

# Alex Barclay

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## VP / GENERAL MANAGER / BUSINESS COACH

A business coach who can develop winning strategies to take your business to success and beyond, by solving problems, increasing strategic thinking, improving communication skills, creating a business-savvy positive image and developing ongoing goals.

### TOP SKILLS:

**OPERATIONS RESTRUCTURING / DIRECTION ... STRATEGIC BUSINESS / PROFIT PLANNING  
CUSTOMER RELATIONSHIP MANAGEMENT...NEW PRODUCT DEVELOPMENT / MARKET EXPANSION  
RAPID CHANGE / ADAPTATION OF BUSINESS PROCESS IMPROVEMENTS ... INTER-COMPANY PROCESS INTEGRATION  
LABOUR RELATIONS / WORKFORCE LEADERSHIP ... BUDGET DEVELOPMENT AND P&L RESPONSIBILITY**

### VALUE PROPOSITION:

- **Financial Skills.** Experience in a highly leveraged environment that includes hands on management of bank covenants, hands on management of cash flow, debt restructurings, negotiations with creditors, and implementing strategic initiatives to improve operational and financial performance. Enhances bottom line through dynamic coordination of operations, marketing and product development, aligning activities and implementing changes that build maximum profitability. Cash is king!
- **Operations Expertise.** Assumes the role of “Continuous Improvement Champion”, maintaining an on-going effort to train all employees in the use of continuous improvement tools and systems, thus reducing waste and improving the bottom line! Confidently leads cross-functional teams into cohesive programs to develop and implement policies and procedures to reduce manufacturing costs. Excellent leadership and mentoring skills. Able to develop new organization-wide techniques and processes, embodying up to date lean manufacturing strategies.
- **Team Building.** Recruits and develops highly effective cross-functional teams, motivating them to achieve bottom-line profitability in both healthy financial climates and during economic downturns. Implements development plans for improving employees’ capability and performance, reducing waste and increasing profit levels.
- **Analytical Decision Maker.** Evaluates complex situations, determining central objectives and aligning efforts and teams to target corporate goals. Translates strategic goals into action and develops the structure and processes to make the vision a reality. Gets the job done!
- **Marketing Insight.** Comprehends the customer’s needs, determining level of opportunity and translating product requirements to sales, marketing and product development groups. Considers possibilities outside traditional realms, reengineering processes and designs to meet unique needs. Very much a customer-focused executive!

### PROFESSIONAL AFFILIATIONS:

Member, Institute of Directors  
Member, Institute of Metallurgists  
Member, Canadian Institute, Mining, Metallurgy & Petroleum

### EDUCATION:

Master of Business Administration, 1990

### WEBSITE:

[www.barclayonline.com](http://www.barclayonline.com)

**EXPERIENCE AND SELECTED ACCOMPLISHMENTS:**Henry Technologies, Brantford, ON Dec 2004 – to Date

Designers &amp; Manufacturers of Pressure Vessels and Heat Exchangers

**VP & General Manager.** Recruited by Group President to restructure the Canadian operation, restore profitability, and gain a leading position in each market sector. Reviewed the structure, conduct and performance of the petrochemical, commercial and industrial refrigeration markets.

- Reviewed ELLIOTT business system, updated standards, and amended job costing system to reflect true costs.
- Delivered demand flow technology.
- Delivered P.R.I.D.E methodology.
- Delivered procedures for fabricating and welding alloy 31803.
- Established viable SR&ED program.

Effectively stemmed losses and returned business to profit using DFT. EBIT improved from minus 14.4% to a positive 12.7%, whilst sales increased by 23%

GBL, London, ON Feb 2003 – Dec 2004

Designer &amp; Manufacturer of Thermal Sand Reclaimers, and Aerospace Tooling.

**General Manager.** Recruited by Owner/President to restructure the company, and reposition each business unit to penetrate their new market. Reviewed the structure, conduct and performance of the foundry equipment, aerospace tooling, and air pollution & control industries. Prepared company for trade sale.

- Trained, mentored and coached personnel in breakthrough process re-engineering, in moving to a higher level of performance.
- Delivered demand flow technology.
- Delivered integrated Unigraphics CAD/CAM based total product engineering.
- Delivered manual and semi-automatic, aluminium and magnesium welding.
- Established viable SR&ED program.

Effectively changed culture from traditional MRP to one that challenges the process, engineers excellence, identifies constraints, reduces waste, and makes it happen!

AB&I, Fowler, CA 1999 – Aug 2002

\$75 million component manufacturer for the Automotive and Appliance industries.

**General Manager.** Recruited by the owner/President of the largest foundry in west coast America to start-up a new division on a Greenfield site. Reviewed the structure, conduct and performance of the automotive and appliance industries. Identified a niche market for the company's products.

- Designed and developed a highly unique coating process, building the new Division from ground up.
- Developed sales of \$25 million from a start-up position over a three-year period.
- Trained, mentored and coached personnel in breakthrough process re-engineering, in moving to a higher level of performance.
- Attracted the attention of the major appliance companies. Plant's groundbreaking design, lean production, and one-of-a-kind processing gained rave industry reviews.
- Delivered robotic welding system for oven chassis (closed gap/no filler wire/auto TIG).
- Successfully implemented demand flow technology. Overall, the facility represents the shortest and lowest value stream in the industry, minimal energy, minimal floor space, and minimal people.

**EXPERIENCE AND SELECTED ACCOMPLISHMENTS (CONTINUED)**Lancaster Fibre Technology Group, Lancaster, UK, 1997-1999

\$100 million manufacturer and tier1 supplier of auto components, filters and exhaust systems for the Automotive and Power industries.

**Interim CEO.** Recruited to replace Investing Director and CEO and re-establish control of the company, lacking in management leadership, organizational direction, and experiencing employee, customer and supplier issues. Full P&L responsibility for a \$100 million operation during a turnaround assignment.

- Aligned organizational infrastructure with business strategy, enabling quick recovery of lost sales during start-up phase, moving the company to the next level of growth.
- *Regained trust and fostered collaboration across the organization, providing leadership and building a motivated, performance-driven team.*
- *Improved budgetary and cash flow challenges, and delivered customer expectations.*  
Successfully launched five new products within 18 months (2 exhaust systems, 3 fire safety).

United Pressings & Fabrications, Midlands, 1987-1997

\$600 million manufacturer and tier 1 supplier of safety critical parts for Ford, GM, Toyota, Land Rover, Rolls Royce, MCW, Carbodies, Volvo.

**Managing Director.** Initially recruited to Thompson Industries, Parkfield Group PLC to lead company turnaround post acquisition from Rockwell. Challenged with resolving serious quality issues with key customer Land Rover, threatening termination of contract. Rapidly advanced through the group to Divisional Director and then to Managing Director. Full P&L responsibility for all six manufacturing plants.

- Processes include: - casting, forging, metal stamping, injection molding, forming, machining, impact extrusion, spinning, plating, SMT, powder coating, enamelling, welding and assembly.
- Products include: - suspension units, trailers, complete chassis systems, brake drums, door furniture, x-members, exhaust systems, muffler boxes, PCB's and gas tanks.
- Trained, mentored and coached personnel in breakthrough process re-engineering, in moving to a higher level of performance.
- Led complete review of the methods of planning and production, implementing demand flow technology to effectively determine and correct problems, transforming an inefficient operation into a highly effective, growing group that later acquired multiple companies.
- Salvaged Land Rover contract and regained customer satisfaction, leading to additional spin-off work gained from other 4-wheel drive manufacturers who switched over to independent chassis, riving increase in volume by 44%. Company instituted robot technology, the next generation in development technology to support production demands.
- Developed and integrated highly qualified staff into newly acquired companies.

Munro Group, Scotland, 1984-1987

\$76 million offshore engineering contractor, providing design, fabrication, installation and outfitting of offshore modules.

**Project Director.** Recruited to establish a construction yard on a Greenfield site in the north of Scotland to complete the critical Marathon Brae B module support frame, involving setting up assembly and fabrication facility at the site, completing project installation and outfitting on main site at Nigg Bay. Specialized in welding and machining of exotic materials, titanium, cunifer, inconels and incolloys. Oversaw 1100 + employees at peak of project including 50 engineers and managers. Full P&L responsibility for all projects and sales of \$76m.

- Set up similar facility in Glasgow to assemble Conoco pipework and module fabrication for completion and outfitting on main site.
- Designed and implemented leading edge automated project control system using DataFlex 4GL language operating on a Novell network.
- *System was equipped with a built-in, highly reliable, standardized reporting and data retrieval system, allowing the monitoring and control of both sites from one location.*