

# Paul Mason

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## Professional profile

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**A highly experienced and profit driven Interim Managing Director** with a highly successful background across manufacturing, engineering, OEMs, nuclear, subsea, international, SME and FTSE 250 sectors.

**Collaborative approach to successful business leadership**, engaging with business stakeholders up to C-level, new clients and 3rd parties, delivering new product introductions, major projects and profitable revenues.

**Experience of driving change management**, business transformation, turnaround, service transition, growth strategies, routes to market, sales channels, sales networks, business diversification, MBOs and profitability initiatives.

## Key achievements and business outcomes

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- June 2015 onwards, successful turnaround of a UK manufacturing subsidiary of a \$40m US group
- Early 2015 launched a new business to provide interim management services, secured new clients
- Turnaround and built a £18M business, completed MBO in June 2013 with bank and private equity
- Achieved strongest ever profitability and cash performance in FY2013 in over 35 years of business
- Drove strategy development to deliver business diversification and profitable growth plans
- Secured £multi-million contracts on the 2 largest ever subsea projects, securing forward order book

## Key skills and business capabilities

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P&L Business Leadership and Management	Business Planning and Strategy Development
Finance, Budgetary Management - OPEX, CAPEX	Sales, Marketing and Business Development
Business Transformation and Change Management	New Product Development, Launch and Support
Lean Manufacturing Techniques	Business Intelligence (BI) and Data Warehousing
Greenfield Site Start up and Relocation	Driving and delivering Continuous Improvement
Quality Management, Standards and Accreditation	Market Intelligence, Market Research and Analysis
Team Leadership and Management	Health and Safety, Environmental Standards
Commercial Management and Leadership	Business Benefits Realisation and Delivery
Stakeholder Engagement and Relationships	3rd Party, Vendor and Supplier Management
Effective Communication and Presentation Skills	Client Negotiations, Proposals and Bids

## Career to date

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**June 2015 to Dec 2015 INTERIM DIRECTOR: UK subsidiary of \$40M US group**

### *Turnaround of a niche manufacturing business*

- Performed a comprehensive business review with recovery plan agreed by the directors and shareholders
- Cleared 350+ overdue orders to retain the two major strategic clients who were on the point of exit
- Improved OTIF from sub 40% to 95%+ plus Quality performance from sub 80% to 95%+
- Restructured Operations, exit of Operations Director, Quality and Manufacturing managers
- Recruited new management team and other staff to put in place a new structure with higher calibre people
- Management, leadership and support to a demotivated team during a very difficult trading period
- Specified and implemented a new manufacturing system to enable capacity planning and scheduling
- Established accurate management data to drive further change and profitability improvements
- Recommended and got approval for capex to upgrade manufacturing plant, equipment and systems
- Concluded legacy HR issues, exited non performers to reduce overhead and stabilise team
- Identified key staff and put in place people developments plans to help with retention
- Led ISO18001 accreditation process and implementation team to qualify for new business

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**Feb 2008 to Mar 2015    MANAGING DIRECTOR: Rimor Ltd**

***Responsible for turnaround, growth and leadership of high-tech niche manufacturer, t/o £18m+***

- Appointed to MD role to transition Rimor to serve increasing technical and quality demands of clients
- Full board executive director and major shareholder, setting company direction and overall strategy
- Client facing role, engaging with first tier OEMs in the global subsea Oil and Gas market sectors
- Defined and implemented the global subsea strategy, detailing growth and routes to market
- Successfully signed 3 year strategic frame agreements with 3 of the 4 major 1<sup>st</sup> tier subsea OEMs
- Drove M&A activity to secure increased capacity and market share to deliver against strategies
- Championed business transformation of a generalist multi-sector manufacturer into a niche leader
- Led bank and private equity investment negotiations to complete an MBO
- Developed business growth strategy to take the business from £18m t/o to beyond £30m
- Built a winning team and mentored junior staff to enable their internal promotion into key roles

**Oct 2005 to Feb 2008    SALES & MARKETING DIRECTOR: Rimor Ltd**

***Responsible for strategic sales and marketing, securing £multi-million orders and major clients***

- Appointed to modernise the commercial function of the business, delivering 10%+ growth in margin
- Defined and implemented sales strategy, focused on growth from existing and major new clients
- Successfully led tendering processes, personally closing all major subsea global projects and deals
- Delivered integrated marketing communications to modernise the business, transforming sales
- Achieved company sales growth in excess of budget each year, underpinning profitability goals

**Sep 2001 to Oct 2005    SALES & MARKETING MANAGER: Delta Controls Ltd**

***Responsible for turnaround and sales leadership in a specialist instrumentation provider, t/o £5m+***

- Appointed to drive sales development within an innovative provider of high precision products
- Top level client engagement across nuclear & process industries, delivering profitable revenues
- International trade to develop and support sales partners, plus to secure highly lucrative projects
- Successfully led overseas market development initiatives with UKTI, defining market entry options
- Achieved 30% growth in global business, with new routes to market in Asia, Europe and Middle East
- Led market entry and established a joint venture in China to spearhead APAC business growth

**Nov 1997 to Sep 2004    INTERCOMPANY PRODUCT SALES MANAGER: Invensys Flow Control**

***Responsible for product sales management within a process control equipment OEM, t/o £40m+***

- Full sales engagement and client facing with clients in oil & gas, nuclear, defence and process
- Reported directly to the Group Sales & Marketing Director, advising on performance and products
- Definition and execution of sales and marketing strategies, aligned to ambitious growth plans
- Provision of technical support and marketing for a portfolio of UK and international sales partners
- Accountability for intercompany controls product pricing, sales and profitability performance levels
- Key member of the core team on the Invensys-McKinsey global profitability project for the business
- Extensive international travel to develop, exit and recruit a network of representatives and resellers

**Jul 1996 to Nov 1997    NEW FACTORY PROJECT TEAM: BOC Edwards**

***Responsible for project managing the construction of a new greenfield site manufacturing operation***

- Appointed to leadership role within an international precision vacuum equipment OEM, t/o £80m+
- Specified and implemented new capital plant, equipment, facilities and services for the new site
- Project led the relocation of plant and migration of staff, whilst maintaining customer OTIF and quality
- Drove the implementation of lean manufacturing techniques, reducing overall manufactured costs

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**Sep 1995 to Jul 1996      NPI LEAD ENGINEER: Concord Sylvania International**

***Responsible for driving new product introductions within an international lighting OEM, UK t/o £30m***

- Focused on delivery of products for the retail and commercial building sector, engaging with clients
- Dramatically reduced new product time to market from 18 to 9 months, underpinning growth plans
- Successfully implemented world-class manufacturing techniques, improving performance

**Sep 1991 to Sep 1995      PROJECT ENGINEER: Siemens plc**

***Responsible for project engineering with a commercial lighting & switchgear OEM, t/o £60m+***

- Focused on leading the cost reduction engineering team, realising significant business benefit
- Delivered new products into the market on time and on budget, spearheading new introductions
- Championed engineering of a new electrical switchboard range, launched on budget into the UK

**Sep 1987 to Sep 1991      TECHNICIAN APPRENTICE: Osram GEC Lighting**

***Responsible for undertaking a fully-comprehensive 4 year EITB engineering apprenticeship initiative***

- Invited to join the GEC World Class Apprenticeship Scheme within Osram GEC Lighting in the UK

## Education & Professional Qualifications

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Chartered Institute of Marketing

Chartered Institute of Directors

Open University (OU) Business School

Degree – Birmingham, Siemens PLC (fully sponsored)

GEC World Class Apprenticeship Scheme

Great Barr Comprehensive, Birmingham

CIM, Fellow – Upgrade in process

Finance, Law & Board Development Courses

MBA in International Marketing, Strategy & Finance

BEng (Hons) 2:1

E.I.T.B Engineering Apprenticeship

GCE 'O' level qualifications

## Personal details

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Willing investor

UK Citizen, flexible on work location

Excellent references available on request

Interests include hill walking, off road-road cycling and family activities