

Mark Bayley-Smyth



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Professional Profile

A highly effective Managing Director who excels at providing innovative leadership and vision to define and implement strategies and process improvements to optimise operations, identify efficiencies and foster innovation. Leverages expertise to transform operations resulting in increased profitability and sustainable growth in global, corporate and SME organisations. Successfully identifies, establishes and promotes collaborative relationships to realise and share assets, strengths and strategic development. Excels at driving, managing and coordinating resources and processes to ensure delivery is aligned to agreements, company strategy and objectives. Successfully influences key business decisions through providing comprehensive and informative insights and guidance. Adopts an engaging leadership style resulting in productive and motivated staff. A confident negotiator and networker with the ability to maintain and cultivate sustainable working relationships. Passionate Industry 4.0 advocate.

Key Skills

- Business Development & Growth
- Strategy Development & Execution
- Route-to-market / partner management
- Restructure & Change Management
- Industry 4.0 / Digital Transformation
- Integration: Culture, Strategy, Operations
- P&L and Financial Management
- Talent Management & Development

Career Summary

 **CIRCLE Leadership | Scale-up** 2017 – date
 **Managing Director**

SME Consultancy and business adviser.

KEY ACHIEVEMENTS

- Engaged by Skills & Growth to facilitate and deliver business diagnostic, advisory and mentoring for high-growth manufacturing SMEs.
- Contracted to facilitate and deliver a SME productivity (proof of concept strand) project, funded by Innovate UK to increase the adoption of digital technology for regional manufacturing companies.
- Optimised a North-West based Industrial Digital Technology SME, through effective structuring, enabling and facilitating the provision of solutions and services to complement product offering.
- Executive Development Programme delivery partner for the Greater Manchester Growth Company, focus on manufacturers.
- Designed and developed the new Business Innovation Masterclass programme for Manchester Metropolitan University.
- Selected as industry expert and advocate for Industrial Digital Technologies, and commitment to making a positive change and pedigree in leadership and technology innovation and adoption by IN4.0 group. Focus on Industry 4.0 Manufacturing
- Guest speaker and panellist on leadership and digital transformation for the NatWest Entrepreneur Accelerator Programme.
- Guest speaker on leadership, culture and employee engagement for Lloyds Business Bank.
- Business and leadership mentor for the UK Governments' Be the Business programme.
- Speaker and trainer on Digital Transformation in Manufacturing for the Northern Automotive Alliance.

Accountable for the complete P&L of over £40 million/annum turnover, 8 direct and 60 indirect reports and provided the strategic and operational management of Sales, Product Management, Training, Order Management. Directed the Logistics and Technical Support for a multi-channel business via System Houses, Wholesalers and direct OEM supply in the UK and Ireland.

KEY ACHIEVEMENTS

- Developed, recommended and introduced an innovative business strategy, following a major external change resulting in significant process improvements, cost reductions and minimised loss-making areas, mitigating a European HQ-led restructure
- Achieved a sales growth of 7.5% while stabilising and increasing margin position by 1.8% by restructuring value-added partner and wholesale sales teams, resulting in improved focus and geographic coverage
- Developed a robust sales assessment and training programme, in collaboration with an external consultant, resulting in enhanced customer focus and effective allocation of staff based on core competencies and skills for all sales and product management employees
- Successfully introduced a 'Back-to-Basics' approach to address ineffective behaviours and inefficient processes, through the enquiry to cash process, solution implemented to resolve pertinent issues and enhance processes and customer service levels
- Effectively led and promoted a targeted customer-centric culture, shifting from an inward-looking approach
- Expertly coached and developed the management team to achieve targets and satisfy the strategic direction
- Incrementally improved sales reporting, utilising a new CRM system, including optimising forecasting accuracy to 98%, and transparent opportunity pipeline review process
- Achieved 30% turnover increase affecting a new customer acquisition by defining, negotiating and implementing a 5-year business strategy with a HQ-funded local head
- Successfully increased Net Promoter Score (NPS) from 21 to 50 in one year

Fully managed all P&L of £24 million/annum turnover, with 10 direct and 28 indirect roles, through a matrix structure organisation. Successfully directed a multi-location team across the UK and Ireland consisting of 17 direct reports. Complete accountability for all back-office functions including the quotation centre and first level technical support for over £150 million turnover. Member of the 'Top 6' Executive Management team for Europe.

KEY ACHIEVEMENTS

- Secured double UK market growth rate year-on-year, significantly progressing to a strong second UK market position and strategically positioning Siemens as the technology leader in the UK market
- Successfully developed and implemented a consultative selling approach in a matrix sales organisation using value propositions for key applications, moving the traditional commodity sales approach into a more profitable consultative sell.
- Awarded Best Business Performance – EMEA Region, for sales growth and profitability
- Awarded Best Global Product Launch for new Control Products range
- Developed and fostered financial performance improvements by introducing new value-added products and mitigating loss-making scenarios, with one key result of securing a contract to supply platform screen door controls for the Crossrail project, in excess of £1 million
- Selected by Siemens CEO to head the 'Customer Value Generation' project, which achieved £61 million budget within 2 years
- Board member of Siemens UK Entry-Level Talent recruitment board
- Headed the Siemens Industry UK "Customer First" programme.



 Siemens Industry
 General Manager | Standard Drives, UK & Ireland

2007 – 2010

Fully managed all P&L of £10 million/annum turnover, with 4 direct and 8 indirect roles, through a matrix sales organisation. Successfully directed a multi-location team across the UK and Ireland consisting of 17 direct reports. Complete accountability for all back-office functions including the quotation centre and first level technical support for over £150 million turnover.

KEY ACHIEVEMENTS

- Effectively optimised operations through devising and driving financial performance improvements, resulting in black zero from a legacy long-term debt position within 24 months by defining and executing innovative value-added sales systems and roadmaps, leveraging advanced analytical, leadership and motivational capabilities
- Effectively collaborated with the local UK factory and German HQ to develop and execute a new strategy, resulting in the identification of a unique supply route for a major global OEM manufacturer and a key customer becoming the global first for a crucial product in the factory within 2 years
- Instrumental in developing the European Foundation for Quality Management (EFQM) assessment and submission for the UK British Quality Foundation (BQF) Excellence Awards



 Siemens AG, Germany
 Business Manager | Asia-Pacific Region

2005 – 2007

Fully managed all P&L of €120 million/annum turnover, with 5 direct reports in corporate HQ and 40 indirect roles in regional companies via a group structure.

KEY ACHIEVEMENTS

- Developed and introduced new “local market” product range jointly with German HQ and local product management teams.
- Launched new local manufacturing, test and logistics facility in India to produce new product range for core Asian markets.
- Awarded “Best Business Growth” award for the successful turnaround of Siemens Japan controls business on conclusion of a strategic business plan
- Evaluations of long-term market trends (products/systems, prices and sales channels) and transformation into country concepts. Facilitating best-practice sharing between regional companies.
- Negotiated and implemented annual business target agreements with key focus on sales, costs and EBITDA as well as promotion and sales strategies.

 nash_elmo Industries, Germany and USA
 Managing Board Member | Integration Team






2000 – 2005

Member of Managing Board and integration team of a German American M&A success story: The carve-out of Siemens Vacuum Pumps & Compressors division to form a new company; elmo vacuum technology GmbH. The merger of elmo vacuum technology with its former American competitor, family-owned, NASH Engineering Company to form nash_elmo Industries, together with a USA-based private equity company. The sale of nash_elmo Industries to Gardner Denver. 5 direct reports in Germany, 1 direct report in both USA and China.

KEY ACHIEVEMENTS

- Reporting directly to and supporting the Executive Management in special projects during the integration phase of nash_elmo into Gardner Denver post acquisition.
- Responsibility for the sales area of the Americas, Great Britain, Australia and countries without a local legal entity. €50 million annual turnover.
- Development and implementation of concepts for emerging markets by identifying applications and potential partners regarding distribution, core industries and service.
- Responsible for developing the corporate image and identity for both elmo and nash_elmo. Global Press & PR contact.
- Awarded Silver Award for the elmo online brand identity at the World Media Awards, Hamburg

Related Board / Non-Executive Experience

-  IN4.0 Group 2019 - Current
 Fellow & Adviser
- Selected as industry expert and advocate for Industrial Digital Technologies, and commitment to making a positive change and pedigree in leadership and technology innovation and adoption.
 - Industry 4.0 Manufacturing
-  BPVA – British Photovoltaic Association 2012 - 2016
 Executive Board Member
- Worked with key government organisations including DECC, UKTI, Treasury & Cabinet Office Energy for Growth
-  Vistage International (UK) 2018 - 2019
 Executive Coach & Mentor
- Chair private advisory board of CEOs, MDs and Business Owners of businesses, from £2m to £200m turnover
 - Executive coach

Memberships & Fellowships

- Fellow, Chartered Management Institute (FCMI)
- Fellow, Institute of Leadership & Management (FlntLM)

Professional Development & Education

- Advanced Leadership Training | Siemens Global Leadership Centre, Feldafing, Germany
- Change Acceleration Programme | GE Capital Commercial Finance, New York, USA
- Strategic Product Management | Chartered Institute of Marketing (CIM)
- Executive Negotiation Skills | Cranage
- Media Skills Training & Crisis Management (Press / Radio / TV) | Media First, Reading
- BTEC HNC Electrical & Electronic Engineering, South Cheshire College
- BTEC ONC Mechanical Engineering, South Cheshire College
- Fluent German speaker