



# 1. MY FIRST MISTAKE

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





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## 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!



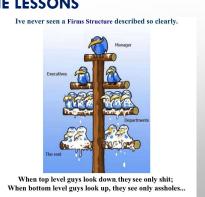
## 4. UNDERSTANDING THE PROCESS

- 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!



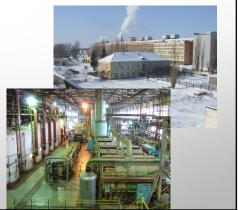
# FLETCHER SMITH - EUROPEAN SALES MANAGER EUROPE INCLUDED MOROCCO, TUNISIA, ALGERIA, SYRIA AND TURKEY 35 COUNTRIES AND SOME 500 FACTORIES 4 YEARS TRYING TO COVER IT ALL SYRIA WAS GOOD TO VISIT THEN SOME GOOD SALES, BUT IMPOSSIBLE TASK FS SOLD TO FIVES CAIL IN 2000

6. MY THIRD MISTAKE

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## 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
- MUTLIPLE 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







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