**Derek McIntyre**

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| **KEY SKILLS** | **WORKING STYLE** |
| Leading positive change whilst improving operational and financial performance. Develops successful teams within challenging environments and has done so across differing cultural settings. Adding Value through customer focussed needs. Understanding of working within a Private Equity and Venture Capital arena. | Working at Board Level, whilst able to function at an executive level. Sets clear vision and through providing the correct environment and support encourages teams to drive beyond their initial beliefs. Works through consensus, but not afraid to take the lead where required. Expects high levels of integrity and honesty in all aspects of interactions. |

**MEMBERSHIPS AND QUALIFICATIONS**

**. Member of the Institute For Turnaround [I.F.T.]**

**. Member of the Institute of Directors [I.O.D.]**

* **Studying for: Certificate & Diploma in Company Direction**

**. Masters of Business Administration [MBA]**

**. B.Sc.(Hons)** Production Engineering & Management

**. H.N.D.** Mechanical Engineering & Management

**. Executive Coaching [Institute of Learning & Mgmt] course,** started Sept ’2015

**KEY ACHIEVEMENTS**

**Awards**

* **Queens Award for Excellence in Innovation – 2011**
* **Best Factory of the Year Award - 2012**
  + Judges Special Award – Leadership, Culture change, Engineering excellence
* **Best Factory of the Year Award – 2012**
  + Best Process Plant [ Highly Commended]
* **Manufacturer of the Year Award – 2012**
  + Best S.M.E. (above 125 employees) [ Highly Commended]
  + **Judging / Site Assessor for the 2014 &15 Manufacturer of the Year Award**

**Performance and Efficiency**

* **£1M** salary costs through Investment in Automation of Inspection & Packing product. Reduced heads by 33%
* **£300k -** Engineering spends, reducing downtime, stock management, changing suppliers
* **£100k** – Energy reduction programme, use of Invertors, more efficient lighting, focus teams
* **£100K** – Material usage through a per product weight reduction programme, Process management
* **Balanced Scorecard Model** introduced - improving performance, focus, and addressing issues.

**Process / People Management**

* **Established a joint team approach.** Silo’s broken down – Engineering & Operations, other company functions
* **Lean Six Sigma** – trained 7 Black Belts & 7 Green Belts
* **Rotating Shifts –** created a rolling shift pattern, with Engineers on shift as part of the team. Up-skilled engineering team to enhance skills and provide a better response to issues
* **Created progression potential –** altered grades to make progression easier

**Career History Summary**

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| M2fx | Consultant then Interim COO | Sept 2014 - Dec 2015 |
| Vernacare | Ops Dir / Global Operations Dir | 2005 – 2011 / 2011 - 2014 |
| Jabil Circuit | European Op’s Development Mgr | 2001 - 2005 |
| Motorola Cellular | Operations Manager | 1993 - 2001 |
| Avex Electronics | Plant Manager | 1992 - 1993 |
| Hughes Microelectronics Ltd | Operations Manager | 1989 - 1992 |
| Motorola Semiconductor | Production Foreperson | 1983 - 1989 |

**CAREER HISTORY**

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| **Consultant now Interim C.O.O.** | | | **M2fx** | | | **Sept 2014 to Dec 2015** | |
| Turnover | **£5m** | Employees | **30** | Team | **18** | Budget | **NA** |

M2fx a Fibre Optic Cable Manufacturer has seen dramatic changes in the last 4 years. It is PE owned and has grown rapidly in the last 18 months [grew revenue 4.6 times], achieving profit in the last quarter 2014. It was recognised that unless the functions behave differently - setting processes and procedures in place, then sustained improvement may falter. I was brought in by the CEO & CFO to assess the overall Supply Chain, Operations and Engineering and NPI functions with a view to set a new vision and practices to match the needs of a fast growing business.

* **Replaced Supply Chain Director and Team –** Salary savings ~ £20K, released 8% of warehouse pallet space through assessment of age/usage/value. Wrote off £12K of material – much up to 8 years old. Re-Organised storage locations – error rate dropped from 16error/Wk to <1/Wk. Consolidated Packaging suppliers saving £5k/Yr. Freed up 30SqM of floor space by having reel supplier hold stock off-line on a call-up basis. With new personnel saved £55K in 7 months
* **Assessing headcount with Operations Director –** It was clear that cost effective heads needed adding. Now in place to cover three shifts. Team Leaders being sent on Train-the-Trainer course. New standard Operating Procedure Format introduced. Expectations set and appropriate KPI’s in place and being developed
* **Working with the Technical Director –** Assessing team function and size. Examining off-shore Design capability [India].Introduced an improved capital expenditure format. Working on improving the New Product Introduction methodology. Working with external Academic sites for stage 2 development of High Speed Grooving.
* **Replaced Contract Engineer –** Brought in full-time broad experience Engineer to work within Operations to implement TPM, H&S and Route Cause culture. Salary saving of £25K/Yr

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| **Global Operations Director** | | | **Vernacare** | | | **2011 – 2014** | |
| Turnover | **£30m** | Employees | **220** | Team | **100** | Budget | **£9.5m** |

As a member of the Main Board, assisting to align the needs of the International expansion whilst still maintaining core operational capability within the UK facility. Responsible for Operations, Engineering, Quality, Warehouse/Distribution and Macerator Assembly plus R&D and Design.

* **Establishing a North American Sub-Contract capability –** Working with the North American VP & CFO established a Manufacturing Agreement with a partner to serve the North American market utilising technology not available within the UK business, so removing costly distribution and opening up America with an improved quality product to compete.
* **Created a Cost to Serve Model –** to enable models of various scenario’s to be examined to then assist in identifying the optimal supply chain to serve current and new international markets in the most cost effective manner. Working with TCC. – Never fully put into practice due to Ownership change and direction
* **Continuing to drive out cost within UK –** Proposedthrough further automation investment, taking finished product from the production lines, and then efficiently moving materials within the warehouse and distribution area. Proposed removal of a further 20% of heads saving circa £400K/Yr

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| **Operations Director** | | | **Vernacare** | | | **2005 - 2011** | |
| Turnover | **£25m** | Employees | **240** | Team | **150** | Budget | **£8m** |

Vernacare is a Private Equity funded business having gone through 3 such sales in 9 years. It is the globally recognised leader in supplying innovative Infection prevention solutions to the medical communities. Supplying the N.H.S, and shipping to 50 countries Internationally, Vernacare produces 150M Pulp Moulded Products annually and 2K Macerator Units to dispose of the Pulp products. The position reports directly to the Group CEO and is a member of the Operational Executive Board. The position has full P&L responsibility for the Operations business.

* **Increased Accountability for Performance** – Re-clarification of roles, introduction of an in-house developed Shop Floor Control System. Visual management adopted throughout the site
* **Appraisal process -** Worked with HR to introduce this down to shop floor level on a twice per year basis.
* **Achieved £150K savings –** E-Auction and re-negotiation on Transportation costs and Packaging spends
* **Increased Productivity** **by 30%** - focus groups and Continuous Improvement philosophy
* **Downtime reduced by 51%** - over 2 years, returning 2,600 machine hours on equipment ranging in age from 40 years to 5 years
* **Macerator Assembly** – Build time reduced by 50%, Supply based also reduced by 50%

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| **European Operations Development Mgr** | | | Jabil Circuit | | | **2001 – 2005** | |
| Turnover | **$10Bn** | Employees | **300,000** | Team | **5** | Budget | **n/a** |

Lead Manager within Operations Development, responsible for Manufacturing. Working in Europe on recent (Marconi & Philips) factory acquisitions. Working with key senior operational and functional management locally to integrate the original sites into the Jabil practices – Liverpool, Italy, Hungary, Austria, Poland & France.

* **Site turn-around - Took** a Hungarian site which was classed as Red [ready to close] to Green [Keep], over a 24 month period, working with multiple functions and teams. New customers introduced
* **Scrap reduction of 20% -**  In 3 months at Italian site on a Fibre Optic product implemented focus and practices to enhance customer satisfaction where product stayed on site, where previously customer wanted it removed to another
* **WIP reduction of 30% -** through process mapping, re-organisation

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| **Operations Manager** | | | Motorola Mobile Devices | | | **1993 - 2001** | |
| Turnover | **$2Bn, Site** | Employees | **360,000, Global** | Team | **140** | Budget | **£3m** |

Responsible for operational performance of 2 major production lines within the Scottish facility on a 24/7 basis. Site produced at its peak 18M mobile devices per year.

* **Mini Business Unit –** setting the Vision and Targets for a cross functional team – Operators, Engineering, Materials, Quality
* **Change management programme –** impacting the site, working with HR specialists, worked to create a clearer vision and subsequent content and style of materials, and delivering to key personnel for on-going dissemination
* **New Product Introduction –** brought on line a new product 4 weeks early

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| **Plant Manager** | | | Avex Electronics | | | **1992 - 1993** | |
| Turnover | **$1Bn, Group** | Employees | **50,000, Global** | Team | **120** | Budget | **£1m** |

Managed one of the 3 plants within the Scottish site. Predominantly the site was Low Volume High Mix and New Product introduction. Responsible for Production, Engineering, Materials, Quality and Customer Interface

* **Closed nightshift –** Through re-organisation and efficiency improvements this shift was not required
* **Moved facility –** As part of a Strategic Campus approach, re-located original site 2 miles away to integrate better with the other sites. Customer impact was zero.
* **Strategic customer win –** was the first site to win business from a major electronics business through utilising shop floor employees as part of the customer presentation

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| **Operations Manager** | | | Hughes Microelectronics Europa Ltd | | | **1989 - 1992** | |
| Turnover | **$10Bn, Group** | Employees | **150,000, Global** | Team | **90** | Budget | **£1.3m** |

Primarily a Defence based site, as part of the wider general Motors family. Services offered were design, Semiconductor, Hybrids, Flex-Circuits, Connectors and System Integration.

* **Semiconductors** – Operations Manager for Photolith, Diffusion, Wet and Dry Etch, Finnish
* **Hybrid Commercialisation -** Moved a separated more commercially focussed business into new facilities and engaged with automotive supply base
* **Flex-Circuits –** Reorganising an older established business, material control**,** production planning

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| **Production Foreperson** | | | Motorola Semiconductors | | | **1983 - 1989** | |
| Turnover | **$25Bn, Group** | Employees | **350,000, Global** | Team | **40** | Budget | **n/a** |

First graduate recruit into the Operations team. Learning all aspects of semiconductors – Photolithography, Diffusion, Metal coating and general man-management. The site operated 24/7.

**LEISURE INTERESTS**

* Cycling – taking the easier option but still enjoying
* General Keep-Fit – previously ran Marathons and ½ Marathons
* Reading – business books and various magazines
* Cooking – capable of following a recipe and enjoy the creative outcome
* Music – a wide range from Jazz, classical and modern
* Golf, Member of The Williamwood Golf Club since 2002