



## **Dr. Ian Ward**

### **PROFILE**

A highly qualified and experienced General Manager with a strong track record in bringing commercial and customer focus to operational business management, having spent over 30 years in an International Heavy Building Materials Group.

A solid technical foundation has helped with the development of particular skills including shrewd appraisal, innovative problem-solving and a proactive approach to change. Examples include:

- Driving and managing the rationalisation of two production facilities seamlessly into one profitable operation.
- Developing a new diversified business in waste management by acquisition and organic growth, to achieve a turnover of £37m.
- Identifying and developing investment opportunities in SE Asia to expand Blue Circle's overseas markets and business; building relationships to ensure further growth.
- In anticipation of a doubling of output gained a rapid understanding of the Egyptian subsidiary's business in order to prepare a marketing strategy, leading to the development of new markets and distribution facilities.

### **EDUCATIONAL & PERSONAL**

Qualifications:            PhD Chemistry Newcastle University  
                                      BSc Hons – Chemistry

Languages:                 English and Spanish

### **PROFESSIONAL EXPERIENCE RESUME**

*2002 - Present Independent Consultant*

*2000 – 2001 BCI Plc. - India and Egypt Operational Marketing Strategy*

Developed marketing, sales distribution and general management strategies for various investment opportunities in India and developed marketing and distribution strategy for Egypt. Achievements included:

- Identified bottom-line benefits arising from market development, distribution cost savings and sales forecasts.
- Recognised potential distribution problems, developed solutions and a sales/marketing strategy to meet the increased demand: which are presently being implemented.

*1996 – 2000 BCI Plc. -Business Development Manager – SE Asia*

Identified investment opportunities (either in existing cement businesses or as JV partners on green field sites) in specified countries of SE Asia. Progressed the feasibility of these opportunities, and recommended investment to the Board.

- Developed in depth knowledge of the target country in terms of business ethics, politics, economy, culture and cement industry etc.
- Identified opportunities in the Philippines, Thailand and Myanmar which ultimately led to BCI investing in the Philippines and competing for opportunities in Thailand.
- Assisted with the identification and prioritisation of merger benefits and/or technical and operational improvements for merged businesses in Malaysia.
- Pioneered the introduction of petroleum coke in Malaysia (securing option on the only supply). Organised a comprehensive training programme that was extended to include the Philippines, advising of the operational issues involved with this fuel.

*1989 – 1995 BLUE CIRCLE WASTE MANAGEMENT, Managing Director*

Developed and grew the profit, strategy and diversification of a landfill, incineration and wastewater treatment business - during a period of significant change and opportunity. At its peak, BCWM enjoyed a T/O of £37m and employed 220 people.

- Increased the value of the business by adding significantly to consented and licensed air space.
- Constructed and commissioned two new landfill sites using state of the art technology. One site won an environmental design award.
- Negotiated and won three major long term waste disposal contracts (up to 22 years) thereby helping to underwrite the significant investment required.
- Improved profitability of the landfill business during a period of significant increase in engineering and environmental costs. Continued profitable expansion into power generation using landfill gas.
- Bought a controlling interest in an incineration company and built on an 'own and operate' basis three clinical waste incinerators.
- Fulfilled the role of non-executive chairman of Energy and Waste Systems Ltd, BCI's wastewater treatment business.
- Ultimately worked closely with Merchant Banker and Lawyers to achieve the sale of the landfill business (£70m with net asset value of £12m).

*1985 – 1989 Blue Circle Cement, General Manager – Swanscombe Works, U.K.*

Successfully merged two businesses, with profit responsibility for the production, sales, marketing and distribution of three unique cement products.

- Improved profits more than 10-fold by reducing costs and improving margins during static sales.
- Developed the use of alternative fuels – petroleum coke and landfill gas.
- Enhanced market share of oil well cement, developed export markets for white cement and targeted specific markets for sulphate resisting cement.
- First UK cement works to employ a qualified accountant.
- Substantially improved manpower performance by using external consultants to advise on the resolution of an interdepartmental communication issue.
- Managed a second, smaller works (Barnstone) also specialising in special cements

*1984 BCC, Project Manager, Major part-factory refurbishment, value £2.5 m*

Coordinated the transfer of production from another works (which subsequently closed down) without loss of market share.

*1982 – 1984 BCC, Works Manager – Cambridge*

Managed a cement works from quarrying of raw materials through production and maintenance to distribution.

- Improved profitability.
- Pioneered the use of landfill gas as a substitute fuel.
- Managed the eventual closure of the works and found alternative employment for 90% of those at risk.

*1981 – 1982 BCC, Technical Assistant to Area Director – Midlands*

Regional project appraisals and production/sales coordination.

*1978 – 1980 CEMENTOS TOLTECA, MEXICO, Technical Assistant to Production Director*

Project appraisals, production/sales co-ordination for seven cement works throughout Mexico.

#### *BLUE CIRCLE CEMENT*

*1977 – 1979 Production Manager Plymstock Works*

*1975 – 1976 Technical Assistant to the Area Director – Southern Area*

*1973 – 1975 Process Engineer – Southern Area Technical Services*

*1972 – 1973 Management Trainee – Northfleet Works*