Keith Willett

**Interim Managing Director**

Ramsgate,

United Kingdom,

CT11 8AQ.

07808474744 Mobile

keith.willett@mail.com

Has the right to work in the EU - **Yes**

**References available from Mr Keith Stock and Mr Kevin Sweeney on request**

**Summary**

I am a highly experienced Senior Manager operating at board level; my background covers water, wastewater, renewables, engineering, charities and new company start-ups and reviews of all financials aspects of business  
  
I am specialized in analyzing and assessing situations in detail, providing innovative and financially sound solutions to problems, Project size has varied between £500,000 to £650 million.  
  
Over the years I have achieved excellence in working with people and showing them empathy and pragmatism to implement sustainable effective change.  
  
I am an experienced interim manager working within commercial business structures. Specialising in new product delivery, the creation of business case for implementation of web-based products, creation of outline marketing and communication plan for start up operations, process, change management, supply chain review, sales and marketing overview and tactical updates.

I have worked in 75 countries and therefore have a wide understanding of cultural aspects in all business streams in diverse countries  
  
I am a strategic thinker, logical, analytical, objectively critical, decisive clear and assertive. My training and commercial experience ensures that I am a practical, realistic, systematic and pragmatic manager  
  
I have a proven ability to influence and interact effectively with a diverse range of stakeholders and have a clear vision of the way things should be.!

**Employment History**

**Current career level**      **MD / C-Suite / Chair**

**Interim Managing Director**

**DJO-Eco Ltd**

December 2014 – November 2015

United Kingdom, USA, Australia, South Africa

£650 Daily

**Achievements;**

* The company operates as an adviser to companies who are looking at renewable energy for energy saving and green credentials.
* Involved in PV, AD, Bio Mass, MBR, water filtration, LED lighting,
* Creating a power purchase investment fund for free on roof installations.
* Contracts in Asia, Middle East, Africa, Europe and UK. Which created a number of large renewable energy contracts

**Interim Managing Director**

**New Form Energy Ltd**

August 2013 – December 2014

United Kingdom, Turkey, Australia, USA, South America, Japan, South Africa

£ 750 Daily

**Achievements;**

• Company was created as a systems integrator for the renewable energy industry, within its own patents as well as linking with other state of the art renewable deliverables.  
• Responsible to the Board for the running on the company  
• Structure of financing  
• Creation of ISO 9001, 14001, 18001, EMAS procedures   
• Business planning for next 5 years  
• Raising of finance for investment, £1.5 million  
• Moving to new Zero Carbon office building (built for NFE)   
• Increased sales staff  
• Expanded environmental resources  
• Increased international sales   
• Created new international business operations for NFE

**Interim Director of Global Services**

**HASB Global Franchise Finance Alliance LLC**

November 2012 – August 2013

United Kingdom, Europe, Singapore, Australia, Asia, Middle East, South America, Canada

£ 600 Daily

**Achievements**;   
• Create business plan including financials for roll out Territory Service Providers (TSP) strategic development, production, performance, etc., includes banking relationship team'  
• Create the verticals, with inter-department fluidity, collaboration and focus on single corporate mission.  
• Ensure each vertical has the autonomy to flow, but constrained within the legal and ethical framework and delivers the corporate goals and values.  
• Elevate communication to priority #1, clear, vision and values emblazoned so it is deep within each company stakeholder.  
• Business strategic planning  
• Core lines of business  
• Client value proposition  
• Target clients  
• Value differentiation  
• Market positioning  
• Strategic partnerships

**Interim Operations Director**

**Oaktech Environmental Ltd**

August 2012 – January 2013

United Kingdom, Europe, Asia, South America, Middle East,

£ 550 Daily

**Achievements;**• Create business plan including financials for roll out of a new Anaerobic Digestion (AD) Plant designed in USA for distribution in UK and Ireland.  
• Create supply agreements for manufacture of plant in the UK and Ireland.  
• Project size between £2 million and £30 million  
• Negotiate with Bulgarian authorities with regard to AD and water and wastewater treatment.  
• Manage sales campaigns within UK Dairy, Brewing, Distillery, Composting and MOD.  
• Project manages site surveys and geo reports.  
• Create sales leads and open discussions with potential clients for the use of AD  
• Review water treatment plant for sales into Africa and Middle East.  
• Identify potential suppliers and agents in Africa and Middle East  
• Undertake pricing and technology reviews of potential competitors to Oaktech Environmental.

**Interim Managing Director**

**Lontra Ltd**

February 2012 – August 2012

United Kingdom

£ 750 Daily

**Achievements;**• Managing the product development team and company to deliver a successful site trial, working closely with the Technical Director and Company Chairman; in particular, managing the Severn Trent Water/Carbon Trust project to time and budget within water and wastewater treatment.  
• Managing sales campaigns to UK water companies, negotiating framework supply agreements liaising with purchasing departments and customer R&D teams.  
• Managing the commercial team and taking over elements of this work where appropriate.  
• Managing the existing relationship with potential manufacturing partner for the water industry products, developing this into a commercial deal and engaging other potential partners.  
• Developing marketing of the Blade Compressor(TM) in the UK, and overseas as part of the business development role for the water industry. In particular, focus on developing a non-regulated water business  
• Project size between £1 million and £25 million  
• Reporting on the development, project and commercial activities to all stakeholders, including to the Carbon Trust, Severn Trent Water, the Lontra Board and other partners.  
• Overseeing day-to-day financial management of the company, working with the Finance Director and the Management Accountant/General Manager.

**Interim Operations Director**

**Treatment Systems Ltd**

October 2007 – August 2012

United Kingdom

£ 500 Daily

**Achievements;**• Review UK and European Water and Waste Water market place for company  
• Create business plan and financials for 5 year period  
• Create sales and marketing plan, increase sales completions and net contributions.  
• Contact Utilities and Industrial Users to agree framework contracts  
• Review Middle East water market place and set up offices and support process  
• Close projects for client and project manage programmes through to completion  
• Pipeline is now £10.5 million

**Interim Operations Director**

**ATSL Ltd**

March 2010 – January 2012

United Kingdom

£ 550 Daily

**Achievements;**   
• Review and change working directives and operational work process for major utility provider involved within water, wastewater and renewables.  
• Assess delivery requirements and use of employees  
• Work on Aquatrine Projects via C2C for remediation of MOD water and waste water plants  
• Create an understanding of client relationships to ensure ongoing work relationships and increasing work load for AMP5  
• Create Sales and Marketing plans and train sales team in delivery ideals  
• Create project teams to increase net profitability of contracts  
• Contract size up to £75 million  
• Enhance bid costing to ensure tighter control of prices and increased net contribution  
• Review and change accounting practices to enable accurate and on time reporting  
• Review and amend and adjust training and induction programmes to ensure compliance  
• Review and upgrade recruitment practices to ensure teams are complimentary and work together  
• Amend management structure to ensure compliance

**Mentor**

**Clear Blue Ltd**

December 2008 – December 2009

England

£375 Daily

**Achievements.**• Created business plan and financials for project   
• Coached and Mentored CEO on listening to others   
• Started the marketing programme to find franchisee's

**Project Manager**

**Olive Branch Foundation**

January 2006 – December 2007

United Kingdom

£450 Daily

**Achievements;**o Identified major donors to support the charity for the next three years   
o Worked on grant aid documents to ensure that startup costs were covered   
o Consultation with third parties to create an efficient back office operation   
o Outsourced a number of services with significant SLA's in place   
o Part time role to create and find £1M for an innovative charity with children   
o Mentor and coach members of the management team   
o Undertake different negotiations with suppliers and project/budget holders

**Interim Change Manager,**

**Guide Dogs for the Blind**

September 2007 – October 2007

United Kingdom

£325 Daily

**Achievements;**  
• To assess the functional requirements of a CRM system for non fundraising staff by Identifying any customer (donor) touch points and/or customer data requirements and/or system integration issues  
• What departments require some access to CRM functionality  
• A breakdown of specific functionality required with an importance weighting to the individual, department and Guide Dogs  
• Any process issues with respect to having to redefine processes to enable CRM functionality to work effectively  
• Implications with respect to system integration and personnel use and training  
• Considerations and recommendations that Guide Dogs may wish to be made aware of when moving to the next stage of CRM implementation  
• Review Supporter Services and Fundraising teams (87 people) project manage review process and recommend outsourcing solutions if applicable.

**Interim Project Manager, Business Development**

**DICor LLC**

January 2005 – September 2007

USA, UK, Europe, Turkey, Asia

£300 Daily

**Achievements;**• Introduction of Innovation and Creativity programme from USA   
• Created business case and financials for client   
• Worked with Government on potential implementation of programmes for schools and universities   
• Working with Business Link to road show programmes for business from SME to corporations

**Change Manager**

**RNIB**

June 2007 – July 2007

England

£250  
• Reviewing the Community Fund raising team,   
• Identifying areas of disconnect and dysfunctional teams,   
• with an online tool, Networker undertook review of process and how to enhance efficiency by taking out redundant processes.   
• Use of Indexer to gain non contaminated views and perceptions of people   
• Provided facilitated workshops to assist teams

**Interim Managing Director**

**Prism (UK) Ltd**

January 2004 – April 2006

Malta, United Kingdom, Turkey,

£375

**Achievements;**o Bought in to review process and increase sales which ended up by 500%   
o Used methodologies to measure Employee Motivation and Engagement   
o Created process for Equality and Diversity using same methods and sold into H M's Inspector of Constabulary   
o Sold Employee method to Turkcell (Turkey)   
o Opened new offices in the emerging EU countries   
Responsibilities   
o Turn round ailing sales team and created new one.   
o Enhanced profits

**Interim Project Director**

**Private Equity company**

June 2005 – January 2006

United Kingdom

£375 Daily

**Achievements;**

• Confirming environmental policies for Private Equity company  
• Review of M&A policies for future reference  
• Review of CSR within the business streams of the company

**Interim Managing Director**

**Aquator Group Ltd**

December 2002 – December 2004

England, Australia, Canada, Japan

£300 Daily

**Achievements;**o Led MBO from Wessex Water raising £3.5m from private investor.   
o Wrote Business Plan, set up systems and reduced production costs by 50%.   
o Installed ISO 9000 (Quality) 14001 (Environmental) & 18000 (H & Safety).   
o Opened offices in Australia, Oman, Bahrain, Israel, Malta, and S. Africa.   
o Won Australian effluent order & in Oman built world's largest membrane plant.   
o Increased t/o from £250k to £10m in 2 years and staff from 29 to 79 people   
o Ongoing order book £35M for the following 26 months. Pipeline of £500M to convert.

**Interim Vice President Commercial**

**Azurix, Wessex Water, Enron**

September 1997 – December 2002

England, Texas, Argentina, Mexico, Morocco, South Africa, Japan, South Korea, Middle East, Egypt, Turkey,

£400 Daily

**Achievements;**• Created division providing outsourced operations & engineering to other utilities, won £10M of contracts and reduced third party debtors by 90%.   
• Promoted to Board to create integrated methodology and financial models for M&A activities, reviewed projects for profitability, enhanced contracts,   
• Improved cash flow, procurement, reduced work force, and other costs.   
• Helped overcome overseas subsidiary problems where c 60% of customers illegally connected e.g. Argentina: staff in some cases required armed escorts.   
• Recovered £½M unpaid on £4M Irish contract - one of many debts recovered.   
Responsibilities   
• Major £500 million Utility with 1.6m water customers and waste treatment services for 2.4m people at a time of international expansion - owned, then, by Enron.   
• Project size up to £45 million   
• Appointed initially to manage 300 strong engineering department   
• Bid and lost Project Aquatrine for MOD outsource of water and waste water treatment

**Interim Operations Director, Change Manager**

**Atlantic Utilities Group**

January 1997 – July 1997

Europe, UK.

£300 Daily

**Achievements;**   
o Undertook competitor analysis, reviewed trends and marketing and sought alternate markets   
o Reviewed and changed process and ERP systems, implemented change process   
o Researched new clients and suppliers to achieve increase in margins   
o Mentored Managing Director and Commercial Director   
o Increased sales and client retention   
o Employed to review an independent engineering and manufacturing facility   
o Company was turning £30 million and profitable but the forward order book was slowing as market was changing.

**Interim Managing Director**

**Atlantic Utilities Group Ltd**

June 1996 – December 1996

UK, Europe, USA.

£300 Daily

**Achievements ;**\* Company involved in water and waste water metering and delivery of services   
\* Dismissed 100 people in first month   
\* Within 3 months went from a loss to marginal profit of £10,000   
\* This increased month on month after that period to £150,000   
\* Reviewed process and in consultation created a new business plan   
\* Began strategy planning for the period 2004/2009   
\* Recruited successor to position of CEO   
\* Turn round position of acquisition by client of a supplier to UK water utilities   
\* £25 million turnover but losing £300,000 per month   
\* 300 people engaged on supply of services to the water industry.   
**Other Projects**

**Consultant Investment for Takoradi Port, Ghana**

**Hotel and Golf**

October 1992 – September 1996

Ghana, Sierra Leone.

£225 Daily

**Achievements;**o Worked with Ghana Government and with potential investors & suppliers.   
o Developed key relationships with civil engineers, utilities, suppliers etc.   
o Created working relationships with Hotel and Golf chains   
o Achieved first round of funding   
**Responsibilities**o $100M regeneration of port complex for exports: & railway privatization.   
o Role as negotiator with Ghanaian government, tribal chiefs and UK investors.

**Interim Operations Director**

**USA Casein Company**

November 1994 – May 1996

USA, Canada, UK, Europe

£250 Daily

**Achievements;**o set up integrated supply line, new conditions & shift patterns and engineering procedures, updated accounting system and installed upgraded IT system.   
Responsibilities   
o $100m producer of milk by-product Casein, with extensive medical and other uses.   
o Responsible to US President for amalgamation of 12 US and 3 UK companies

**Interim Commercial Manager Home Help & Nursing Support**

**Supplies**

January 1992 – January 1995

England

**Achievements;**• Supplies qualified day & night care staff, plus home help/disability support, t/o £3m.   
• Supported Managing Director operationally & restored profitability. Ongoing contact.   
• Eased out FD, created tenders, integrated accounts and time sheets for 175 staff, improved reporting, reduced debtor list and updated purchasing procedures.   
• Helped introduce marketing material & assisted in expansion to £5m t/o.

**Interim Managing Director, Barkway Golf Course Ltd**

**Pro Shop/ Bar/Restaurant**

September 1992 – November 1994

England

**Achievements;**   
o Undertook review of operations and cash flows   
o Took over operation of the Pro Shop/ Bar/Restaurant from outsourcing   
o Restructured management team and links with club members   
o Organised 1 day and 4 day Pro Am with Delta Airlines and Mississippi State   
o Restructured finance and reduced overdraft with prime lender   
o Increased membership by 276 to 900 members, which took the club into profit. Enhanced the 7,200 yard Par 5 course   
Responsibilities   
o Put in by leading Bank to oversee recovery of company   
o Early stages running whole of club, later as new process in place then became a more strategic operation

**Group Services Director**

**Fittings, Spray Booths, and Automotive machines**

January 1989 – January 1992

England

A £300M supply and maintenance company for CNC, Fittings, Spray Booths, and Automotive machines. Responsible for 600 engineers and application/installation staff.

**Director and General Manager**

**Foyl Group Ltd**

January 1985 – January 1989

England

**Works Manager**

**Solport Ltd**

January 1979 – January 1984

England

**Production Manager**

**Aladdin Industries Ltd**

January 1975 – January 1979

England

**Second Engineer**

**BP Tanker Co Ltd**

January 1971 – January 1975

USA, Middle East, Asia, South America, Africa, Europe,

**Apprentice Toolmaker**

**Smiths Industries Ltd**

January 1971 – December 1971

England

**Education History**

**Highest qualification**      Master's degree

**MBA**: **Business Administration 1992**

Trinity College

Business Administration

**BA (Hons)**: **Business Studies 1990**

Trinity College

Business Studies,

**Second Engineer**, (III/2) Endorsement, Greenwich University**, 1973**

**HND Engineering**- full engineering apprenticeship Gloucester Polytechnic **1966-71**

**Associations**

**FRSA**. Fellow Royal Society of Arts

**FCIM.** Fellow Chartered Management Institute

**MIBC,** Member Institute of Business Consultants

**Interests**

Rugby, Cooking, Travel, Wine Tasting, Swimming, Reading, Technical Interests within Renewable Energy

**Skills**

Accounting, Accountant, accounting system, AD, Arts, art, Automotive, banking, book, budget, Bulgarian, business Case, business development, Business Plan, Business planning, business plans, c, cash flow, coach, competitor Analysis, CNC, Consultation, Contracts, costing, Creativity, CRM, Client, clients, data base, delivery, disaster recovery, energy saving, Engineer, English, Equity, ERP, Finance, financials, financing, Financial, financial management, focus, functional, Fund raising, Fund-raising, General Manager, Government, HND, Innovation, Inspector, international business, international sales, ISO 9001, ISO 14001, ISO 18001, job costing, legal, lighting, Director, Managing, marketing plan, Marketing plans, Market positioning, marketing, market, marketing and communication, marketing material, Mentor, access, office, MOD, negotiating, negotiation's, negotiator, personnel, policies, PR, pricing, prime, Prism, processes, procurement, product development, producer, profit, protocols, purchasing, Quality, recruiting, recruitment, renewable energy, PV, Biomass, MBR, Frameworks, reporting, Safety, Sage, Sales, SLA, Strategic, strategic development, strategy planning, surveys, system integration, upgrading, upgrade, Utilities, view, vision, wastewater treatment, water treatment, workshops