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MSc FCMC MIFT CQP FIET CEng

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SUMMARY

I engage clients' stakeholders to adapt fast, and augment value by restructuring, turnaround, M&A's and reengineering.

PROFILE

I am an accredited member of the performance and turnaround community.

I am a successful hands-on turnaround CEO, director, executive, consultant, project manager, industrial engineer, mentor and coach in UK and abroad.

I believe passionately that:

- De-motivation wastes what many claim are their most valuable assets
- Those who feel anxious, unskilled, excluded from decision-making, or unable to influence matters affecting them, will actively disengage and obstruct change
- Only our motivation, ambition and skill to innovate, limits our success
- We must engage, motivate and assist stakeholders to achieve our aspirations
- Leadership, strategy, management, teamwork and operations are key to success.

PERSONAL SPECIALISMS

BUSINESS STRATEGY & PLANNING; business reviews/appraisals, corporate culture, restructuring and rationalisation, corporate survival/recovery, strategic planning/business plans, acquisitions/mergers, business change management, organisational development.

OPERATIONS MANAGEMENT; implementation of change, manufacturing strategy, process analysis & design, production layouts, production methods/techniques, inventory management, just-in-time (JIT), lean operations, performance improvement, production planning & control, project planning/management, resource efficiency.

QUALITY MANAGEMENT; audits/assessments, business process improvement, integrated management systems, quality controls, quality management systems, self-directing team management, statistical process control, total quality management (TQM).

INFORMATION & COMPUTING SYSTEMS; management information systems.

ADVISORY ROLES

Coach, consultant, facilitator, mentor.

INDUSTRY EXPERIENCE

Private: engineering, apparel, footwear and textiles, ship repair, aluminium rolling and fabrication, machining and assembly, promotion fulfilment, and e-marketing Data Services.

Public: electricity generation, NHS/further education, local government, UK government.

ORGANISATION SIZE EXPERIENCE

A wide range from business organisations from micro/SME to FTSE100, but typically around 200 to 300 people, and UK agency employing 4,500 staff.

QUALIFICATIONS & TRAINING

- MSc Electronics Research
- BTech Power Engineering
- Work Study Practitioner
- NED Programme
- IoD Company Direction Diploma
- PRINCE 2 Practitioner
- Assessor EFQM Excellence Awards

PROFESSIONAL MEMBERSHIPS

- Chartered Engineer (Fellow)
- Institution of Engineering and Technology
- Certified Management Consultant (Fellow)
- Institute for Turnaround (Member)
- Chartered Quality Professional (Fellow)
- Institute Interim Management (Member)
- Textile Institute (Fellow)
- IET Mentor

OVERSEAS EXPERIENCE

- | | | |
|-----------|--------------------------|-------------------------|
| • Germany | Restructuring Executive | Alchemy Venture Capital |
| • Romania | Turnaround GM | UK SME |
| • Nigeria | Consultant | Wrangler Jeans |
| • India | Consultant | Development Agency |
| • USA. | Consultant / Facilitator | Marks & Spencer |

CAREER SUMMARY

Began as an apprentice; graduated in the electricity industry; awarded research MSc.

After trouble-shooter on power station construction, I joined operations research; trained as a scientific manager; raised productivity by planned maintenance and incentives. Joined consultants; raised ship repair productivity 30%. Moved to apparel manufacturing; managed first "turnaround" to profit and 250% output gain; made operations director then division CEO.

I changed career and joined US international consultants KSA and quickly made Principal.

After eight years and 35 clients, joined a client as Director; drove excellence in 5 businesses on 14 sites. Turned around an acquisition and grew it from 5th to 1st in the market. Then undertook range of director roles including supporting insolvency practitioners.

Launched as portfolio adviser and executive in India in 1988. Appointed advisor to the M&S USA acquisition team while a director of a UK manufacturer. Typical assignments have been:

Turnaround GM Romania

Aluminium Fabrication: SME

- Solved a strike with incentive scheme and a financial crisis by stopping theft.
- Raised performance; sourced locally; recruited Romanian GM. Planned 350% growth

Consultant / Facilitator / Advisor to MD

Global sourcing of branded retail uniforms: plc

- Restructured, relocated, improved costs, processes in sales, merchandise, and sourcing
- Improved supply chain planning, margins, morale and customer satisfaction

Banking Review

Aluminium Casting and Rolling Mill: MBO

- Identified margin, product and management issues

Turnaround CEO & MD Global public transport seating: 7th generation family business and Bank

- Grew sales 10%; cut £1m cash, and staff 10%; made £1m profit turnaround. Sold

Consultant/Facilitator

E-marketing Data Services: Family start-up

- Family planned to quadruple sales and sell to MBO; demonstrated timescale unrealistic

Restructuring Executive

Compressed Air/Gas Solutions: Venture capital MBI

- Restructure to 5, 6 Sigma sites Germany/UK. 25 projects, released £20m site; cut £3.1m
- Company won Society of Turnaround Professionals award 2006

A&M Divisional Managing Director

Home Furnishings: plc

- Acquired brand on modern site to merge with two autonomous loss makers on old site
- Developed 3-year plan; merged operations; released village site for redevelopment
- Raised sales 12% and profit £900k; short-listed for STP 2007 award

Strategy Consultant - Facilitator - Coach – Local Employment Strategy

Preston City Council

- Many small businesses lacked business skills. Council feared catastrophic unemployment
- My report 'Training for Growth,' secured EU objective 4 funds.

Interim Development Manager

UK Government Agency

- Mail, call-centre and branch network; negotiated irregular compressed work, increased branch offer, service and efficiency; developed TQM for best practice

Organisation Consultant/Facilitator

NHS Cheshire Health Authority

- Implemented most suitable, cost-effective, technological, self-managed multi site structure of nurse training. Stakeholders accepted 'significant casualties'.