business leadership team. This included identifying specific business development needs and then working with the team to identify and implement fixes. We specifically worked on delivery and quality issues which were threatening the continued viability of the business. Prior to that through 2010 and 2011 I worked with the management team to overhaul their production control methods, and to introduce the second generation of the family into the senior management of the company.

**Thermal Engineering** In May 2011 I became the Managing Director of Thermal Engineering. At the time of my appointment the business, which is an Aerospace manufacturing business, had been acquired by the VC company Privet. The business was losing £0.75M on a turnover of £11M and had such a poor delivery and quality record that their customers were actively seeking re-sourcing opportunities. In the 18 months of my tenure we took decisive action to abate the losses and augment/replace key personnel to enable the business to meet it’s customer demands. By the end of 2011 we were at break even and by Mid 2012 we were well on course to deliver a 15% RoS on £15M turnover. I left the business in September 2012 as part of a planned succession and transfer from transformational to routine management. Thermal were subsequently sold to Senior Engineering and the deal won the Private equity awards for the Turnaround Deal of the year.

**Feb 2009- June 2010 Project Director – Schmitz Cargobull**

I joined Schmitz Cargobull, a trailer manufacturer, as their Project Director. The role was a wide ranging business development role working with Project teams to identify and implement business change. Typical projects included:

**Sales Campaigns & Sales Support Projects:** The sales teams of Schmitz were focused on a selling to a small number of existing customers and relied entirely on price discounting to win orders. As the executive responsible for implementing change I appointed a Campaigns Manager to change the emphasis of the sales team and to focus them on an approach which identified how we might add value to the purchaser. .

**Supply Chain Management:** My remit in Schmitz included management of the Supply Chain and Logistics.

**November 2008 –Feb 2009: Internal Consultant RR – Failing Suppliers**

In November 2008 the restructuring task in my existing businesses was complete and the businesses were being moved into the corporate model which divides customer facing tasks from operational tasks. At the same time it became obvious that the economic downturn was causing key RR Aero suppliers to get into difficulties. We created a corporate function to identify these suppliers, work with them and when unavoidable manage them through administration. I was the Senior Business Executive in this team. I also wrote the Rolls-Royce process for dealing with suppliers in distress. During this time I acted as the lead RR executive for the Aerospace supplier CommaTech in administration and managed the run out of their production facilities.

**2004 – 2008: Managing Director Rolls-Royce Motion Control….**

In April 2004 I was asked to review the options for the part of the business which manufactured Ship Stabilizers (Brown Brothers). I concluded that the business had products which could be profitably manufactured and that the business could present a significant profit opportunity. In 2004 the business turned over £22M and lost £2.3M. Its products were low quality and it had lost its reputation. I created a three stage recovery plan:

i Stabilization: sorting out the basics and getting load and capacity in balance

ii Transformation: changing how we go about business

iii Growth: taking new products to the market and growing the business

We completed the programme and in 2007 we delivered ~£40M turnover generating ~10% return on sales (RoS).

During this time I was also Managing Director of several other Rolls-Royce businesses with a combined turnover of £70M

**2002 – April 2004: Business Development Director, Rolls-Royce Diesels**

The Diesels business is located in Norway and the UK, it manufactures large diesels for marine and power generation applications ( 1-8MW). The business turns over around £200M per year and I worked with the MD to deliver a three year programme to turn the business around from breakeven to generating a return on sales of 10%. There are eight Directors in the business and my role was to work with them to identify change, and deliver that change.

**1999- 2001: Business Improvement Executive, Rolls-Royce Marine GT**

In 2000 I led the senior management team who relocated about 150 people. Subsequently, I worked with the new Gas Turbines Managing Director to establish the team and the business systems in Bristol.

**1997-1999 Partnership Manager, Rolls-Royce & Simon Carves**

I was the head of a partnership between Rolls Royce Marine Power and Simon Carves for the design and supply of process plant to the Devonport dockyard redevelopment. The Project was worth about £52M.

**1997 Project Manager Core Manufacturing**

In 1997 I headed a special task force to examine all aspects of the core-manufacturing route. We have implemented changes in management processes, manufacturing processes and specific designs. These changes enabled the company to manufacture submarine power plant at a profit. I also assumed responsibility for the delivery of the prototype power plant for the Vanguard and Astute Classes of submarines. This contract was worth £40M.

**Prior to 1997**

I worked with the National Nuclear Corporation in a number of roles including Project Manager & Proposals Manager working on Civil Nuclear, AWE and non nuclear work.