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PROFILE

An experienced Business Coach & Mentor with >10 years Director Level experience in SME environment; >5 years as CEO of a global high tech business. Core strengths are; corporate strategic planning & management, leading change, business transformation & restructuring and global business development. These skills are backed up by strong operational experience in IT, Knowledge Management, CRM and KPI management, JV & Outsource management, together with Board level Corporate Governance and shareholder value management. These are further complemented by leading a reversal into a cash shell main listed Plc and Chairing business turn-around after administrative receivership.

PERSONAL ATTRIBUTES & EXPERIENCES

- Knowledge, skills and experience to assist SME's achieve breakthrough performance and position them for final stage development (eg trade sale, IPO, etc.)
- The practical application of contemporary performance management techniques and processes
- Business turnaround from 'intensive care' and receivership situations
- Real world SME leadership challenges associated with limited financial and human resource
- A coach and mentor who can inspire best practice leadership and stakeholder value management
- Analytical, practical and objective with good communication skills
- In depth knowledge of best practice corporate governance and financial and strategic oversight duties
- A simple, common sense approach to process driven business management

EXPERIENCE

March 2004 – Present: ISDS Managing Partner

My own business practice, providing value added services to SME business leaders on exit planning, strategic planning and management, leadership coaching and mentoring and performance management focused on improving personal and business performance in achieving breakthrough into sustainable shareholder value. I now have a loyal client base which has been established across many sectors and company sizes and include a part-time Chairman's role. Details of business approach, services and testimonials can be found on my company web site at www.perfmgmt.co.uk.

August 1993 – Nov 2003: COE Ltd (later COE Group Plc)

A Global design, manufacture and supply company of high technology hardware & software video network solutions (standard & bespoke) into publicly funded contracts such as transport infrastructure, military and urban video surveillance applications. COE has offices in Leeds, UK (HQ), France, Singapore & Hong Kong.

May 2003 – Nov 2003: Chief Executive Officer; COE Group Plc

- Led the negotiation and presentation team (Dec 2002 to May 2003) which resulted in the reverse takeover of COE Ltd by Timeload Plc, a UK main listed company, raising c£3m and achieving a listing on AIM in the process.
- Presented business case for transaction to Plc shareholder, advisor and stock broker groups to achieve approval for the deal.

June 1998 – Nov 2003: Chief Executive Officer; COE Ltd

- Requested by the Board, in May '98, to take over as CEO during turbulent times after near fatal business expansion drive by incumbent MD/Chairman into USA led to severe cashflow problems and 'intensive care' situation on Bank Facility.
- Led the Executive team in business recovery and turnaround to profitability [(£650k) to £450k ebit] and senior member of negotiating team which brought in funding from myself and trade partner investors. Established open and close working relationship with new Bank.
- After significant down-sizing, managed business growth from c£4m to c£10m under very tight cashflow conditions and prioritised investment profile. This included a period of very rapid growth which was successfully managed by cost-efficient outsourced support programmes via strategic business partners.
- Led the intensive discussions and negotiations with various institutions and companies to obtain required level of further investment to grow the company. This took from Feb 2000 through to May 2003. Worked with KPMG, Anderson's and subsequently D&T, in support of this programme which finally resulted in an AIM listing via a main listed 'cash-shell' reverse takeover.
- Led business transformation drive to change company focus from engineering dominance to market driven culture and established COE brand name as a service orientated professional high technology business based upon global blue chip 'preferred supplier' partnerships.
- Led the Executive team and business expansion in establishing leading market position throughout EU and Asia Pacific regions, as value added systems solution supplier.
- Led the Executive team in restructuring the organisation commensurate with market positioning and the re-engineering of business processes compliant to ISO-9001; 2000 model and IIP..
- Established outsourced engineering support JV to minimise fixed costs and maximise technological specialist needs and flexibility in support of next generation customer value solutions.
- Implemented monthly KPI statistical analysis for pro-active business reviews, forecasting and improved decision making.

April 1994 – June 1998: Sales & Marketing Director; COE Ltd

- Developed strategic plan and recruited local Business Development infrastructure to establish leading position in continental Europe and Asia Pacific regions with offices based in Paris and Singapore.
- Developed strategic plan and recruited direct business development team for East and West coast USA prior to handover to then MD/Chairman and subsequent withdrawal.
- Implemented Knowledge Management based platform for the control, management & prioritisation of international project bids which improved focus, control and ultimately bid success rate from <10% to c 50%
- Established mixed 'blue-chip' international client base to eliminate the dependency on a single UK customer.
- Led international business expansion which grew company from c £2m to c £6.5m with c 40% export business in a highly competitive and rapidly changing market.
- Successfully negotiated blue chip multi-million pound contracts for major projects and major customer supply agreements.
- Established global VAR (3rd Party) network, as indirect route to market, responsible for c 30% of global sales.

August 1993 – April 1994: International Sales & Marketing Manager; COE Ltd

- Re-structured and re-staffed UK sales office with pro-active customer service orientated culture and processes.

March 1980 – Dec 1992: Siliconix Inc.

A USA based \$150m semiconductor manufacturer which was later taken over by Daimler Benz and integrated with 2 other group companies (1 French & 1 German). In my final role as Distribution Sales and Marketing Manager, I was responsible for c£25m turnover via 26 European distributors and agents and established a pan-European network in line with new EU legislation on free trade. My final task was the strategic integration of 3 group company distribution networks, consisting of 70 distributors with a total turnover of c \$100m, into one consolidated network of 25 distributors providing the same turnover.

- S&M roles i.e. Product Marketing Manager
Distribution Marketing Manager
Strategic Marketing Manager
Distribution S&M Manager
- Various Engineering roles; ie. Product & Test engineering
Applications engineering

Aug 1967 – March 1980: British Steel Corporation

Apprenticed, then Industrial Process Control Engineer, including 1 year as Shop Steward.

QUALIFICATIONS & COURSES

- HNC Electrical & Electronic Engineering; West Glamorgan Institute of Higher Technology 1970 - 2
- Open University; Maths 2 credits (To complete degree requirements) 1980 - 2
- Sales Management, Motivation and Development (Mercuri International) 1994
- IoD Diploma in Business Direction; Leeds Business School 1994 – 7
- Succession planning and team building (Mercuri Urval) 1998
- Training needs analysis (Chartered Management Institute) 2005

PERSONAL DETAILS

Age: 56 (DoB: 23-05-50)

Nationality: British

Marital Status: Married; 2 Children (24 and 26)

INTERESTS

- My family, My Business, Playing golf, Yorkshire CCC member