**Derek McIntyre**

Mobile: 07831 718892 ~ E-mail: derekmcintyre72@yahoo.co.uk [uk.linkedin.com/in/derekmcintyre/](http://uk.linkedin.com/in/derekmcintyre/)

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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 & technology settings. Adding Value through customer focussed needs. Understanding of working within a Private Equity and Venture Capital arena. | Experienced at Board / Trustee and Executive levels. Sets clear vision by providing the correct environment and support to encourage 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. |

**Career History**

**Jan 2020 – present Director - The Improvement Partners Ltd**

*Offering a pragmatic approach to SME’s by way of a pragmatic “working with” approach through our philosophy of we LISTEN, we ASSESS, we DELIVER & we ENABLE*

**Nov 2019 – present. Director – Improve Associates Ltd**

*Offering executive Coaching to Senior members of organisation to assist in their current careers, future careers or over-coming issues that are presenting issue*

**Apr 2018 to May 2019 John McGavigan Ltd - Plant Director**

*John McGavigan Limited is a global business developing and manufacturing a range of technical plastic components and assemblies used in automotive interiors.*

*Turnover £30M; Employees 500; Team 250*

The Plant Director was a newly appointed position in the UK with direct control over all aspects except for Finance and Sales. This position was created to modernise the process and culture of the company and lead the business in a growth path over the coming years.

**Achievements:**

* £250K savings plan through Yield Improvement on top 5 products in a 12-month period
* £50K saving by removing external sort-house
* £32k saving in a 2-month period once Variable Cost Control put in place
* 9 Lean Six Sigma Yellow Belts Trained with year-end target of 20 i.e. 10% of workforce
* Created Strategic Road map for 12 months laid out with Quarterly segments
* Increased Communication process – Quarterly, Fortnightly round-tables, Employee survey
* Introduced Kaizen at local team levels

**Mar 2017 to Apr 2018 Forterra PLC - Independent Consultant (Interim)**

*Turnover £300m; Employees 1,800*

Forterra was recently listed on the AIM market, having been a PE-backed business with Lone Star.

Being a traditional business with a history of Command and Control, the new company recognised it needed to progress to a more inclusive and entrepreneurial management approach at site level.

This would involve coaching the Senior Site Team to firstly be aware of their own capabilities and then to gain confidence in managing in a different environment.

**Achievements:**

* Utilised tools such as – Thomas International Personal Profile Analysis [DISC], Myers &Briggs, Belbin etc for the Senior team and provided feedback
* Identified gaps from Required working to Actual ways of working and coached the team to agree ways to close the gaps
* Created a Behaviours Charter for both Internal and External [Head Quarters] communication
* Implemented Communications program which had not existed
* Trained site on Problem solving – 5Whys, Brain Storming, Fishbone and set projects in place
* Created a “War Room” and morning Huddles to ensure clear goals and progress was monitored on a daily basis

**Feb 2016 to Oct 2016 Hygenius - Operations Director (Interim)**

*Hygenius was a new company based in Holland, bringing innovative products to the single-use infection control medical market.*

My role was to assist and advise on the selection of contracted partners from a manufacturing and supply chain capability focussing on Europe and Asia. I was also involved in providing input to the quotation process and technical inputs for the unique macerating mechanism to consume used products.

**Sept 2014 to Dec 2015 M2fx Ltd - COO (Interim)**

*Turnover £5m; Employees 30; Team 25*

M2fx a Fibre Optic Cable Manufacturer was PE-owned and had grown rapidly in the previous 18 months (grew revenue 4.6 times), achieving profit in the last quarter of 2014.

The leadership team recognised that unless the functions behaved 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 to set a new vision and practices to match the needs of a fast-growing business.

**Achievements:**

* Replaced Supply Chain Director and Team – Salary savings ~ £20k
* Released 8% of warehouse pallet space through assessment of age/usage/value.
* Re-Organised storage locations – error rate dropped from 16 error/Wk to <1/Wk.
* Freed up 30 Sqm of floor space by having reel supplier hold stock off-line on a call-up basis.
* With new personnel saved £55K in 7 months
* Adding & training 3 x team leaders
* Introduced New standard Operating Procedure Format
* Examined off-shore Design capability (India)
* Worked with external Academic sites for stage 2 development of High-Speed Grooving.

**2011 – 2014 Vernacare - Global Operations Director**

*Turnover £30m; Employees 220; Team 100*

As a member of the Main Board, I assisted in aligning the needs of the International expansion while still maintaining core operational capability within the UK facility.

Responsible for Operations, Engineering, Quality, Warehouse/Distribution, Macerator Assembly R&D and Design.

**Achievements:**

* I established a North American Sub-Contract capability. Working with the North American VP & CFO, I established a Manufacturing Agreement with a partner to serve the North American market using technology not available within the UK business. This facility reduced distribution costs and opened up America with an improved quality product to compete.
* Created a Cost to Serve Model – to enable models of various scenarios to be examined to then assist in identifying the optimal supply chain to serve current and new international markets most cost-effectively.
* Continuing to drive out cost within the UK – Proposed through further automation investment, taking the finished products from the production lines, and then efficiently moving materials within the warehouse and distribution area. I proposed the removal of a further 20% of heads saving circa £400K/Yr

**2005 – 2011 Vernacare - Operations Director**

*Vernacare is a Private Equity funded business having gone through 3 such sales in 9 years previously. It is the globally recognised leader in supplying innovative Infection prevention solutions to the medical communities.*

*Turnover £25m; Employees 240; Team 150*

The position reported directly to the Group CEO and was a member of the Operational Executive Board, with full P&L responsibility.

**Achievements:**

* £1M - salary costs saving 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 product weight reduction programme, Process management
* Achieved £150K savings through E-Auction and re-negotiation on Transportation costs and Packaging spends
* Increased Productivity by 30% using 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%
* Increased Accountability for Performance – Re-clarification of roles, the 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
* 7 Black Belts, 7 Green Belts trained in Lean Six Sigma

**2001 – 2005 Jabil Circuit**

**European Operations Development Mgr**

– worked in UK, Italy, Austria, Hungary

**1993 – 2001 Motorola Mobile Devices**

**Operations Manager**

**1992 – 1993 Avex Electronics**

 **Plant 3 Manager** – LVHM facility

**1989 – 1992 Hughes Microelectronics Europa Ltd**

**Operations Manager**

**1983 – 1989 Motorola Semiconductors**

**Production Foreperson**

**Qualifications**

* Masters of Business Administration (MBA)
* BSc (Hons) Production Engineering & Management
* HND Mechanical Engineering & Management
* ILM (Level 7) – Executive Coaching
* Thomas Personal Profile Analysis [PPA] Practitioner

**Membership**

* Member of the Institute For Turnaround (I.F.T.)
* Member of the Institute of Directors (I.O.D.)
* Lay Council Member of The Law Society of Scotland since June 2017
	+ Finance Sub-Committee, Jan’20 to date
	+ Trustee – Pension, Aug’20 to date

**Professional Development Courses**

* I.O.D. – Certificate in Company Direction
* I.O.D. – Diploma in Company Direction
* I.O.D. – The Role of the Non-Ex Director
* I.O.D. – The Role of the Chair (Pending, November 2019)
* PwC – Operational Excellence/PERFORM programme

**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 TMMX Awards - Manufacturer of the Year - 2014, 2015, 2016, 2018, 2019