##### *Alan B Jones*

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##### CURRICULUM VITAE

**A highly experienced manager and senior executive, skilled in restructuring, rationalising and growing the operations of underperforming businesses, having a hands on approach which has had considerable impact in improving productivity and increasing profitability.**

**A strong man manager with the ability to build, develop and motivate highly effective management teams, particularly in distressed and underperforming businesses seeking significant change. Member of the Institute for Turnaround **

**2009 to Date**

**Alan B Jones and Associates Limited**

**Managing Director**

Providing professional expertise to SMEs and larger enterprises with focus on restructure reorganisation and change management, with significant involvement in the turnaround of distressed businesses and those requiring strategic focus.

**Current Assignments**

**June 2010 - present**

**Chairman**

**Medical Gas Solutions Ltd**

A specialist medical gas company supplying gases to Ambulance trusts throughout the UK.

Asked by a major financial institution to take over the Chairman’s role and reorganise the business in readiness for sale and or development

**Non Executive Director**

**Windcrop Limited**

Wind energy business. A renewable energy business with a unique approach to the provision of wind turbines

**Non Executive Director**

**DSA Limited**

**DSA** provides **Executive** **Search and Organisational Development** for a wide range of businesses from SMEs to global PLCs both UK and Internationally

**Recent assignments**

**Nov 2009- Feb 2010**

**Interim Managing Director**

**London Basement Company Limited**

# The largest and best known design and build Basement Company in London.

# A business specialising in basement projects from £500k to over £1million.

# Retained to reorganise and restructure an independent business that had grown considerably over a short period of time, putting significant strain on finances and management

**November 2008- January 2009**

**Short Term Consultancy Assignment**

Retained by **Cawleys Waste Management Ltd** to examine the business and make recommendations to change a long-standing business model that was no longer suitable or producing satisfactory results in the current economic climate.

Changes recommended and successfully adopted included:

* Senior management changes and restructure
* Cost control measures and improved cash management.
* Review of sales processes and functions with recommendations to change sales strategy and focus

**Jan 2007 – August 2008**

**Amtrak Express Parcels**

**MANAGING DIRECTOR/OWNER**

An express overnight parcels delivery business based in the West Midlands. Acquired in 2006 by US Private Equity Group from 3i:

**Turnover £76 million, 1000 employees, 85 depots countrywide, 40 franchised and 45 company owned.**

**Key Achievements Jan 2007 – August 2008:**

* Replaced the entire Management team; Sales, IT, Finance, Operations
* Reduced management reporting lines and improved efficiency
* Centralised control; relocated head office and functions from Bristol to Aldridge
* Centralised customer services; improved the revenue quality and customer retention
* Restructured Sales and Marketing –refocused sales strategy and introduced key targets, incentives and proactive sales activity. Instigated customer profitability review.
* Reduced costs by almost £13m pa including over £4m of trunking costs
* Revised entire structure and network of depots, trunking routes and post code coverage to ensure operational network was ‘fit for purpose’
* Upgraded IT systems and introduced “state of the art” parcel scanners
* Optimised the size and structure of the depot and hub network; reduced number of depots from

 81 to 51

* Successfully converted the business from a franchised model to a corporate model at minimum cost
* Renegotiated over 40 property leases
* Reduced debtor days from over 100 to 56; collected over £15m of ‘Old co’ receivables

Extensive, ongoing restructuring and cost cutting initiatives resulted in significant achievements towards improving the viability of the business. However, the onset of recession in April/May 2008 and resulting downturn in business volume impacted heavily on the turnaround plan. The sector’s over-capacity and ensuing price war was further fuelled by the effects of the economic downturn. The business was placed in administration in August 2008 and the full amount of its original pre-administration debt. was returned to the bank.

**November 2005 – Jan 2007**

**Interim and Sabbatical**

# October 2002 – November 2005

# Seawheel Group Ltd., Ipswich

# CHAIRMAN/CEO/OWNER

# Recruited by Simon Group Plc the brief was to reorganise and turnaround Seawheel, after several years of under performance. In August 2003 the business was purchased from Simon Group by way of a management buy out. A business with a T/O of £120m, essentially a ‘door door’ containerised operation. Chartering 16 ships per week and utilising 7500 containers serving 21 European ports and 210,000 movements’ pa. As a result of a successful turnaround the business was sold as a going concern to Samskip/Geest in August 2005.

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**Key Achievements:**

* Returning Company to profitability from losing £13 million in 2002
* Bringing cash management /collection under strict control
* Leading and negotiating a management buy out
* Reorganising major management reporting systems
* Successfully negotiating sale of business
* Reorganisation of complete reporting structure
* Winning Short Sea Shipper of the year 2005

# July 1999 –August 2001

# Nippress Continental, Hull

# GROUP MANAGING DIRECTOR

Reporting directly to the Chairman HR Holdings Ltd

Responsible for the UK and European operations of Nippress Continental. £70m turnover business, 800 trailers, 100 tractor units serving UK, Holland, Belgium and Germany and offices in Hull, Felixstowe, Rotterdam Europort, Zeebrugge and Germany In addition, a large blast freezing/storage facility based in Hull, processing 250 tonnes of product daily.

## Key Achievements:

* Setting up a complete new management structure
* Bringing together 3 separate businesses into one entity.
* Securing major long-term contracts for cold store/blast freezer.
* Provision of supply services for the MoD to Kosovo
* Major improvements in cash management and receivables.
* Cost reduction programme reducing costs by 18% in first year.
* Returning Company to profit

**January 1998 – June 1999**

#### INTERIM MANAGEMENT

**Kingswood Limited,** specialists in digital mapping and routing and scheduling software. Retained to re-organise management structure, increase sales and advise on business planning in order to improve revenue and bottom line performance.

* Restructured Management/Sales Organisation
* Increased sales by 30% year on year

**Servisair** the largest airport ground handling agents in the UK with a turnover of £160m pa. Reporting to the Main Board with a brief to examine all aspects of the operation and improve efficiency whilst producing a workable structure for low fare airlines, specifically Ryanair introduction to Stansted Airport

**November 1995 - November 1997**

**Danzas UK Ltd., Essex**

**MANAGING DIRECTOR (EUROCARGO)**

Promoted Managing Director to manage the Eurocargo division following restructuring of the UK business. The business had a turnover of £44 million p.a. with a customer base of approximately 9,000. Full P&L responsibility, staff of 500 and 6 major locations within the UK. Responsibilities included setting up Pan European projects and developing existing Express and Eurocargo business.

**Key Achievements:**

**•** Organising and implementing cost effective and productive management structure

**•** Increasing productivity at each location for all levels of employee and introducing annualised hours for all blue-collar staff

**•** Improved net sales by 8% year on year

**•** Reduced staff establishment by 12% year on year by way of increased productivity

* **Main Board Director**

#### COMMERCIAL DIRECTOR

Responsible for setting up the entire Commercial activity for Danzas UK Ltd including Key Account Management, Marketing and Project Management for a business turning over £70 million p.a.

**Key Achievements:**

**•** Setting up of Key Account Management to concentrate on major "Blue Chip" customers

**•** Marketing Services to improve Danzas profile in the UK and Europe

**•** Instigating telephone sales to service smaller customers cost effectively

**•** Setting up and winning £5 million of logistics business

**•** Promoted to Managing Director

* **Main Board Director**

**October 1992 - October 1995**

**United Transport (UK) Ltd., Oxon**

#### OPERATIONS DIRECTOR

Responsible for Warehousing and Distribution for U.T. UK Ltd. (part of the BET Group of Companies.) Annual Turnover £60 million. 500,000 sq ft of warehousing in 6 UK locations, 90 vehicles up to 38 tonnes and staff of 280. Successful in negotiating new contracts up to £4 million. Reporting to Group Managing Director.

Successful in bringing major contracts into the business, including the planning, selling and implementation. Responsible for the negotiation of salaries / terms and conditions, for all levels of staff.

**Key Achievements:**

**•** Devised and negotiated new terms and conditions to meet competitive environment

**•** Successfully negotiated and implemented new contracts worth over £4 million

**•** Achieved and exceeded annual business plan

**•** Improved focus on productivity resulting in lower costs

* Main Board Director

**1991 – 1992**

#### BUSINESS CONSULTANT for BET Group

#### Initial UK Limited part of the BET Group of Companies. Setting up and developing "Truckstops" a fleet routing system, least cost/best service principal for a nationwide delivery fleet of approximately 1,000 vehicles serving 150,000 customers from 40 branches. Original distribution budget £14m. Savings of circa £1 million were achieved to the agreed timescale and budget.

**United Transport Logistics** responsible for the integration and implementation of distribution rationalisation, which involved closing three branches and concentrating distribution on one site, initiating new working procedures and value for money practices. Consultancy extended to bring the warehousing and distribution fleet back into profit. This involved selling the services to new and existing customers and reorganising back up services. Successful negotiations with all levels of staff to change and modify working practices and pay structures.

As a result of my achievements I was offered a senior management position within Warehousing and Distribution, initially as General Manager and then Operations Director.

**August 1989 - October 1991**

**Infostock Ltd. T/A Guildford Transmissions**

#### MANAGING DIRECTOR/OWNER

Business concentrated on the re-manufacture of commercial vehicle components. Full and direct control of all aspects associated with the operation of the company. This involved initially setting up the business, recruitment, training and development of all staff, negotiating terms and conditions with customers and suppliers and establishing two new depots. Following a period of considerable success and growth, a rapid expansion programme was initiated throughout the UK, becoming the third largest supplier of automatic transmission in the UK. I was the major shareholder of the company and sold my interest in the business to a large PLC in early 1991.

**1988 - 1989**

**South Yorkshire Transport**

**ASSOCIATE DIRECTOR**

Control and management of the complete Engineering function with a staff of 500 utilising 800 vehicles. A high level of liaison between Board members and the department was an integral part of the position, in addition to strong negotiating and financial abilities. Also responsible for all building projects within the Organisation and the acquisition of rolling stock, plant and equipmen

**1986 - 1988**

**London Country Bus North East Ltd.**

**MANAGING DIRECTOR**

Full and direct responsibility for the entire operation, including the proposal and implementation of policy decisions at Board level, responsible to the Chairman.

Following deregulation of the Bus industry under the terms of the 1985 Transport Act, the company was created out of the original holding company in 1986. The agenda imposed in the Act resulted in the need for rapid establishment of the company and negotiations with staff and union officials to enable the restructuring of all departments to achieve cost and revenue targets. Annual turnover £15m and staff of 1,000, operation of 350 vehicles out of 6 locations. Responsible for organising and leading a Management Buy-Out, including all negotiations with Corporate Banks and Institutions

**Key Achievements:**

**•** Setting up new structure to manage business

**•** Leading and negotiating a £5.5 million management buy-out

**•** Negotiating and implementing new working practices

**•** Created a successful and profitable business

**EARLY CAREER**

Held various senior Engineering Management roles, including **Victoria Coach Station** becoming **Chief Engineer** of the largest National Transport Company Subsidiary **London Country/Green Line**

### EDUCATION & TRAINING

2 A Levels 7 0 levels

City & Guilds Motor Vehicle Technician

CPC – National and International

**Ashridge Senior Management college**

Published papers on the 'Fear Factor' in computerised scheduling and Bus Design for the Disabled.

### PROFESSIONAL MEMBERSHIPS

Chartered Institute of Logistics & Transport **FCILT**

Institute of Road Transport Engineers **MIRTE**

Engineering Council **Eng Tech**

The Institute of Directors **M.I.o.D.**

Member Institute for Turnaround 