

**Rapid Impact - High Value Add**

*Business Transformers Ltd*



*transforming innovation into value*



Tel:- +44 (0)794 1161321 Fax:- +44 (0) 1225 444928 e-mail:- [r.d.johnson@bustrans.co.uk](mailto:r.d.johnson@bustrans.co.uk) [www.bustrans.co.uk](http://www.bustrans.co.uk)

## **Robin Johnson**

### **Business Improvement Consultant & Interim Executive, NPI & Engineering Project Manager/Leader**

- ⚡ Business Improvement
- ⚡ Innovation Value Maximisation
- ⚡ Mentoring
- ⚡ SME specialist
- ⚡ Rapid Impact/High Value Added

#### Expertise

- ⚡ **Business Improvement**, business generalist addressing business flow, processes and waste in all its forms - human, material and time. Skilled in change identification (growth, new product, new market, or key personnel change) and implementation, plus post change realignment of people, processes and skills. Specialist in output maximisation and forecasting to enable business to be aligned with its market. Leader of strategy definition and planning. Services offered as Consultant or Interim (with implementation & delivery). Business Improvement successes include, STS, Oxford Instruments, Vislink, Excelerate.
- ⚡ **Project Management**, scientific, NPI and Operations projects a speciality, with teams as large as 40 spread across 3 continents and as small as 3. Special skills in driving accountability and team engagement using differing methods depending on the size and nature of the team.
- ⚡ **Innovation Value Maximisation**, driving project management and delivery from project definition through to the “market ready” phase thus maximising the value of Innovation. Successes include, STS, JPM, Oxford Instruments PLC, Metermimic.
- ⚡ **SME Specialist**, SMEs have special pressures in terms of cash flow, multiple roles, unofficial communications channels, growth and inter-personal issues and speed of business. The majority of Business Transformers Ltd’s clients are in the SME Technology segment.
- ⚡ **Coaching/Mentoring**, stand alone or as part of an Interim assignment to ensure the company has the tools to achieve the goals it has set. Coaching/mentoring can cover individuals, functional areas and indeed whole company. Mentoring successes, European Growth Coaching, Manufacturing Advisory Service, Oxford Instruments PLC, JPM, Orbis Ltd, a training company.

#### Sector Expertise

- ⚡ **Design & Manufacture, Technology & Science** – STS, Vislink, Oxford Instruments PLC.
- ⚡ **Custom Capital Goods Design Manufacture Commission** – STS, Oxford Instruments, Excelerate.
- ⚡ **Volume Manufacture & Distribution** – Redpoint Ltd, Thermalloy Inc, Curamik, ElboMec SRL.
- ⚡ **New Media Product Launch and Market Penetration** – JPM International Ltd.

#### Approach & Style

- ⚡ **Commercial** – focussed on bottom line impact.
- ⚡ **Direct** – clear and straightforward communicator at Board and Factory level.
- ⚡ **Motivating** – enthusiastic, can-do style, persistent & persuasive.
- ⚡ **KISS** – focussed on the simplest possible solution.

## Assignment History

**Mar 2012 - Non-Executive Director** – venture backed renewables company

**July 2011 – Growth Coach** – GWE Business West Ltd

- Growth Coach providing growth support for companies in South West UK funded by European Regional Development Fund (administered by GWE Business West Ltd).

**May 2004 - Consultant - Business Transformers Ltd., Interim & Consulting work**

- Various consulting work,
  - education
  - telecoms businesses
  - venture capital due diligence

**Mar 11- May 11 – CEO (interim) - Metermimic Ltd**

Small development company with unique remote data-logging product for utility industry

- Took control of in this pre-sales 5 person venture funded business.
- Drove Project Definition (for core product) for the first time defining key deliverables both to customer and funders.
- Reviewed project and formally identified risks and initiated mitigation programme.
- Developed 2 business plan scenarios for moving from R&D into trade (using risk mitigation steps) & secured 2nd round funding.

**Jul 06–Jun 10 COO & Main Board Member**

Surface Technology Systems Plc. (SPTS Ltd) (M£28 -180 people)

Initially an interim project from July –November 2006, converted to permanent and Full Board Seat in November 2006 – and to VP Operations Nov 2009 after reverse acquisition. Equipment selling price around M£2 per unit.

- Devised & implemented a whole company approach to driving up profits
  - Halved quality costs (M£2pa) in 3 months & cut further to <k£300pa over 18 months using project management disciplines.
  - Cut lead times by 25% (to 18 weeks) over 3 months and then halved (<12 weeks)
  - Reduced tool start up time by 75% (from 12 months to 11 weeks).
  - Developed negotiating position with major semi-conductor houses (TSMC, Xintec, Samsung, Lexmark, IBM) from one of subservience to a key vendor position.
- Led Engineering & Development
  - Led DfM project delivering 18% material cost reduction.
  - Using accountability meetings drove definition, development, integration and certification within a diverse team to deliver novel technology on time and under budget to IBM in USA.
  - Recovered a failing Japanese project in danger of incurring M£ penalty charges due to poor coordination between hardware and control systems. Pulled programme back from 3 months late to 3 weeks late (just in advance of penalty window).

**Oct 04 – Feb 06 Interim New Media Director - JPM International** (M£12 – 100 people)

Troubled designer and manufacturer of entertainment systems with only one significant customer and no penetration in near Europe. Company was running too many projects with too little revenue from each.

## Assignment History

- Outsourced Field Support activities, installed KPI's for successful project definition, restructured the development programme.
- Increased revenue by 220% in 8 weeks from a neglected product line.
- Delivered first new sales in Europe for >2 years by personal negotiation.
- Migrated product to Internet/Digital TV resulting in new revenue stream.
  - Negotiated contracts with television, ISPs & Internet traders.

### **Nov 04 - Nov 05 Non-Exec Director - Games Network Ltd**

This activity is subject to a strict confidentiality agreement.

### **May 04 - Sept 04 Interim Operations/Change Director**

#### Vislink Communications Ltd (M£20 – 130 people)

Manufacturer and designer of satellite communication systems suffering severe constipation after merger of 2 sites. Taking orders at M£1.5 per month but shipping <K£500 per month.

- Doubled factory throughput over 6 weeks - driving immediate cash flow and profit improvement.
- Reduced direct & indirect head count by 15%
- Installed S&OP bringing bookings and shipments into alignment over 3 months.

### **Jan 03 – Mar 04 Private Consulting Work**

Business and Marketing strategy consultancy – some examples of projects include

- Ran a number of major business projects including.
  - Quality improvement
  - Installed critical resource planning system

### **Apr 01 – Jun 02 Interim/Change Director**

#### Oxford Instruments – Superconductivity (M£45 run rate–500 people)

Manufacturer of superconducting magnet medical and analytical systems with selling prices up to M£6, suffering unpredictable lead time, poor equipment utilisation, low margins and poor material management. Overall M£7 annual loss.

- Championed Whole Company Approach to Business Improvement
  - Increased profit by M£7pa over 13 months without sales growth
  - Devised and implemented an end to end risk controlled plan covering design through to fulfilment (accuracy increased from <50% to >90% within 8 weeks), leading to full company S&OP.
  - Reduced lead-time by 60% using staged lean manufacturing programme.
  - Installed flexible shift structure/multi-skilling – increasing flexibility.
  - Cut manning by 30% to right size business & increase work rate.

### **July 00 - Mar 01 Interim/Change Director**

#### Oxford Instruments – Analytical (M£60 run rate – 80 people)

Loss making manufacturer of high value scientific analysis systems booking initially 16 and shipping 7 units per week. Most of the business management felt unable to communicate with the technology specialist.

- Profitability pushed from M£1.2 pa loss to M£7.2pa over 8 months (run rate).
- Devised & Ran R&D project to gain control over production quality for a highly technical product.
  - Quadrupled first pass yield from 25% to 90+% - using 6 sigma techniques.
  - Increased capacity 350% (to 24 units/week) using TACT and other concepts.

## Assignment History

### **Oct 97- Mar 00** President (3 year assignment - employed by holding company Bowthorpe PLC)

#### Aavid Thermalloy Inc- CNBU Texas (M\$110 – 700 people)

Initially Thermalloy Inc was the second largest supplier of thermal solutions to electronics industry world-wide (9 plants, 8 countries) and a subsidiary of Bowthorpe Group (later Spirent PLC). On acquisition by Aavid Inc became the largest provider (Aavid Thermalloy Inc - 15 plants in 8 countries).

- Increased profit 550% from 2% to 11% over 2 years prior to acquisition by:-
  - Growing sales 50%(\$) despite price erosion
  - Developing key customers (Intel, Dell, Delco, Boeing) M\$6-M\$45 in 18 months.
  - Launching Mexico manufacturing facility to achieve fast response/low cost balance 20% reduction in costs.
- Ran Worldwide (UK, USA, Italy, Hong Kong) R&D operation researching and developing new solutions to electronics industry.
  - Project managed design, marketing and sales of first heatpipe cooling systems into Dell computers (660,000 supplied in first year)
  - Developed and project managed novel low cost omni-directional cooling systems delivering product with \$0.50 cost price compared to competition of \$1.50.
- Received Company Award from Intel for “Fastest manufacturing ramp up in Intel history....”

### **1982 -Mar 00** Bowthorpe PLC (UK based multinational holding company – now Spirent PLC)

Various roles within the Group commencing in Engineering, but going on to Quality, Operations, and ultimately MD of subsidiary companies. Roles also included Group duties such as European Operations Director, and Thermal Group Engineering/R&D Director.

## Qualifications

BSc Univ East Anglia (Physics)  
PhD Univ East Anglia (Applied Physics – Metals)  
MBA Kingston Business School International Business and Mngt of Innovation)  
MInstP  
MIET  
CPhys  
CEng  
Various training courses