



# Jonathan H Guest

## Profile

### PAPER-YACHT LIMITED

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I started "Paper Yacht", my consultancy business after working for 18 years as a professional engineer and executive director in a range of industries including Automotive, Manufacturing, Marine, Engineering and Construction. Allied to my Corporate Governance and Strategic expertise I am focusing on Lean operational excellence and exploiting export opportunities for local companies. During my time as Managing Director of MJM Marine I won the Global Director of the year award, run by the Institute of Directors (NI) and was highly commended in the 2011 UK finals. A Lean Operations specialist, I am fully versed in the implementation of TQM, Lean and the Balanced Scorecard across a number of organisations and have global export experience in the United States, Middle East, Sweden, Poland and France.

## Offer

A proven team player I can undertake strategic change and lean operational excellence projects which will allow companies to both strategically plan their growth and equip their staff and employees with the necessary tools to carry it out. I am able to offer company owner / managers the opportunity to avail of the skills and experience built up over 18 years in industry without the inherent issues and costs associated with hiring additional permanent senior staff.

## Recent Experience

Managing Director, MJM Marine Limited	(2009 - 2012)
Operations Director McMullen Architectural	(2006 - 2009)
Operations Manager Crane Stockham Valve	(2003 - 2006)

## Education

B.Eng (hons) Manufacturing Systems	UUJ	(1995)
MBA - Masters in Business Administration	UUJ	(2003)
IoD Diploma in Company Direction	IoD	(2010)

## Executive Experience

Institute of Directors: Northern Ireland Executive committee Member (2009-2012)  
Institute of Directors (NI): Chairman of Education & Skills committee (2009- 2012)  
NI Advisor on Employment & Skills: Consulting panel member (2009 - 2011)  
Southern Regional College: Chairman of Workforce Development forum (2010/11)

## Work Experience

### MJM Marine Limited - Managing Director (2009 - 2012)

The role of Managing Director at MJM-Marine Ltd, was a multi disciplinary one, given that the company evolved from a privately owned business into a much larger enterprise under my direction in a short space of time. I strategically led the company into new worldwide market sectors, whilst still ensuring the operational capabilities of the business could match the increased outputs. In addition I led the implementation of a formalised approach to Human resources, Operations, Quality and Safety. Lean implementation and Continuous improvement were also key elements to the role to allow me to drive business growth in an increasingly cost competitive environment whilst still achieving the ISO:9001 Quality award and ISO: 18001 Health & Safety accreditation in the process.

#### Main Achievements:

Increased Turnover from £9.5m to £31m in three years through both organic growth in export markets and new venture start ups.

Moved the company client base to 100% outside of Ireland North and South, which has offered the business access to a worldwide market and allowed MJM to grow significantly.

Personally project managed the Stena Superfast conversions in Remontowa Shipyard in Poland delivering the contract on time and to an award winning specification. This was a €13m project that was delivered to the Swedish owner representatives in less than 13 weeks on site.

New business development: I was instrumental in setting up a new business venture in the South of France, servicing the super yacht Market there. This was a French Sarl of which I was a registered director and encompassed workshop facilities, sales, design, production and installation teams.

### McMullen Architectural - Operations Director (2006 - 2009)

Reporting directly to the Managing Director I sat on the board of McMullen Architectural and was responsible for all Operational activities in Moira, Cumbernauld and Wilson in North Carolina. I led a team of 14 staff and 145 manuals across the three sites whose activities comprised materials management, stores, production and logistics. The role was to initially formalise the working standards and procedures to secure a period of dramatic growth for the company (200% turnover growth in 3 years) In addition I implemented lean principles into the operations department and reorganised the entire factory layout and strengthened the management structure. In the US plant I was involved in a very hands-on start up role and basically set up the operation in terms of recruitment and training,

layout and process mapping, to the stage where it was self sufficient, which involved extensive time spent in the United States. I was also involved in the sub-contract of work to Eastern Europe and successfully carried out the management of the contractual and quality issues associated with that.

Main Achievements:

Increased factory efficiencies through lean implementation to achieve 120% growth in output with only a 40% increase in labour, allowing McMullen to become the largest façade company in the UK.

Took the US operations production from a standing start to a \$5m turnover in a little over 12months.

Developed and implemented the manufacturing strategy for the first unitised curtain walling building in Northern Ireland - The Obel.

Designed and introduced the companywide 'Escapes' process, tracking all improvement opportunities within the organisation, as part of my leadership of the Balanced Scorecard implementation.

#### Crane Stockham Valve - Operations Manager (2003 - 2006)

Reporting directly to the Vice President of Operations (USA based), I was responsible for all Operational matters in the Belfast facility which manufactured and sold specialised valves into the oil & gas markets predominantly in the Middle and Far East. I led a team of 31 staff and 40 manuals and had responsibility for all operational activities which covered, Contract Negotiation, Technical Sales, Engineering, Quality Control, Project & Commodity Procurement, Planning, Stores, Production, Shipping, Invoicing and Export controls. I was responsible at the Profit & Loss level for Belfast plant and reported the company performance to the Board on a monthly basis. I was also responsible for adherence of the Belfast Operation to the US Sarbanes Oxley legislation and the implementation of the Crane Lean Manufacturing Operation Excellence program.

Main achievements:

Improved performance of the key Operational metrics: On Time Delivery from 40% - 94%; Lead-time days from 141 – 95days; Inventory turns from <2 to >5; And reduced Past due backlog from \$3.2m to \$153k

Increased the manufacturing throughput by 25% with no increase in manpower resource through development of cross functional teams and involvement of those teams in eliminating non value added steps in the process, structured planning and reduction in rework levels.

Development of partnership agreements with key suppliers and the set-up of alternate sourcing strategies with Low Cost suppliers in India and China and drove the level of goods derived from LCC suppliers from 11% to 28% whilst reducing

stockholding by 60% through the implementation of Kanban systems and adjustment of re-order points.

The Integration of the internal sales and Engineering departments, leading to a reduction in sales order throughput time from 3 weeks to 4 days by implementation of One-Piece-Flow cells and daily assigned targets.

#### Harland & Wolff - Manufacturing Manager (2001 - 2003)

Reporting to the Manufacturing Director I led 11 Staff and 143 manuals and had responsibility for all aspects of the manufacturing of the Ro-Ro contracts, including steelwork preparation and assembly along with Electrical, Mechanical and HVAC installation. Operating within a heavily unionised environment I championed a continuous improvement culture to achieve the following:

Made 22% saving on the 2nd ship based on a 260,000 Man-hour budget level and reduced overhead costs by 16% through rationalisation of support staff and equipment Operating within an ISO 9001 environment.

Brought delivery performance back on schedule through reduction in cycle times

Latterly, I had responsibility for the £6.6 million pound Compact Yard Project, involving the relocation of the main facilities of H&W from the West Side of the complex to the East. Reporting directly to the Deputy Chief Executive, I covered all aspects of the project from, contractual meetings with the new client, liaison with the Civil Engineering team and representatives of the major utility suppliers, through to site clearance and sale of major fixed assets.

#### Takata - European Components - Production manager (1999 - 2001)

Reporting directly to the plant manager I had responsibility for the Plastic Injection Moulding department, which ran continuously on a three-shift basis and comprised 5 staff and 32 manuals. The department was previously operating at an unproductive level and was experiencing difficulty in supplying both internal and external customers. There were therefore a number of issues which I had need to address including the rationalisation of the department which necessitated a reduction in number of direct employees leading to protracted union negotiations and a facility relocation project to amalgamate 2 separate Injection moulding sites into one. In addition my main achievements were, to improve the efficiency of the department by 30% through reduction in set-up times, optimising the run plans and instigating a preventative maintenance program. I also optimised and reduced stock levels by 75% through the introduction of a Kanban system and led major improvement activities through use of problem solving techniques in quality circles

#### Harland & Wolff - Design & Production Engineer (1995 - 1999)

#### Montupet (UK) - Undergraduate Engineering Student (1992 - 1993)