CAPABILITY & IMPACT PROFILE

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Lean Six Sigma Master Black Belt · Manufacturing & Operational Excellence · Commercial & Supply Chain Transformation

TransFormX

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Manufacturing is my home ground. Eighteen years on and around the shop floor, in aerospace, medical devices, automotive and industrial production, taught me where operations really lose money: in the flow, in the defects, in the stock and in the reporting nobody trusts. I find that money, prove exactly where it is going, and put in the process, data and governance that stops it. Lean Six Sigma Master Black Belt, certified Black Belt, and a live commercial P&L. The work is forensic rather than theoretical: transaction-level analysis, root cause proven with evidence, then a fix that holds because the reporting and the cadence around it are built at the same time.

What that means for a client or an employer: service levels that recover, margin that stops eroding, inventory that stops tying up cash, reporting that takes hours instead of days, and teams that keep improving after I leave.

CASH RELEASED

Savings and margin recovery you can see in the accounts, not in a slide. **£6.1m+ delivered, £17m+ of contract value protected.**

PERFORMANCE RESTORED

Throughput, quality and service brought back under control at pace. **Defects to zero, service to 97%, cycle times cut by half.**

CAPABILITY LEFT BEHIND

Dashboards, standard work and trained people that keep the gain after I go. **Belt programmes, governance, automation.**

SECTORS DELIVERED IN

Manufacturing · Aerospace · Defence · Medical devices · Automotive · Rail · Industrial supply

PROVEN IMPACT, RUNNING TOTALS

£17m+
Contract value safeguarded at extension

£6.1m+
Hard cost savings delivered to date

£53.6m
Opportunity framework built across 11 accounts

£29.4m
Annual plan and budget architecture owned

86% → 97%
On-time in-full delivery, 40 sites, one financial year

32% → 0%
Defect rate eliminated on a production line

32 → 4 days
Claims resolution time, DMAIC overhaul

4 wks → 2 hrs
Product update cycle, through automation

-40%
Back orders across £10m+ of inventory

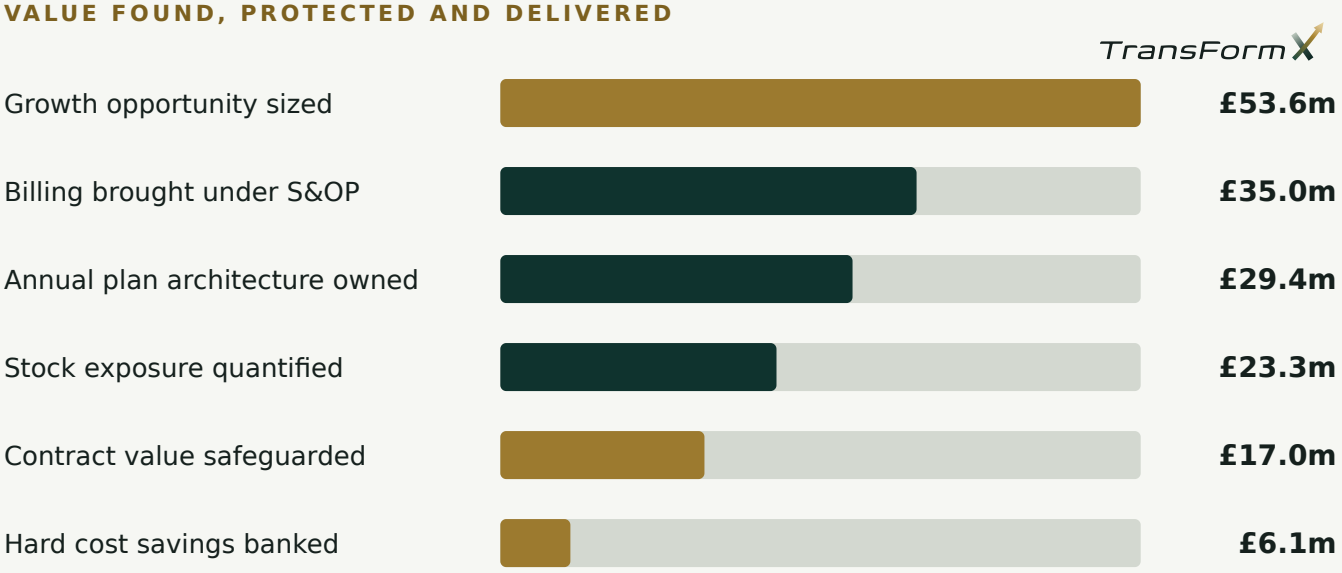
-47%
Manufacturing cycle time

-60%
Executive reporting cycle time

Zero
Major non-conformances across every ISO audit led

Savings total combines £4m supplier and procurement savings (Brammer Group), £2m+ delivered through a Black Belt project programme (BAE Systems F-35) and £150k+ from Kaizen-led reengineering (Booth Dispensers). Analysis base to date: 80,630 transaction rows, 17,468 SKUs, 214,096 employees mapped across 393 sites.

VALUE FOUND, PROTECTED AND DELIVERED



BEFORE AND AFTER, SIX REAL TURNAROUNDS

Late or incomplete deliveries

40 defence sites, one financial year

Before	**14%**
After	**3%**

Production defect rate

Cpk, Pareto and control charts

Before	**32%**
After	**0%**

Claims resolution time

DMAIC overhaul of the claims process

Before	**32d**
After	**4d**

Manufacturing cycle time

5S, work cell redesign, standard work

Before	**100**
After	**53**

Executive reporting cycle

BI dashboards and VBA automation

Before	**100**
After	**40**

Product update cycle

Manual routine rebuilt as automation

Before	**4 wks**
After	**2 hrs**

Cycle time and reporting shown as an index where the starting position equals 100. Every figure is drawn from a delivered project, not a projection.

HOW THESE NUMBERS ARE HELD

Every figure on this page ties back to a control chart, a KPI tracker or a signed-off baseline, not a one-off estimate. That is the standard the reporting is built to: numbers the board can query, not just read.

1. Lean Six Sigma & continuous improvement

Certified Master Black Belt (2018) and IASSC Black Belt (2016). DMAIC applied end to end: in factories, in quality systems and in live commercial books.

CAPABILITY	WHAT I DO WITH IT	PROVEN RESULT
DMAIC project delivery	Define through Control on cost, quality, delivery and margin problems, with a control plan that keeps the gain	**Claims resolution cut from 32 days to 4; defect rate cut from 32% to zero**
Value Stream Mapping & waste elimination	Map the flow, attack the seven wastes, break the bottleneck, cut lead time	**47% reduction in manufacturing cycle time; 50% faster product delivery**
Kaizen, 5S, Standard Work, Poka-Yoke	Run rapid-improvement events with the people doing the job, then standardise and mistake-proof the result	**20+ Kaizen Blitz events led; 25-40% process efficiency gains; £150k+ savings**
Root cause analysis & problem solving	5 Whys, Fishbone, Pareto, A3 and 8D into CAPA that closes the issue permanently	**35% reduction in compliance risk; repeat failures stopped at source**
TPM, SMED & equipment reliability	Autonomous maintenance, predictive routines and OEE discipline on the assets that constrain output	**20-23% reduction in unplanned downtime; 20% higher asset availability**
CI maturity frameworks	Build the framework that identifies, prioritises and sustains improvement instead of one-off wins	**CI Maturity Framework rolled out across a Centre of Excellence**
Takt and cycle time reduction	Balance takt to real demand and strip time out of the constraint rather than the whole line	**Optimal resource utilisation and higher throughput across multiple operational environments**
Kanban, JIT and Heijunka	Pull replenishment and load levelling so the line is fed without carrying excess work in progress	**Applied across production and supplier replenishment to cut inventory and smooth flow**
Hoshin Kanri and policy deployment	Cascade the strategic plan into the improvement portfolio so projects serve the business, not the tool	**Improvement portfolios aligned to KPIs with dashboard reporting and stage gate governance**

2. Manufacturing operations & production performance

Eleven years running production, quality and engineering on the floor. This is where the methodology was learned and where it bites hardest.

CAPABILITY	WHAT I DO WITH IT	PROVEN RESULT
Throughput & work cell design	Rebalance the line, redesign the cell layout, take the non-value-added motion out of the operator's day	**Daily output up 20%; manufacturing cycle times down 47%**
Quality at source	PFMEA, critical control points and mistake-proofing built into the process rather than inspected in afterwards	**In-process defects down 15%; defect rate taken from 32% to zero**
Maintenance & reliability	TPM, RCM and condition-based maintenance with vibration analysis and thermography on the assets that constrain output	**Downtime down 20%; MTBF up 25%; asset availability up 20%; unplanned failures down 40%**
New process introduction	SMED and Kaizen to bring a new production process on line without losing output during the transition	**New foaming insulation process delivered ahead of schedule with output up 20%**
Planning, SAP & technical data	SOPs, routings, BOM and drawing integrity so the plan the floor receives is actually buildable	**20+ SOPs optimised with CAD visuals, cutting scrap by 5%**
Process integration	Consolidate duplicated production processes without losing quality or volume	**Equipment usage down 50% and headcount down 25% with output held**
Safety on the floor	Permit to work systems, risk assessment and FMEA-led hazard control in high-risk production environments	**NEBOSH certified; PTW system owned across a regulated site with clean audit history**
OEE and performance measurement	Measure availability, performance and quality honestly, then attack the biggest loss first	**OEE improved alongside a 20 to 23% cut in unplanned downtime**
5S and visual management	Organise the area so the standard is obvious and drift is visible within a shift	**Production areas restructured to remove non-value-added activity, cutting cycle time 47%**
Engineering and production collaboration	Put engineering, production and quality on the same problem with RCA and PFMEA as the shared language	**Recurring bottlenecks and process inefficiencies resolved across multiple production lines**

3. Forensic data analysis & statistical control

Minitab, SigmaXL, SPC and custom Excel models. Where others report a symptom, I prove the cause at transaction level.

CAPABILITY	WHAT I DO WITH IT	PROVEN RESULT
Forensic transaction analysis	Interrogate every line of movement, credit and invoice data to isolate where value is actually being lost	**£263k credit crisis resolved: 97% of value proven to sit in 2 SKUs, a cause internal teams had missed**
Margin leakage detection	Negative-margin audits, surcharge modelling and price-integrity checks across the whole book	**£57,567 of margin leakage quantified across 181 products; £40k/yr surcharge exposure mapped**
SPC & process capability	Control charts, run charts, Cp/Cpk studies and capability monitoring to hold a process stable over time	**Sustained defect reduction and process stability in regulated manufacturing**
Advanced statistics	Regression, hypothesis testing, ANOVA, Gage R&R and Design of Experiments to settle arguments with evidence	**Decisions on pricing, supply and range made on tested data, not opinion**
Opportunity sizing & market mapping	Build the addressable-market methodology from the ground up, then map it to site level for pipeline	**£5.6m opportunity identified at 4.7% penetration; 363 whitespace sites exposed from 393 mapped**
Error interception	Stress-test the numbers before they reach a board pack and sign-off	**£159k forecast error caught pre-sign-off, protecting reporting integrity**
Range and catalogue analysis	Rebuild the core range from actual purchasing behaviour rather than legacy assumptions	**1,988 core products identified under a 5+ purchase order rule; 391 at-risk items flagged before customer impact**
Spend and supplier concentration	Expose how much of the book depends on a handful of suppliers or SKUs, and what happens if one fails	**Two suppliers proven to be 29.5% of account spend, with 459 exit and dead SKUs flagged for action**
Substitution and mix modelling	Model like-for-like alternatives that save the customer money and improve mix at the same time	**14 product groups and 102 SKUs modelled: margin 32.8% to 33.1%, £28,935 gross profit uplift, £17,822 customer saving**

4. Commercial, contract & P&L management

Full P&L accountability for an 11-account UK defence portfolio: 40 sites, 25 FTE, £29.4m plan target.

CAPABILITY	WHAT I DO WITH IT	PROVEN RESULT
Account recovery & retention	Take an at-risk flagship relationship, rebuild service and trust, and move it from transactional supply to partnership	**£17m+ contract stabilised and retained at extension**
Service recovery programmes	SLA redesign, weekly performance forums, resequenced operating routines and supplier governance	**On-time in-full from 86% to 97% across 40 sites in one financial year**
Contract exit & liability	Validate the exposure, build the liability methodology, model the scenarios, run the demobilisation	**A £494k write-off conversation reframed to £157k hard exposure with a consumption plan**
Negotiation & cost optimisation	High-stakes supplier and customer negotiation anchored on total cost of ownership, not headline price	**£4m in combined savings; £200k annual savings per site from rationalisation**
Forecasting, budgeting & S&OP	Seasonal phasing by centred moving average, probability-weighted pipeline, three-scenario targets, integrated S&OP cycles	**£29.4m plan architecture built; 3 S&OP cycles embedded across £35m+ of billing**
Growth & lead generation	Turn the data into a repeatable opportunity framework the sales team can actually work from	**£53.65m opportunity framework across 11 accounts; 31 verified leads worth £679k**
Steering and KPI governance	Run the account on a published cadence with a tracker the customer and the board can both see	**16-metric KPI tracker and governance model delivering a verified £1.07m forecast and £407k pipeline**
Customer-facing communication	Write the commercial message so a difficult conversation strengthens the relationship rather than damaging it	**14-slide customer review authored with zero adversarial language, protecting sector reputation**
Scenario planning and risk	Model the options with numbers attached so leadership chooses rather than reacts	**Three exit scenarios modelled with quantified consumption levels and lead-time extension levers**

5. Supply chain, inventory & procurement

Segmentation, stocking policy and supplier governance: the levers that release cash and protect continuity at the same time.

CAPABILITY	WHAT I DO WITH IT	PROVEN RESULT
ABC / XYZ segmentation	Classify by value and demand variability, then set a stocking policy per class rather than per opinion	**Back orders down 40% across £10m+ inventory and 2,600 SKUs, with margin protected**
Product rationalisation	Strip complexity out of the range and govern what is allowed back in	**17,468 SKUs reviewed; 168 SKUs found to drive 50% of sales; three-tier governance embedded**
Obsolete & slow-moving stock	Quantify the real exposure so provisioning and consumption decisions can be made deliberately	**£23.3m of SLOB exposure classified, the first quantified view available to the business**
Inventory digitisation	Real-time asset tracking with an audit trail that stands up to scrutiny in sensitive environments	**Replenishment cycles cut by 30% across the portfolio**
Supplier development & Lean procurement	Kanban, JIT and TCO analysis with suppliers, backed by RCA on recurring disruption	**Lead times reduced 15%; supplier non-conformances down 30% via First Article Inspection**
Supply continuity & compliance risk	Find the systemic defect behind rejected deliveries and drive the remediation through IT and vendors	**£123k of at-risk catalogue value traced to a label data defect across 30+ EDI vendors**
Demand forecasting and inventory optimisation	Run-rate modelling, forecast bias analysis and lead-time mapping to set the right stock in the right place	**Three S&OP cycles embedded across £35m+ of billing; Supply Chain Excellence specialisation, Rutgers (2026)**
Made-to-stock and BOM standardisation	Standardise how stocked build lists are created so procurement gets consistent, buildable data	**Automated solution applied across 31 customer files, eliminating manual build effort**
Client-facing inventory governance	Give the customer their own view of stocking policy by value and demand variability	**ABC and XYZ dashboard delivered to customers with clear policy guidance per class**

6. Quality, HSE & regulatory compliance

ISO 9001, 14001, 45001, 13485, AS9100 and 21 CFR Part 11. NEBOSH National General Certificate (2024).

CAPABILITY	WHAT I DO WITH IT	PROVEN RESULT
Integrated management systems	Align quality, environmental and safety processes into one system that people can actually follow	**IMS cycle times cut 20% across ISO 9001 / 14001 / 45001**
External audit leadership	Own the auditor relationship and keep the site permanently audit-ready, not audit-panicked	**Zero non-conformances across external audits led; audit prep time down 30%**
Internal & risk-based auditing	Target audit effort where the risk is, using FMEA and capability analysis to choose the scope	**Audit cycle time cut 30% with better non-conformance detection**
CAPA & PFMEA	Close findings properly and set critical control points so the same defect cannot recur	**In-process defects down 15%; process failure likelihood down 20%**
Regulated & high-risk environments	Medical device and aerospace discipline: validation, documentation control, permit to work, SOPs	**Full ISO 13485 and 21 CFR Part 11 compliance maintained; AS9100 audit readiness assured**
Sustainability & energy	Treat energy as a process variable and apply capability studies to it	**40% reduction in energy consumption on one site; 15% lower operational costs elsewhere**
Document control and CAPA tracking	One controlled system for documents, non-conformances and corrective actions, visible in real time	**5S-based document control system cutting audit preparation time by 30%**
Compliance training and competency	Design and deliver the training that makes the standard survive staff turnover	**CPD-accredited programmes delivered; team competency up 25%**
Validation and records integrity	Equipment validation, process integrity and documentation control to pharmaceutical and device standards	**21 CFR Part 11 practices standardised across regulated sites globally**

7. Automation, reporting & digital systems

I build the tools as well as the analysis: VBA, Power Query and BI dashboards that replace manual reporting entirely.

CAPABILITY	WHAT I DO WITH IT	PROVEN RESULT
VBA automation	Design, code and deploy reporting engines, consolidation macros and customer-facing document generators	**Six reporting systems in production; ~100 hours a year of manual work removed**
Executive BI dashboards	One pane of glass for a portfolio, wired to the KPIs leadership is actually accountable for	**Reporting cycle time cut 60%; Board and ExCo decisions made on live data**
Pipeline & forecasting engines	Reusable multi-tab engines that generate verified leads and consolidate seller forecasts automatically	**31 verified leads worth £679k from one account, reusable across 11**
Process automation	Take a recurring manual cycle apart with DMAIC and rebuild it as a machine task	**Product update cycle from four weeks to two hours; data handling time down 95%**
AI-enabled working	Apply generative AI to analysis, reporting and documentation workflows, with governance around it	**AI Foundations for Business, Saïd Business School, Oxford (2026); Google AI (2026)**
Power Query data pipelines	Connect the source data once and let the refresh do the work every month afterwards	**Manual handling removed across three seller files and 12 monthly reporting cycles**
Customer-facing document automation	Generate branded customer guides and reviews straight from the data, on demand	**Product transition guides produced automatically with action badges and live product links**
Advanced Excel modelling	Pivot, macro and model-driven analysis for people who need the answer today, not next quarter	**Data handling time reduced by 95%; multi-workbook forecast master system in production**

8. Leadership, governance & capability building

Improvement only sticks if the governance and the people are built alongside it.

CAPABILITY	WHAT I DO WITH IT	PROVEN RESULT
Team leadership	Lead cross-functional teams across commercial, supply chain, engineering, production and quality	**25-strong team coached in a live P&L; 7 Lean process engineers led in aerospace**
Belt programmes & mentoring	Design and run Lean Belt programmes; coach Green and Black Belts through real projects, not slideware	**£2m+ delivered through a Belt cohort programme; team competency up 25%**
Programme governance	RACI, RAID, KPI trackers, stage gates and steering committee cadence that make progress visible	**Recovery plan delivering a verified £1.07m forecast plus £407k confirmed pipeline**
Senior stakeholder management	Present to Board, ExCo and customer primes; write the pack that gets the decision made	**30 verified board-ready deliverables in a four-month window**
Operating model design	Diagnose span-of-control and coordination gaps, then write the business case that fixes them	**Restructure proposal with future-state org design and 30-60-90 plan, taken to Director sponsors**
Mobilisation & new sites	Stand up a new site or contract from plan to go-live, including HSE, supplier risk and minimum viable scope	**21-sheet mobilisation pack built once and reused across a whole sector**
Change management	Bring people with the change: certified practitioner, deployed across multi-site improvement programmes	**Change Management Specialist, MSI (2017); operational change landed across several sites**
Succession planning	Build the bench deliberately so the capability outlasts any one person	**Junior staff mentored into leadership roles, creating an audit and compliance pipeline**
Commercial intelligence frameworks	Make analysis a standing capability rather than a one-off piece of work	**First sector-wide framework integrating forensic analysis, opportunity sizing, margin detection and stock classification**

Where I have delivered it

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2007 TO 2018

Engineering and the shop floor

Planning, applications engineering, asset reliability, then Lean manufacturing management. Cycle times, defects, downtime and output.

2018 TO 2024

Regulated quality and CI leadership

Medical devices, F-35 aerospace and QHSE management. ISO systems, Belt programmes, audit performance and multi-million savings.

2024 TO 2026

Commercial P&L

Defence portfolio, contracts, forecasting and supply chain at scale.

Band width is proportional to years spent. The method has not changed across the arc, only the size of the problem.

PERIOD	ROLE & ORGANISATION	SECTOR	HEADLINE OUTCOME
2024 - Oct 2026	**Contracts Manager (Operations), Defence Portfolio, Arco**	Defence & rail	£17m+ contract safeguarded; OTIF 86% to 97%; £29.4m plan built
2023 - 2024	**QHSE Manager, Eikon Materials**	Materials	Zero non-conformances; claims 32 days to 4; energy use down 40%
2022 - 2023	**Quality Manager, Booth Dispensers**	Manufacturing	Defect rate 32% to zero; output up 20%; claims resolution halved
2021 - 2022	**F-35 Continuous Improvement Team Manager, BAE Systems**	Aerospace & defence	£2m+ savings through the Belt programme; CI maturity framework rolled out
2018 - 2021	**Technical Support Process Lead, DePuy Synthes (Johnson & Johnson)**	Medical devices	Downtime down 20%; equipment usage down 50%; PPM board adopted globally
2016 - 2018	**Lean Manufacturing Manager, Booth Dispensers**	Manufacturing	Cycle times down 47%; output up 20%; £150k+ savings; 20+ Kaizen events
2014	**Supplier Development & CI Manager, Brammer Group**	Industrial supply	£4m cost savings; £200k per site from rationalisation; lead times down 15%
2012 - 2014	**Technical Support Manager, ERIKS Industrial Services**	Asset reliability	Asset reliability up 30%; unplanned failures down 40%; MTBF up 25%
2008 - 2012	**Applications Engineer & CI Coordinator, Snap-On Diagnostics**	Automotive	2011 Snap-On Innovation Award; delivery times halved; update cycle 4 weeks to 2 hours

Also: Regional Sales Manager, Prevost UK (2015); Area Sales Manager, Motion Control Products (2014-15); Planning Engineer, AETC Airfoils (2007-08), spanning commercial and engineering roles covering OEM business development, bespoke technical solutions and SOP and SAP data integrity.

THE THREAD ACROSS EVERY ROLE

Different sector, different job title, same discipline each time: get into the real data before anything else, prove the root cause with evidence, fix it with the people who own the process, then leave the reporting and governance behind so the gain holds after I move on. Eighteen years in, that is still the whole method.

Credentials

TransFormX

LEAN SIX SIGMA & IMPROVEMENT

Lean Six Sigma **Master Black Belt**, ExpertRating Inc. (2018)

Lean Six Sigma **Black Belt**, IASSC (2016)

Lean Competency System, Cardiff University (2020)

Six Sigma Lean Professional, MSI (2017)

Lean Organisation Management Techniques, Havering College (2017)

Flawless Project Execution, Johnson & Johnson (2019)

ENGINEERING, BUSINESS & SAFETY

BEng Mechanical & Automotive Engineering, University of Bradford (2006)

NEBOSH National General Certificate, UCLan (2024)

AI Foundations for Business, Saïd Business School, Oxford (2026)

Supply Chain Excellence Specialisation, Rutgers University (2026)

Google AI, Google (2026)

Project Management (Lean Process), Change Management Specialist, MSI (2017); Scrum Fundamentals, SCRUMstudy (2018); Business Foundations, Quantic (2020)

MEMBERSHIPS

CQP MCQI · CMILT · MCMI · MIIRSM · MIoL · IoD Associate · IoC Affiliate

HOW I WORK WITH YOU

01 Diagnose

Into the real data on week one: transactions, stock, service, margin, downtime. No workshops before the facts.

02 Stabilise

Control the immediate risk with evidence and a number attached, so the size of the problem is agreed before anyone spends money.

03 Improve

DMAIC on the biggest causes with the people who own the process, delivered in weeks rather than quarters.

04 Sustain

Control plan, dashboard, cadence and trained people stay behind. The saving keeps compounding after I have gone.

Interim Leadership (3–12 months)

Contract and Account Recovery (60–90 days)

Baselined Diagnostic (2–3 weeks)

Defined Project Delivery (fixed scope, fixed price)

Capability Programme (6–12 months)

Retained Advisory (1–3 days/week, rolling, cancellable monthly)

Engaged through TransFormX Consultancy Limited, outside IR35 where the assignment qualifies. Commercial terms on request; part of the fee can be tied to a measurable result against an agreed baseline.

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