

## Summary

---

A proven track record of revenue growth, operational improvement and turnaround, supply chain development, P&L management and Value Enhancement. Kevin is known for his ability to drive sustainable growth with an inclusive leadership style, creating high performing teams, enhancing shareholder value and strengthening customer relationships. Vast experience internationally with both SME and large corporations in Europe, North America and Asia.

## Key Skills

---

- ◆ Growth, Value Enhancement, Private Equity
- ◆ International Leadership, Team Development
- ◆ Turnaround & Restructuring
- ◆ P&L Responsibility
- ◆ Multi-Site Manufacturing
- ◆ Supply Chain Development
- ◆ New Product Introduction
- ◆ Lean Manufacturing and Continuous Improvement
- ◆ New Business Acquisition & Growth
- ◆ Project Management
- ◆ Make vs. Buy
- ◆ Event Operations

## Career Highlights

---

- ◆ **Good to Great, Growth:** A successful UK based £20m manufacturer of stairlifts with a global B2B distribution network and supply chain, invested in by PE and requiring a strategy to scale and grow the business. Appointed as the Interim CEO immediately after the PE investment, a six-point Value Plan was defined to align and focus all stakeholders to the main priorities, scale the manufacturing platform and increase sales. After recruiting key skills gaps and implementing world class manufacturing practices, sales of key products were increased 250%, revenue grown by 30%, lead times reduced by 60%, delivery performance from 50% to 98%, quality performance significantly enhanced, and supply chain costs reduced by 15% in 18 months.
- ◆ **Turnaround and Sale:** An automotive component manufacturer, part of a \$2.5bn global group supplying powertrain and chassis components to major OEM's with significant operational and financial difficulties. Appointed as the UK Managing Director to take responsibility for 3 sites with £70m turnover, 2 P&L's and 760 employees, the business required rapid operational turnaround and financial restructuring. After setting product launches on track, delivery shortages were eliminated. Improved OEE enabled headcount reduction of 20% and a reduction of operating costs of £5m. Positive EBITDA was achieved after 4 months and customer confidence returned. Significant financial restructuring was required, and sale of the business was achieved via pre-pack administration with all creditors recovering debts in full, customer confidence in place and staff retaining employment.
- ◆ **Greenfield Growth:** A JV component manufacturer based in Mexico won a large contract from a major automotive OEM to supply engine castings for a new global powertrain. Appointed as the Engineering and Program Director responsible for all New Product Introductions, relocating to Mexico and executing the build and launch of a world class manufacturing plant on time and to budget. Building a strong local team and ensuring technology and know-how transfer to the Mexican operation from European sister plants, coordination of global equipment suppliers and development of local manufacturing partners, supporting customer program and engineering requirements at all levels. Providing technical sales support for new business acquisition created ongoing success, securing two Supplier of the Year Awards and 35% CAGR for seven years, growing the facility to \$250m.

## Employment History

---

### PLATINUM STAIRLIFTS, February 2018 – January 2020

Platinum Stairlifts is a £26m turnover manufacturer of stairlifts based in Keighley, West Yorkshire. With c.200 employees, the entrepreneur-lead company recently received private equity investment and embarked on a growth strategy based on its market leading products. Initially, manufacturing capacity needed to be scaled and systemised followed by a rapid growth phase across the highly distributed dealer network.

## Interim Managing Director

Entering the business immediately after the PE transaction as the Interim MD and reporting to the Board, responsibilities were to rapidly transform the manufacturing platform to be able to meet the sales potential in the market, followed by significant supply chain cost-down and laying the groundwork for the next generation of products.

- ♦ Definition of the 'Big 6' strategic themes to align the team and culture around the value drivers. Implementation of KPI's across the business in order to track performance
- ♦ Restructuring of the operational team, filling key skills gaps in HSE, Operations, Quality, Materials Planning, Product and Manufacturing Engineering, Maintenance, CI and HR/Finance/IT.
- ♦ Creating a supply chain strategy and conducting make vs. buy analysis and resourcing activities to reduce costs. Supply Chain savings amounted to c.£1.8m (c.15%) over 3 years.
- ♦ Re-organising working patterns and shift structures to double manufacturing velocity and implementing S&OP processes from the ground up, thereby reducing production lead times from 5 weeks to under 2 weeks while simultaneously improving delivery promise adherence from below 50% to >95%
- ♦ Growing sales from £20m in FY18 to c.£26m in FY20 (30%). Scaling up production output by 250% in a strategic product and improving productivity throughout the business such that direct headcount remained stable
- ♦ Implementing SOP's across the operation. Successfully achieving ISO90001, 14001 and 45001 accreditations.

## LIBERTY ALUMINIUM TECHNOLOGIES, formerly AMTEK UK, October 2015 – February 2018

Liberty House Group is a diversified \$7bn international business. Liberty acquired the trade and assets of Amtek UK in July 2017 through a controlled administration process. Amtek was a \$2.5bn global automotive components manufacturer with headquarters in New Delhi and Frankfurt. The company supplied a range of powertrain and chassis components to major automotive OEM's from over 30 European locations. After a period of rapid growth through acquisition in Europe, operational challenges and a heavy debt burden required a rapid turnaround.

### Managing Director, UK Operations

Responsible for three manufacturing units in the UK operating die casting and machining facilities. With 600 employees and a turnover in excess of £70m supplying OEM and Tier 1 customers globally, the operations had made losses through 2014 and 2015. A rapid turnaround in operational and customer performance was executed to ensure its ongoing viability.

- ♦ Achieved positive EBITDA in 4 months after 24 months of consecutive losses, turning a £9m loss in 2015 to £4m profit in 2016 and a projected £6m in 2017.
- ♦ Eliminated premium logistics costs, overtime and re-organised the manufacturing footprint. Implemented continuous cost reduction activities across purchasing and manufacturing costs resulting in over £5m of cost savings in 2016-17.
- ♦ Restructured the management team, eliminating £750k of indirect cost, improving accountability and making key recruitments in Purchasing, Operations and Engineering. Reduced headcount from 760 to 600.
- ♦ Significantly improved manufacturing output through OEE improvements; implementing KPI's and a data-led performance management culture, shop floor visual management, project management processes and TPM.
- ♦ Successfully managed the company through severe cash flow issues by securing funding via corporate cash injections, customers and improved credit insurance terms for the supply chain.
- ♦ Rebuilt customer relationships, successfully exiting 'special measures' and regaining customer confidence, allowing new business sourcing and full customer support through the corporate sale process.
- ♦ Actively participated in marketing the business to prospective buyers alongside corporate advisors and managed the business through pre-pack administration and sale to Liberty House.
- ♦ Post-transaction stabilisation of the supply chain, contract novation and employee communications. Executed a £10.5m debt restructuring across 20+ lenders with 70+ leases.

## FORMULA E HOLDINGS, July 2014 – September 2015

Formula E is the first all-electric single-seat motor racing championship licensed by the FIA. As a platform for global brand marketing, Formula E brings sustainable electric racing to city centre racetracks across the world. Having successfully completed its inaugural season, FE is a rapidly expanding event promoter engaging global partners and brands in a compelling and relevant commercial sports platform.

## Operations Director

With responsibility for the planning and execution of the event operations with a direct team of 30 built from a diverse range of technical, logistics, broadcasting, catering, event management and motorsport skills.

- ♦ Plan and build of 10 city centre racetracks and event areas in season 1 to demanding timing, political, sporting and practical requirements including structures, temporary power, telecommunications, sporting organisation, hospitality suites (B2B) and event activation (B2C) with a season budget in excess of €65m.
- ♦ Management of championship logistics to transport 42 race cars and equipment for 10 race teams globally including a mobile spare parts operation invoicing race teams circa €400k per race.
- ♦ Ensuring broadcast compound resilience for satellite uplink and fibre connectivity for 50+ global rights holders broadcasting across 80+ territories for TV, web and App services. Managing the company IT needs.
- ♦ Leadership of local operators and supplier companies across the venues delivering to 'cannot fail' deadlines.
- ♦ Tendering of supplier contracts, restructuring interfaces and achieving 20% reduction in season 2 costs.

## ELEMENT SIX, April 2010 – April 2014

Element Six is the \$500m global leader in the field of super-hard materials innovation and manufacture with customers across Oil & Gas, Industrial & Manufacturing and Technology industries. The company employs 3000 people and has operations in four continents.

## Head of Group Engineering

Responsible for overseeing group wide engineering activities and transforming the global organisations' engineering capability, with a multi-functional team of 20 based in S. Africa, achievements include;

- ♦ Developed strategic options to rationalise the manufacturing footprint, leading to cost savings of \$12m pa and responsible for the planning of a \$15m rebuild, relocation and start-up project.
- ♦ Developed and executed the technology roadmap, succeeding in reducing unit manufacturing cost by 20% with significant product performance benefits by increasing diamond synthesis pressures by 50%.
- ♦ Improved process technology leading to extended product field life utilising existing equipment.
- ♦ Directed the design and installation of \$1.5m new R&D facilities in Oxfordshire.
- ♦ Significantly reduced staff turnover and improved operational safety in Chinese facility.
- ♦ Directed critical TPM skills development and oversaw successful up-skilling across manufacturing sites.
- ♦ Restructured group engineering resources, reducing headcount by 30% and improving accountability.

## NEMAK NANJING, PRC, August 2007 – April 2010

Nemak is a \$4bn Tier 1 supplier with 21 manufacturing locations supplying complex aluminium castings to the automotive industry. The Nanjing JV was acquired in 2007 with a turnover of circa \$25m and 500 employees supplying engine castings to international and Chinese OEM's including GM, SGM and Chery.

## Operations Director and General Manager

Responsible for leading the turn-around and integration of the first Asia-Pacific company into the Nemak group. Initially leading the improvement of operational performance (quality, schedule adherence, maintenance), scope increased to full general management responsibility including P&L management, Sales and New Business Development, HR, Finance and reporting. Key achievements were:

- ♦ Reduction of scrap rates from 50% to 5% and customer returns from 10% to 0.15% in 12 months.
- ♦ Improved process conformance to over 90% and implementation of manufacturing best practices.
- ♦ Reclaiming customer delivery performance to schedule.
- ♦ Recovery of customer confidence and the award of significant new projects.
- ♦ Return to positive EBITDA in 24 months during the financial crisis after years of losses.
- ♦ Rationalised from four sites to two, achieving a reduction in total headcount from circa 500 to 250.
- ♦ Implementation and accreditation to TS16949 quality system.
- ♦ Commended by GM Asia Pacific as "the best foundry turn-around we have seen".

# KEVIN STILL

---

## **NEMAK SALTILLO, formerly CASTECH, Mexico, January 2000 – August 2007**

Formerly Castech, a JV created by Norsk Hydro and the Mexican Grupo Industrial Saltillo to supply the America's with complex, high value aluminium castings. In 10 years, Castech grew to over \$200m pa and supplied over 2m castings pa with 950 employees prior to the acquisition by Nemak.

### **Engineering & Program Director**

Responsibilities included the execution of simultaneous Product Engineering, Plant Design & Equipment installation, Lean Manufacturing and Project Management functions. With a staff of 28, the delivery of multiple new projects from initial quotation, leading customer technical sales efforts, business planning and board approvals through to production, including budget, timing and resource plans. Goals achieved;

- ♦ Increasing output by 35% CAGR for seven years via the construction of new facilities and product launches.
- ♦ Generation and delivery of new business customer proposals, securing business worth \$250m pa during the growth of the company.
- ♦ Successful preparation and approval of business plans authorising \$110m combined capital budgets.
- ♦ Lowest incidents per thousand vehicles in component class history for on-time launch of new products, winning GM Supplier of the Year twice and the Mexican National Quality Award.
- ♦ Conducted Make vs. Buy analysis for machining operations, resulting in the set-up of local Tier 2 suppliers.
- ♦ Organised and delivered technology transfer with sister plants in Austria and Germany.

## **HYDRO MOTORCAST, 1997 - 2000**

Part of Norsk Hydro, the Norwegian Oil & Gas and Aluminium giant, Hydro motorcast supplied complex aluminium castings from two sites in Leeds, UK to global automotive OEM's including JLR, Ford and GM.

### **Sales Manager**

Responsible for sales account management for the UK foundry business with daily customer contact and relationship management tasks. Key achievements were;

- ♦ Collection of £1m in overdue receivables through analysis of delivery records and invoices.
- ♦ Secured 15% price increase for export business to Argentina, restoring profitability.

### **Project Manager**

- ♦ Responsible for a number of projects, key objectives were the on-time and in-budget launch of new and refreshed products into production.

## **ROVER GROUP, 1993 - 1997**

### **Concept Design Engineer (Land Rover Diesel Engines)**

Design and validation of new diesel engine concepts for mass production. Component responsibility was for cylinder heads, valve train and fuel handling. Specific projects included;

- ♦ Design and build of multiple single cylinder test engines for emissions and combustion development followed by full scale engine trials, including the design of low profile cylinder head for the new mini.
- ♦ Established first CAD/CAM manufacture of cylinder head tooling between Rover and the supplier.

## **Education**

---

BEng, Automotive Engineering and Design, 2:1

Loughborough University of Technology, UK. 1993

MSc, Engineering Business Management,  
Distinction

Warwick Manufacturing Group, Warwick University, UK. 2000

# KEVIN STILL

---

## Professional Training

---

Vistage Private Advisory	Member since Jan 2019
The Living Leader	Personal Leadership Program
International Project Management Association	Level 'D' Project Management
JL Kellogg School of Management, Chicago, 2004	Business Marketing Strategy
Society of Automotive Engineers	Engineering Team Management
Karrass	Effective Negotiating
Other internal and external training courses	Quality Systems awareness (TS16949, VDA, FormelQ, QSB, QS9000, APQP), Cross-Cultural Training, Grid Leadership for Team and Organisational Development, Coaching Skills, CAD/CAM training

## Professional Affiliations

---

Chartered Mechanical Engineer (C. Eng), Member of the Institute of Mechanical Engineers

## Languages

---

English (Native), conversational Spanish and German

## Personal Details

---

Home: +44 (0)1943 430 560	Email: <a href="mailto:kevin@kasma.co.uk">kevin@kasma.co.uk</a>
Mobile: +44 (0)7816 111 100	Website: <a href="http://uk.linkedin.com/in/kevinstill2">http://uk.linkedin.com/in/kevinstill2</a>

## References

---

Available upon request