

Phil Simister BSc (Hons) MEng MBA CEng MIMechE

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MBA-qualified, Managing Director/CEO/COO with a track record in the aerospace, automotive, electronics, capital equipment, contract manufacturing & consultancy sectors; and with extensive experience of a wide range of manufacturing disciplines & processes. A skilled and highly respected Business Turnaround Specialist & Change Agent; with an Operations focus; with Lean & Continuous Improvement skills; and with strategic-level project / programme management experience. Decisive and energetic with consultative management and charismatic leadership styles.

CURRENT/KEY ROLES

CONSULTANT – SPIRIT AEROSYSTEMS: NOV 23 to FEB 2024 AEROSPACE

Based at **Figeac Aerospace** nr Toulouse as the onsite representative of **Spirit Aerosystems** - supplying the critical mid-fuselage section of the **Airbus A350** - to recover manufacturing arrears. Key in early 2024 was highlighting & initiating recovery of a critical gap in the provision of titanium raw material, endangering \$22 billions' worth of **Airbus A350** deliveries.

INTERIM MANAGING DIRECTOR – MKW Ltd, SPE Ltd & TME Ltd CONTRACT MACHINING & FABRICATION

Stabilised the three contract manufacturing companies forming the **PRYME** Group operation at Newcastle – putting in the building blocks for recovery:

- **MKW Engineering** providing large scale precision machining & heavy fabrication, delivering customised solutions for oil & gas, defence & nuclear sectors
- **Stargate Precision Engineering** offering smaller precision-machined components for sectors including oil & gas, medical components and pharmaceutical
- **TME Hydraulics** and **MKW Site Services** providing support throughout the lifecycle of hydraulic systems and provided mechanical site support to local companies

INTERIM MANAGING DIRECTOR - MacIntyre Chocolate Systems Ltd CAPITAL EQUIPMENT

Recruited by **Probat GmbH's HDM Division** to turnaround its Scottish £7 million t/o subsidiary after three years of increasing losses. **MacIntyre** exports chocolate making machinery to a range of customers throughout the world, ranging from medium sized national companies to **Mars & Nestle**. Achieved break-even and a modest profit for FY16 after £1.2 million losses in FY15 by: implementing effective control/planning of production; reducing manufacturing lead times by over half across the complete range; reducing manufacturing lead times by a factor of five for the core product; introducing modular manufacturing methodology; delivering major plant on cost/time; implementing accurate pricing based on a proper cost analysis; concentrating on the elimination of outstanding warranty issues.

SELECTED OTHER INTERIM POSITIONS

- Plant Director – **Mabey Bridge Limited**: Turning around a plant supplying wind turbine towers to **Siemens, Nordex, Vesta & EWT**
- Operations Manager - **GKN Aerospace (Yeovil)**: Supplying structural components to **Airbus, Bombardier, Lockheed Martin, Spirit & Augusta/Westland**
- Programme Manager - **Cobham Composites**: Rescuing critical contracts for **Lockheed Martin, MBDA (BAE, Airbus, Leonardo) & Selex Galileo**

SPECIFIC SECTOR ROLES IN MORE DEPTH

2023/24

SPIRIT AEROSYSTEMS/HMH VISION – Supplier Recovery Consultant

See above.

2015

DAVALL GEARS – Consultant

Tasked with improving OTIF deliveries to validate aerospace sector AS9100 certification.

2012

CONTOUR AEROSPACE - Consultant

Supplying composite aircraft seating to the airlines for all the major types of passenger aircraft from **Airbus, Boeing & Bombardier**. The main assembly plant was struggling with deliveries from its composite manufacturing site at Camberley. Tasked with 'finding improvements' the key issue was found to be the quality of the pre-preg layup process resulting in production lead times varying between 3 days (planned) and 3 weeks (common) or even 3 months. Issues had been identified before moving on to Mabey Bridge as Interim Plant Director.

2010

GKN AEROSPACE (YEOVIL) - Interim Operations Manager

Brought in to settle the manufacturing operation after significant redundancies. The plant manufactured structural components for the aerospace sector - supplying **Airbus** with wing components & engine mounting shrouds, **Augusta Westland** with the Future Lynx fuselage, **Spirit** with general structural details for **Boeing, Bombardier (de Havilland Canada)** with engine nacelles and **Lockheed Martin** with bulkheads for the C130.

2009/10

COBHAM COMPOSITES - Interim Programme Manager

Rescued critical contracts for **Lockheed Martin, MBDA & Selex Galileo** following a formal letter of complaint from MBDA (**BAE/Airbus/Leonardo** - missiles), an unofficial complaint from **Selex Galileo** and critical programme delays for the **Lockheed Martin Apache Longbow** attack helicopter whose components were supplied through a sister **Cobham** company.

2009

B/E AEROSPACE - Bid Project Manager

Project Managed a \$3/4 billion contract bid into **Airbus** for stowage compartments on the **A350**.

2008

B/E AEROSPACE - Interim Operations Manager

Responsible for the manufacturer of aircraft interior trim for **Airbus & Boeing**. Achievements incl: delivering master production schedules for a production 'ramp-up' of a galley unit not produced for ten years; initiating continuous improvement process leading to 15% cuts in lead time for crew rest modules; and implementing risk assessments throughout the business unit.

2001-03

AMCHEM LIMITED - Head of Operations

Responsibility for the operation of world leading, niche supplier of machine tools to **Rolls Royce, Pratt & Whitney & GE** to drill micro-holes in gas turbine blades – see below.

1986 - 1992

ROYAL AIR FORCE – Engineering Officer (Flight Lieutenant) – see below.

PROFESSIONAL EXPERIENCE

Sectors & Processes

- Aerospace - **GKN Aerospace** (aircraft structural components); **Contour Aerospace** (business and first class aircraft seating for **Boeing & Airbus**); **Cobham Composites** (radomes for aircraft & missiles); **BE Aerospace** (interior trim); Capital equipment for **Rolls Royce, Pratt & Whitney & GE**; **Spirit Aerosystems** (aircraft structure)
- Automotive - **Johnson Controls** (automotive seating); **AE** (machined & electroplated piston rings); **ARRK** (composite body parts); **AE Oscroft** (automotive pressings)
- Capital Equipment - **Amchem** (machine tools for **Rolls Royce, Pratt & Whitney, GE**); **MacIntyre** (exporting to **Mars, Nestle** and national confectionery companies world wide)
- Contract Machining & Fabrication – **MKW & SPE** (oil & gas, defence & nuclear sectors)
- Composites – **Cobham Composites, Contour Aerospace, BE Aerospace, ARRK**
- Electronics, High & Low Vol assembly – **Guardall, Strand Lighting & PCB manufacture**
- Heavy Plant Fabrication - wind turbine towers for Renewables sector (**Nordex, Siemens**)
- High volume machining - automotive piston rings for **Jaguar, Vauxhall, Rover, Ford**
- High volume sheet metal - automotive pressings, aerospace details

Disciplines

- Production & Operations: Reduction in MacIntyre's manuf lead-time from 18 to 4 weeks
- Supply Chain: Reduction in Amchem's order lead-time from 50 weeks to 18 weeks
- ERP: Project managed & implemented MRP based ERP System (now MS Dynamics Nav)
- Change Management: Extensive practical experience of change management - specialising in getting at the roots of core problems and getting the basics right
- Lean: Modern manuf masters, Lean expertise with a pragmatic bias & Lean sponsorship
- Programme Management: Rescued **Lockheed Martin, MBDA & Selex Galileo** contracts
- Project Management: Managed \$3/4 billion contract bid for **Airbus A350** for B/E Aerospace
- Management Accounting: Designed product costing system for CD/DVD manufacturer
- Finance/P&L: Turned around significant losses for MacIntyre Chocolate Systems

CAREER

INTERIM/CHANGE MANAGER - Consultancy Assignments

2003 to date

- Nov 2023 to Feb 2024 - Supplier Recovery Consultant for Spirit Aerosystems (Tier 1 to Airbus)
- Sep 2018 to Jan 2019 - Interim COO AE Oscroft (automotive presswork)
- Jan 2018 to Mar 2018 - Interim Site Leader MPac Coventry (industrial automation)
- Aug 2017 to Dec 2017 - Interim Managing Director PRYME Group (Newcastle)
- Jun 2017 to Aug 2017 - Consultant PRYME Group (Newcastle)
- Feb 2016 to May 2017 - Interim Managing Director MacIntyre Chocolate Systems
- Oct 2015 to Jan 2016 - Consultant improving OTIF deliveries for Davall Gears (aerospace)
- Mar 2015 to Jun 2016 - Consultant ERP implementation - ARRK (automotive composites)
- Aug 2012 to Dec 2012 - Interim Plant Director for Mabey Bridge (heavy plant fabrication)
- Mar 2012 to Jul 2012 - Consultant with Contour Aerospace (composite aircraft seating)
- Jun 2010 to Oct 2010 - Interim Operations Manager for GKN Aerospace
- Oct 2009 to Mar 2010 - Prog Management rescuing critical contracts for Cobham Composites
- Feb 2009 to Apr 2009 - Proj Managing a \$3/4 billion contract bid into Airbus for B/E Aerospace
- Jan 2008 to Aug 2008 - Interim Operations Manager for B/E Aerospace
- 2005/6/7 - Various contracts with Birmingham City Council
- Jul 2004 to Nov 2004 - Consult recovering Greenfield operation for Carter Retail Equipment
- Jan 2003 to Feb 2003 - Design of a product costing system for TIB plc producing CD/DVDs

HEAD OF OPERATIONS: Amchem Ltd**2001 to 03**

Responsible for the manufacturing operation supplying specialist, 'niche' machine tools to **Rolls Royce, Pratt & Whitney & GE**. Key achievements were:

- Overhaul of supply chain with reduction in lead-time for core product from 40+ to 18 weeks
- Implementation of a new MRP based ERP System (Navision Attain - now MS Dynamics)

PRODUCTION MANAGER: Strand Lighting Ltd**1997 to 98**

Responsible for the manufacture of electronic control & electro-mechanical dimmer systems for a £53 million turnover company selling theatre lighting worldwide - automated and hand assembly of PCBs and final assembly of high value, low volume product.

PRODUCTION MANAGER: Guardall Limited**1994 to 96**

Responsible for the output of a £20 million turnover, medium/high volume manufacturer of electronic security equipment supplying **Chubb** group & independent installers - Automatic Component, Surface Mount & manual PCB Assembly, Final & Robotic Assembly Lines.

LINE MANAGER: Interconnection Systems Ltd**1993**

Employed by the largest manufacturer of Printed Circuit Boards in the UK - supplying printed circuit boards to the telecommunication and computer industries (**Hitachi, Sony, Motorola, IBM**) - as part of the team developing manufacturing, quality and personnel systems.

ENGINEERING MANAGER: Johnson Controls (Automotive) UK Ltd**1992**

Executive & financial management of planned maintenance activities, and the development of production equipment (chemical distribution, robotics & PLC controlled tracks), for a Tier 2 supplier of automotive seating for **Toyota, Nissan, Vauxhall & Rover**.

ENGINEERING OFFICER (FLIGHT LIEUTENANT): Royal Air Force**1986 to 92**

Six year Short Service Commission with responsibility for circa 100 personnel during four tours in UK & Germany: manufacturing/fabricating aircraft components, maintaining general eng equip, maintaining military aircraft & aero engines and supporting combat operations.

POST GRAD RESEARCH: HEPWORTH & GRANDAGE (AE Group)**1984 & 1985**

R&D for high volume manufacturer of automotive piston rings (machining and electroplating) supplying the major automotive engine manufacturers - **Ford, Opel/Vauxhall, Rover, Jaguar**.

Qualifications, Accreditations and Professional Development

- CEng MIMechE (Chartered Engineer - Member of the Institution of Mechanical Engineers)
- MBA - Graduate Business School, University of Strathclyde
- MEng Advanced Manufacturing/Business Studies - University of Durham
- BSc (Hons) Mechanical Engineering: 1st Class Honours - Sunderland Polytechnic

Referees

- Guenter Simon – ex CEO Hamburg Dresdner Maschinenfabriken GmbH (Probat Group)
- Brian Smith - ex CEO Continental Tyres UK & ex Independent Director BMC
- References from customers & colleagues - <http://www.linkedin.com/pub/phil-simister/7/198/243>

Personal Information

Driving Licence Full, UK

Nationality British

Interests Mountaineering (rock & ice climbing) & Music (singer & trombone player)