

Nicholas Southcott

Nic.Southcott@gmail.com

Tel: 07886 981713

CAREER SUMMARY AND OBJECTIVE

An experienced SME Operations Director with a proven track record of driving bottom line improvements into all core business functions. Delivered strategic planning and analysis at board level and performance management at line level. A record of reducing overheads, improving efficiency and increasing turnover.

Demonstrated sustained change implementation and business turnaround through attention to detail, direct yet diplomatic communication and careful alignment of strategy and operations.

I have experience in, and an enthusiasm for, developing autonomous, motivated, well-trained teams and over 15 years of strategic planning and senior leadership experience. I am looking to move into a challenging, rewarding environment, with a forward-looking, ambitious company.

SKILLS

Operations Management

- Production Management >60man lines, Budget responsibility >£3.5m, multi-layered supply chain oversight.
- Capacity planning and resource management. Project Management
- Production risk analysis and mitigation to ensure delivery of product on time and to cost and quality targets.
- Use of behaviour driving KPIs to generate performance improvements at line level.
- Health and Safety focussed.

Business Management

- Strategic and Operational planning and implementation.
- Full P+L, balance Sheet, cashflow and budget accountability.
- Cost-cutting and restructuring. Successfully brought 3 loss-making business to profit.
- Translating strategic goals into production plans, quality targets and improvement projects.

Lean Implementation and Business Improvement.

- Coached / sponsored lean projects returning £40k savings per project. 6-sigma trained.
- Line recovery and improvement. Development of recovery plans and continuous improvement cultures. Demonstrated 7% - 20% productivity improvement across multiple lines.

EMPLOYMENT HISTORY

Vexcolt World, Norigin Research (and others)

Consultant 2017 - Present

Global Manufacturer and Supplier
of construction products

- International manufacturing facility sourcing and set-up;
- Business planning and strategic direction;
- Product development,
- MRP / MPS / Accounting software Set Up / Training.

Vexcolt UK Ltd

International Manufacturer/Supplier of
structural joints to construction industry

Director May 2018 - Dec 2018

General Manager - Aug 2015 - May 2018

Operations Manager Jan 2014 - Aug 2015

Fully accountable for business performance.

- Restructured company to reduce costs, improve productivity, increase sales, and simplify accounting process. Reduced overheads by 20%. Increased Gross profit by 6%.
- Management of time-critical, complex projects from conception to delivery.
- Embedded Lean Culture in the warehouse and procurement teams. Introduced hierarchical auditing processes to drive autonomous improvement.
- Re-aligned the supply chain to work for the business reduced production costs of key line by >30%.
- Streamlined product design, testing and introduction of new products.
- Alignment individual and departmental training, roles, and targets to drive strategy.
- Developed and implemented sales strategy for failing UK market. Increased UK sales by 140% over a two-year period (2016-2017). Stabilised sales figures show consistent gradual improvement thereafter (10% - 2018).
- Business supplied products to large (>£100m), high profile construction projects. Critical attributes: Technical expertise, third party engagement, strong IT skills and an ability to take a bird's eye view when problem solving.

Princess Yachts International

Luxury motor yacht manufacturer

Sept 2008 - Nov 2013

Business Improvement & Analysis; Production Management, Employee Development, Manufacturing Engineering.

- Development of company-wide, behaviour-driving performance management tools and KPIs to enable up-to-date, low maintenance visibility of department performance against target.
- Production Management of 60-man line. Management of teams running across multiple sites.
- Developed business-wide capacity planning model.
- Coached management teams in use of KPIs to drive behaviour. Delivered savings of £180k
- Process and material improvements to deliver cost, quality and delivery benefits.
 - 50% reduction in supply part replacement orders through material flow improvement.
 - 10% productivity improvement through work flow and resource re-balancing.
- 33% W.I.P. reduction in tier 1 internal Supplier
- Product Development - NPI, DfM, process and material Improvements, quality analysis.

PREVIOUS ROLES

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|---|--------------------------------------|-----------------------------|
| Bac Bar Ltd, Plymouth | Owner / Operator: Bar & Club | June 2004 - Aug 2007 |
| ○ Increased turnover by 10% annually. Increased net profit by 30%. | | |
| Target Market Ltd, London | Owner / Operator: Restaurant & Clubs | Dec 2002 - Jan 2004 |
| ○ General Manager of £750k turnover business employing 40+ staff and contractors. | | |
| Capital Shipbrokers, London | Tanker Broker | May 1999 - Dec 2004 |

TRAINING

- Internal Lean Theory and Practice - 5S, TPM, SUR, Error Proofing, Flow, Pull and Standard Work. Mentored by Lean Consultant & Six Sigma Black belt.
- Lean Sigma Green belt trained.
- 'CMI Management' and 'Managing Health and Safety'

VOLUNTEER WORK

- Young Devon. Co-ordinating the specification, and installation of a new CRM system.

EDUCATION

- Bristol U.W.E. - BSC (hons) Psychology 2:1 (1998)
- Edinburgh QMC - HNC Politics, marketing and psychology

INTERESTS

- Sailing - recreational racing including Sigma 38, Hobie Cats, J24's, 16' clinker-built sailboats and a variety of dinghies
- Qualified Power Boat level 2, RYA Dinghy Sailing level 4.
- Hiking, camping, surfing.

Status: Married.
Clean UK driving license

Address: The Old Coach House,
West Buckland,
Devon. TQ73AF