

ALAN HOLLIS

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A MANAGING DIRECTOR with a proven record identifying key drivers and developing effective strategies to turn around performance, efficiencies, revenue and profitability in multisite, international manufacturing and engineering businesses.

2008-Date **DELORO STELLITE Ltd** – *T/o £40m, manufacture of high grade cobalt and nickel alloy industrial consumables, division of Deloro Stellite Group, t/o £220m.*

Managing Director, Materials Division

Headhunted to take P&L responsibility for two manufacturing sites in UK and USA and global sales.

- Developed a new low cost manufacturing strategy for the division, rationalised products across 3 sites and matched production locations to market needs.
- Engaged the work force in operational improvement projects and reduced unit cost of manufacture by 20% and negotiated 10% wage/salary reductions in a unionised environment.
- Grew sales volume in the global powder business by 15% within 1 year.
- Delivered purchasing savings of over £200k p.a. through e-auction, supplier rationalisation and contract re-negotiation.
- Identified and implemented strategies to differentiate Deloro Stellite products from the competition by offering added-value services and enhanced customer service.
- Restructured the organisation to maximise synergies and consolidate departments allowing performance improvement and SG & A cost reductions.
- Delivered annual cost savings of £750k, and maintained profitability at 2008 levels despite a 15% sales volume reduction in 2009 and grew market share in a recessionary environment.

2007-2008 **WEIR MATERIALS AND FOUNDRIES** – *T/o £25m, manufacture of complex engineered castings, materials stockholding and project management. Division of the Weir Group Plc.*

Managing Director

Headhunted to grow and develop the two businesses, subsequently to prepare for closure or sale.

- Developed and implemented a new pricing strategy creating profitable growth and eliminating low margin work.
- Rapidly identified the key issues adversely affecting the business and reorganised and re-motivated a 'traditional' management team and workforce to address them.
- Used lean tools to improve manufacturing, increasing throughput by 30%, quality performance by 50% and reducing stock by £2.5m (35%).
- Gained market share and improved the profitability of the stockholding business by focussing on customer service and utilising low cost sourcing of high value added components.
- Enhanced Health and Safety reducing Lost Time Accidents from 5 per year to zero.
- Turned around the foundry business from a £1m p.a. loss to breakeven and improved EBITDA at the materials business from 10% to 14% within 1 year.
- Radically improved the performance and culture of both businesses avoiding the need for closure and allowing a successful trade sale of the division.

2007 **COMMATECH Ltd** – *T/o £6.5m, manufacture of fabricated assemblies and machined components.*

Managing Director

Headhunted to turnaround and grow the business.

- Identified and targeted areas of needed improvement and reorganised the business to focus on working capital management and profitable growth.
- Developed a long term growth strategy to capture new customers and diversify the customer base and improve new product development to increase turnover and market share.
- Introduced 'lean' manufacturing and significantly improved ERP system utilization and effectiveness to control the operation, reducing stock by 16%.
- Implemented price increases with customers, renegotiated adverse terms on existing long term agreements and emphasised higher added value business.
- Increased turnover by 27%, and operating profit from (1.3%) to 6.4%.

- 2004-2006 DONCASTERS FORGINGS & CASTINGS** - *T/o £55m, multisite cast and forged component manufacture into aerospace, gas turbine, medical, oil and gas, power generation and automotive sectors.*
Managing Director
 Headhunted to take full P&L responsibility for the international division and maximise financial performance prior to sale.
- Successfully rationalised four sites to three maintaining full business continuity and realised £25m from sale of the site and rationalised the sales and finance functions from 4 discrete organisations to one realising £1m p.a. cost savings.
 - Developed product range margin analysis and introduced improved commercial/pricing agreements.
 - Introduced a low cost sourcing strategy from central Europe and India for low margin products and saved 16% on purchasing through e-auctions and renegotiations.
 - Implemented lean manufacturing improving productivity by 20%.
 - Set up Doncasters Manufacturing Services from 'scratch' and increased value added turnover from £300k to £3m in 18 months thereby reducing dependence on subcontractors.
 - Enhanced market share by securing long term agreements with major customers including Rolls Royce, Solar, ITP, Alfa Laval, GE and Siemens and by introducing the development of 'engine ready' parts.
 - Identified sales growth opportunities which increased market share and led to a 48% increase in turnover from 2004 to end 2006.
 - Increased profitability from 5% to 11% and created a business with predictable results allowing a successful sale.
- 1998-2004 FIRTH RIXSON FORGINGS** - *T/o £37m, manufacture of forged and machined components mainly to aerospace, and automotive markets.*
2002-04 Managing Director, Darley Dale and Hungary.
 Promoted to take additional responsibility for the new Hungarian facility.
- Developed the Hungarian manufacturing facility improving overall equipment effectiveness from 30% to 75% and increased turnover from £1m p.a. to £6m in 12 months.
 - Improved turnover by 15% by implementing growth strategy to increase market share.
 - Improved profitability in Hungary from a loss to over 20% EBITDA with negative working capital and in UK from 10% to 14% EBITDA with 5% working capital.
- 1999-02 Director & General Manager, Darley Dale**
 Promoted to take full P&L responsibility for the site.
- Changed a traditional, heavily unionised business, implementing flexible working practices, new pay structures and realised 20% productivity improvements.
 - Introduced lean manufacturing, reduced lead times by up to 75% and improved on-time delivery to over 95% and improved customer relations through focused account management.
- 1998-99 Operations Director – Darley Dale and Tinsley**
 Recruited to transform and turnaround a traditional engineering business.
- Successfully closed the Tinsley facility and consolidated operations at Darley Dale, on-budget and without any business disruption.
- 1988-1998 T&N Group – T/o \$1bn, automotive components manufacturing.
1996-98 Operations Manager – AE Goetze**
- Improved productivity by 20%, quality performance by 50% and achieved 95% on time delivery.
- 1995-96 Product Engineering Executive, Piston Products**
- Introduced standardisation and transferred manufacturing best practice through the global business.
- 1990-95 Principal Engineer, T&N Technology**
- 1988-1990 Research Fellow – BIRMINGHAM UNIVERSITY**

QUALIFICATIONS: Ph.D Metallurgy, Leeds University; B.Sc. Metallurgy, Leeds University.
 MBA, Loughborough University; Chartered Engineer.

PERSONAL: British. Married, 2 children. Willing to relocate.

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