

YEARS OF SWEETNESS

A RETROSPECTIVE OF 46 YEARS IN THE INDUSTRY

FOR THE BRITISH SOCIETY OF SUGAR TECHNOLOGISTS
ANNUAL GENERAL MEETING – 11TH APRIL 2019

THE PLAN – WHERE ARE THE FACTORY PICTURES!

- 1. MY FIRST MISTAKE
- 2. LEARNING AND ENGINEERING
- 3. MY SECOND MISTAKE
- 4. UNDERSTANDING THE PROCESS
- 5. LEARNING THE LESSONS
- 6. MY THIRD MISTAKE
- 7. SELLING IN THE WIDER WORLD
- 8. REFINING AROUND THE WORLD
- 9. MY FIRST SENSIBLE ACTION
- 10. CONCLUSION : DID I LEARN ANYTHING?



1. MY FIRST MISTAKE

- WORKING IN ENGINEERING
- PLAYING RUGBY
- DAMAGING MY RIGHT KNEE
- FAILING MY FINAL EXAMS
- INVITED TO LEAVE !!
- NEXT BIGGEST EMPLOYER
- 2ND JULY 1972



2. LEARNING AND ENGINEERING

- FITTING ON SHIFT
- BOILER EXPLOSION – STEAM ENGINES
- SHIFT ENGINEER AT SELBY
- GRIT AND DUST EMISSION TESTING
- COMBUSTION ENGINEERING
- RECONSTRUCTION AT BURY ST EDMUNDS
 - POWER PLANT
 - VAPOUR RECOMPRESSION
 - PULP DRYING AND PELLETING



3. MY SECOND MISTAKE

- DR MALCOLM BRANCH
- CLOSURE OF 4 FACTORIES
- AND 2 RECONSTRUCTION TEAMS
- KIDDERMINSTER TRAINING - KARL CARTER
- MANCHESTER BUSINESS SCHOOL
- PETERBOROUGH FACTORY – AGAIN!



4. UNDERSTANDING THE PROCESS

- SHIFT MANAGEMENT
- MAINTENANCE MANAGEMENT
- PROCESS IMPROVEMENT WITHOUT MONEY
- BIG-ISH PROJECTS
- QUALITY ASSURANCE – BS5750 – ISO9001
- PLAYING AT BEING A FIREMAN
- PEOPLE MANAGEMENT
- GETTING FED UP WITH THE BOSS!



5. LEARNING THE LESSONS

- ❖ DO NOT VOLUNTEER FOR ANYTHING!
- ❖ TREAT ALL MANAGERS AS THICK
- ❖ TREAT ALL YOUR STAFF AS GOLD
- ❖ THE CUSTOMER IS ALWAYS RIGHT
BUT, GENERALLY WRONG!

I've never seen a Firms Structure described so clearly.



When top level guys look down, they see only shit;
When bottom level guys look up, they see only assholes...

6. MY THIRD MISTAKE

- FLETCHER SMITH - EUROPEAN SALES MANAGER
- EUROPE INCLUDED MOROCCO, TUNISIA, ALGERIA, SYRIA AND TURKEY
- 35 COUNTRIES AND SOME 500 FACTORIES
- 4 YEARS TRYING TO COVER IT ALL
- SYRIA WAS GOOD TO VISIT THEN
- SOME GOOD SALES, BUT IMPOSSIBLE TASK
- FS SOLD TO FIVES CAIL IN 2000



7. SELLING TO THE WIDER WORLD

- EAGLE SUGAR TECHNOLOGY SERVICES LTD
- WORKING WITH SKIL
 - US, BRITISH SUGAR, MIDDLE EAST
- WORKING WITH E D & F MAN SUGAR
 - RUSSIA, UKRAINE (ALL THE NICE PLACES!)
- SYRIA DIRECT
- MULTIPLE STRANGE PROJECTS WITH BOTH CLIENTS
- RAILWAY CARRIAGE UNDERSIDE CLEANING



8. REFINING AROUND THE WORLD

- LEARNING AT LISKI, RUSSIA
- UKRAINE REFINERY & LATER BEET FACTORY
- ISRAEL REFINERY
- THE BRINDISI PROJECT
- CHILE'S FRONT END REFINERY
- OTHERS PLANNED AND NOT COMPLETED
- CONDITIONING SYSTEMS IN FAR EAST
- IMPROVING THE PLANNING PROCESS



9. MY FIRST SENSIBLE ACTION

- ❖ ENOUGH IS ENOUGH
- ❖ TOO MUCH FLYING, TOO MANY WEEKS OVERSEAS
- ❖ TWO WARNINGS – 2016 AND 2018 – THE BODY HAS HAD ENOUGH
- ❖ MUCH TO BE THANKFUL FOR
- ❖ ENJOYMENT AND WORLD VIEWS
- ❖ EDUCATION NOW KEY FOCUS



10. CONCLUSION : DID I LEARN ANYTHING?

1. TAKE EVERY EXPERIENCE POSITIVELY
2. EACH STAGE OF WORK BUILDS TO A BIGGER PICTURE
3. WIDE RANGE OF JOBS BROADENS THE EXPERIENCE AND BUILDS KNOWLEDGE
4. WHEN YOU HAVE ENOUGH EXPERIENCE, YOU CAN MANAGE MOST THINGS
5. BREADTH AND DEPTH ARE VITAL
6. PEOPLE ARE THE KEY INGREDIENT – VALUE THEM ABOVE ALL !



THANK YOU

