

MARTIN HARRISON MA MBA CEng FIMechE

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Date of birth 17 September 1953
Nationality British



For the past 24 years, Martin Harrison has been an independent management consultant specialising in helping small businesses and social enterprises to grow, develop, and improve their efficiency and profit.

Martin has an engineering background and was the project manager on large mechanical, electrical and civil design and construction projects before going independent in 1989.

Martin spends half his time in the UK helping small businesses and the other half of his time using his skills and experience to support businesses and development programs in less prosperous areas of the world, through consultancy, mentoring and training. He has developed an expertise in helping hospitals in less developed countries to modernise.

KEY SKILLS AND ATTRIBUTES

- Leadership, persuasive personality and the ability to get things done
- Technical skills, eg engineering, project management, marketing, financial, personnel, ICT
- Wide ranging industry and management knowledge and experience
- Self employed, small business and enterprise development expertise
- Ability to nurture and grow others by providing an environment conducive to learning & development
- High level of interpersonal skills, listening, communicating, assertiveness, empathy
- Has held senior management positions with responsibility for hire & fire, cash flow, change management and defining and implementing strategy

DEVELOPMENT EXPERIENCE OVERSEAS

Worked as a mentor to help the local management to **modernise a 300 bed hospital** in rural eastern Uganda. The hospital is run as a private not for profit social enterprise and is the main effective hospital for a 50km radius serving over 1 million people of whom over 70% live on under £1 per person per day. The project was run on a 2 months in country / 3 months in the UK basis.

The main activities included helping the hospital management move from a command and control culture to a management team culture, management succession plan, defined strategic direction, computerising the accounts, new cost and charging model, and a viable grant and contract application process. The main outcomes are a reduction in staff turnover from 25% to 2% per annum, realistic monthly management accounts and an increase in the number of doctors from 4 to 8.

During this project I also carried out **strategic reviews** for another 150 bed hospital specialising in maternity, a new health clinic, a nurses training school, an agricultural college, and a large orphanage. The next visit will include carrying out a strategic review of a **medium sized development NGO** who run programs for orphanages, water, vocational training and social issues across the local region.

Managed the completion of the **Cleaner Production project** which was sponsored by the World Bank in Bangladesh. The project aim was to significantly reduce the water and utility consumption and the environmental impact in 6 major textile factories with an average of 4,000 workers and to develop a methodology which could be used in the textile industry across Bangladesh.

Carried out a strategic and financial review for a **medium sized NGO** (350 staff) who run 18 programs for schools, orphanages, hospitals, health clinics, and social issues across Bangladesh. This resulted in a detailed action plan which, when implemented, will place the NGO on a strong foundation for the future.

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QUALITY INFORMATION, Partner, Management Consultant, 1989 to present

Over 25 years' experience as a management consultant and trainer during which I have assisted over 500 small and medium businesses. Typical activities included:

- Strategic business reviews
- Mentoring owner managers over a longer period
- Defining the strategy for business growth, for example to grow by 25% per year
- Business recovery and restart projects
- Writing business plans, project proposals, cashflow forecasts, obtaining grants, and raising finance
- Understanding technology and engineering and how to profit from it
- Implementing management systems, including efficiency improvements, and defining KPI's etc
- Management training

These activities require me to have an excellent understanding of owner managers and how they operate and of how and why small businesses are successful and also what causes them to fail.

PREVIOUS CORPORATE EXPERIENCE

KENNEDY & DONKIN Resident / Group Manager 1987-89	Resident Manager for three projects (value £35m). Responsible for local recruitment (30 staff), team management and for ensuring construction of the projects to the required technical, commercial and quality standards.
RACAL CHUBB Sales Manager 1986-87	Responsible for sales of electronic security systems in Europe and West Africa, including identification of potential markets, security audits, external project finance and negotiating commercial conditions.
CRESAP Consultant 1984-86	Typical consultancy assignments were a review of the organisation and systems for an airline's engineering division and the design of an executive bonus scheme for a group of companies.
FOSTER WHEELER LTD Project Engineer / Coordinator 1977-83	Following two years training as a mechanical project engineer, projects included secondment to Mobil as the Topside Engineering Coordinator for the Statfjord C project in Norway and the design of the offsites facilities for an oil terminal design project in Paris. Also worked in Libya and Saudi Arabia.

EDUCATION, TRAINING AND QUALIFICATIONS

Chartered Engineer - Fellow of the Institute of Mechanical Engineers
MBA, Cranfield School of Management
MA & BA in Engineering, Cambridge University

PUBLICATIONS

In order to encapsulate my experiences and knowledge, I have published a comprehensive handbook, 'Small Business Handbook - How to review your business to achieve stable growth and profits' This handbook is over 580 pages long and is aimed at advising independent owner managers how to manage a small business with under 50 staff.