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## Profile

- Interim Managing Director/General Manager delivering business improvement and change to high tech engineering, manufacturing and service businesses.
- Completed ten interim assignments since 2002 delivering combined savings of over £5m p.a. Three post-acquisition assignments and six with major international groups.
- Track record of leading strategic review and change, mergers, re-organisation and moves. As an Interim, completed seven management re-organisations, seven operational moves and recruited five new business leaders.
- Over 20 years international management experience of sales and marketing, operations, projects, technical support and customer service teams. Managing Director of Trend Controls Ltd (300 people) 1996-98 and then Roxspur plc (600 people) 1998-2001.
- A Chartered Electrical Engineer with extensive experience in the distribution, installation and support of computerised process control, telecommunications, robotics and surveillance systems in production, utilities, building, defence and security applications.
- Member of the Interim Management Association Institute and the Institute of Interim Management. MOD Security Cleared 2007.

## Key Recent Career Achievements

- In 2008/09 Interim Director of TV Broadcast Camera Robotics division of a UK Plc. Led existing team to achieve 35% sales growth. Recruited new Management team.
- In 2007 Interim Customer Services Director for a major UK defence company. Exceeded full year profit target by 25%, made savings of £250k p.a. and recruited permanent successor. Part of a Supply Chain project team saving £1.5m p.a. Led another restructuring programme and implemented a site move in 3 mths saving over £2m p.a.
- In 2006 integrated a recently acquired CCTV company into a business to save £250k p.a. whilst achieving full year sales, P&L and business & product development targets.
- In 2005 merged three industrial printing companies to save £240k p.a.
- In 2004 as post acquisition MD led a manufacturing rationalisation which resulted in £750k p.a. savings, still ensuring all deliveries met including a \$1m project to Thailand on time.
- In 2003/04 restructured a £7m industrial resistor business to deliver £500k p.a. savings.
- In 2002 restructured a £7m safety systems manufacturer delivering £650k p.a. savings.
- In 2001 led the sales of 5 manufacturing companies (Roxspur).
- 1999/2000 -Improvements at Roxspur saved £2m p.a. and reduced working capital by £1.6m. Five separate businesses combined to form RM&C (£13m sales £1.7m profit)
- Manufacturer of metering and controls moved completely to a new purpose built facility. From 1998 to 2001 sales increased by 30% and profits improved from £0.5m to £1.9m.
- 1996-1998 M.D. of Trend. Grew sales from £26m to £35m and profit £3.9m to £6.8m.

## **Interim Management Experience 2002-2009**

### **July 08 to Feb 09 – Interim Business Unit Director – Camera Dynamics Ltd**

Camera Dynamics Ltd supplies camera support products for international TV broadcasting, film and photographic markets. Employed to immediately cover the vacant Business Unit Director position for Vinten Radamec (Robotic Systems).

- Quickly assumed responsibility for the world wide robotics business (40% growth in 2008). Led a core team of 35 people involved in sales, marketing, product management and development and customer service. Improved business processes to quickly close down issues, install systems on-time, improve cash collection by £300k and introduce new robotics products. Member of the Key Management Team of Camera Dynamics (500 people), part of the £130m Broadcasting Systems Division of Vitec plc.
- Restructured the team to provide clear focus and accountability and recruited a new Commercial Manager, an NPD programme manager and the new Head of Robotics.

### **Aug 07 to Feb 08 – Interim Director – Thales UK Ltd (Defence and Law Enforcement)**

Following previous assignment retained by Thales to implement two change programmes:-

- Integrated part of the company into three other business lines in 3 mths, fitting out a secure new office and moving over 80 people with no disruptions to key customer programmes. 40 roles were made redundant saving £2m p.a., whilst acting a major catalyst for change.
- Led a team to carry out feasibility study and then transfer a railway signalling business in Thales Communications to another Thales division as part of a world wide strategic rationalisation. The business & 20 people (under TUPE) were transferred as planned.

### **Jan 07 to Aug 07 – Interim Director Customer Services- Thales UK Ltd**

Employed to manage Thales Communications UK Customer Service Business (£18m sales), help recruit permanent successor and actively participate as an Exec Board member of the £100m UK Communications business. Became MOD SC Security Cleared.

- Managed the service business and recruited successor (commenced August). Full Year Contribution was £2.9m (25% above budget). Minor reorganisation saved £250k p.a.
- Part of a project team which delivered improved customer service and cost reductions of £1.5m p.a. by combining product assembly, test, repair and field support.

### **Nov 05 to Nov 06-Interim Managing Director -Visioprime Ltd (CCTV systems)**

Employed by Centerprise International (C.I.) following their acquisition of Visioprime Ltd.

- Achieved sales targets and exceeded P&L full year objective by £100k. Moved Visioprime from Woking and integrated it into CI in Basingstoke saving £250k p.a. Visioprime achieved break even in Oct 2006 for the first time from previous full year losses of £700k.
- Successfully launched a new MPEG4 DVR. Ensured other products were RoSH compliant. Recruited new Head of Sales. Introduced new Visioprime Integration Partner (VIP) scheme. Doubled number of active UK VIPs, established partners in Germany, Italy and the M. East.

### **Aug 05 to Oct 05– Interim Manager – Fine Cut Ltd (Industrial printing business)**

Successfully led a post acquisition reorganisation following the purchase of two other printing companies in 2005. Profits improved by £240k pa at a total cost of £70k.

### **Dec 04 to Date - Business Consultant – eCom90 (Information Technology)**

Retained by eCom90 to advise on business strategy and market positioning.

### **April 04 to July 04 (4 Months) – Interim Managing Director for Guyson Group**

Employed by Guyson International after their acquisition of Kerry Ultrasonics in April 2004

- \$1m project delivered to Thailand 6 weeks ahead of previous plan. Ensured handover and collection of £250k on UK project. All other scheduled deliveries out on time.
- Presented plan to employees to move manufacturing to Guyson International in Skipton, close the factory and set up local support office with estimated savings of over £3/4m per annum at a cost of £300k. Successfully led transfer process affecting 30 positions

### **June 03 to March 04 (10 Months) - Interim M.D. for Cressall Resistors, part of Halma plc.**

Cressall is the leading UK supplier of Industrial and Transit Power Resistors.

- Full year sales grew by 40% to £6.6m. Industrial Resistor sales grew from £2.8m to £3.8m and profit from £100k to £350k. 4 new products launched. Recruited new M.D.
- Implemented closure of the loss making Transit Resistor factory in Norfolk, transferring production to a similar group operation in the U.S. Managed the consultation process and site closure. Savings were £500k p.a. Established European Customer Support team.

### **Jan 03 to May 03 (4 months) - Interim M.D. for Kerry Ultrasonics, part of Halma plc.**

Kerry is a leading UK manufacturer of industrial ultrasonic cleaning systems.

- Managed the business, formulated future strategy and budget and recruited permanent M.D. and Sales and Marketing Director. 2 Major contracts delivered to Scandinavia and Thailand.
- Breakeven final quarter, following prior losses. Overall £200k p.a. savings at a cost of £30k.

### **April 02 to Dec 02 - (9 months) Interim M. D. for Klaxon Signals Ltd, part of Halma plc.**

- Reviewed Klaxon's operations and recommended the future strategy for business improvement. Proposals were accepted by the board in July and implemented by Dec.
- This involved restructuring the company into two separate businesses and merging one of them with another group company, by moving that part of the operation from London to Manchester. 25 redundancies including 3 senior managers negotiated.
- The benefits realised were the formation of two new focussed companies with motivated workforces, £650k savings p.a. and sale of the site for £1.6m. This was at a total cost of £250k paid for in the year whilst still maintaining the same overall profit as the prior year.

### **Jan 02 to August 02 - Marketing Consultant by Visioprime (CCTV Systems)**

- Provided fundamental market research to support presentations and business plans. One such presentation led to a successful sale of the business in August to Novar PLC.

## Permanent Career

### **Nov 98 to Nov 01 - Group Managing Director, Roxspur PLC (Basingstoke, Hampshire)**

Director of all Group companies – Total sales £45m. Strategic and operational responsibility for Serck Controls (pipeline telemetry systems), Horstmann Controls (domestic metering and controls), RM&C (process instrumentation) and CT Composites (GRP and solvent recovery)

Complete strategic review and reorganisation of businesses (approx. 600 people) leading to

- Combining 5 separate companies to form RM&C. Major factory move to Sheffield from Basingstoke.
- Re-engineering of Horstmann and 180 people moved from old Bath site to a new factory in Bristol. .
- Reorganisation of Serck in 2000 achieving £700k savings p.a. and restoring profitability.
- Reorganisation of 5 CT businesses (UK, Italy, Holland, Spain, and France) for divestment.
- The appointment of 4 Managing Directors and introduction of common improved business practices.

In 2000 an opportunity arose to become part of an MBO team of 3 to take the business private. The offer was eventually withdrawn owing to uncertainties at Serck.

Subsequently the 3 Non Execs, Finance Director and I were tasked with the sale of Roxspur. Horstmann, RM&C and The CT businesses were sold separately in 2001. Serck was sold to a trade buyer in Feb 2002. Roxspur became a cash shell and was reversed into The Telecommunications Group in 2003.

### **May 96 to Nov 98 - Managing Director – Trend Controls Ltd (Horsham, West Sussex)**

Trend designs, manufactures and distributes worldwide, intelligent products and systems for measurement and control of the built environment. Trend is now part of Honeywell. In 1998 it was part of the Caradon Group with combined sales of £1.5 billion - mainly building products.

Responsible for all aspects of Trend (300 people) including Sales & Service, NPD, Manufacturing & Distribution. Achieved record results in 1997 (£31m sales, £5m profit) and 1998 (£35m, £6.8m)

### **Mar 90 - May 96 - Director - Sales and Service, Trend Controls**

Responsible for Trend UK sales and international distributors (150 total staff). From 1994 to 1998 total sales grew from £23m to £35m. MD of Trend SA (France) and Trend GmbH (Germany).

During 1991/92, implemented a major strategic change in the UK from direct supply to indirect installers. £10m of open contracts had to be completed and 200 staff were employed by the new VARs.

### **Mar 89 - Mar 90 Director - UK Operations Trend Controls**

Responsible for the whole UK direct contracting and field service operations with 300 people in 6 offices.

### **Jan 87 - Mar 89 – General Manager/Director - UK Operations North, Trend Controls**

Formed the Northern Division from scratch. Grew by 1989 to a turnover of £7m and 100 people in Manchester and Glasgow, from an initial team of 15 people. Full profit centre with Finance, Sales, Technical Support, Project Operations and Field Services. Appointed Board Director during 1988.

### **Apr 81 - Dec 86 – Project Manager, Field Service Manager - UK, Trend Controls**

### **Sept 76 - Mar 81 - British Steel Corporation - Scunthorpe, Lincolnshire**

Graduate Trainee, Shift Manager, Process Engineer, Area Computer Systems Manager.

## Qualifications

1976	B.Sc. Control Eng. Sheffield Hallamshire University
1982	M.I.E.E. Chartered Engineer (now M.I.E.T)
2004	M.I.I.M. Full Member of Institute of Interim Management