

Keypath Group

David Smith M.Sc., MIBC, CMC
Director/Senior Consultant

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Core Activities

- Strategic and business planning
- Business performance improvement
- eCommerce
- Sales and marketing
- Business development
- Strategic alliances and partnerships
- Management of organisational change.

Areas of Expertise

- ◆ Business Strategy Formulation and Development
- ◆ Business Plan Formulation and Implementation
- ◆ Business Diagnostics, Reviews, Performance Analysis
- ◆ Market Entry and Development Strategies
- ◆ Market Research and Analysis
- ◆ International Sales and Marketing development
- ◆ Strategic Alliances and Transactions, M&A, JV's
- ◆ Partnership Development & Collaborations
- ◆ Process Mapping, analysis and improvement
- ◆ Profit Enhancement and Cost Reduction
- ◆ E-commerce & ICT strategy
- ◆ Effective Management Control Systems.
- ◆ Business Integration implementation
- ◆ Restructuring businesses to improve Profitability.
- ◆ Management of Change programmes
- ◆ Implementation of Cultural Change
- ◆ Organisational Development
- ◆ Team Building and Facilitation
- ◆ Employee Development programmes
- ◆ Management Development
- ◆ Manufacturing, Automotive, Chemical Industries
- ◆ Central and Eastern Europe

Previous Experience

PPG Industries International 1985 - 2002

- Director, Business Development, Automotive Refinish Europe
- Managing Director, PPG Industries Poland Sp. Z o.o
- Director, Marketing & Sales, Coatings Europe
- Manager, Pricing and Planning, Automotive Coatings Europe
- Manager, Business Development, UK Automotive & Industrial Coatings

Courtaulds Group 1976 –1985

- Operations Manager, UK Automotive & Industrial OEM
- Commercial Manager, UK Automotive OEM

Qualifications:

CMC	Certified Management Consultant Award	2007
EFQM	Approved Assessor for Wales Quality Council	2004
TMB	Accredited Technology Means Business Adviser	2004
eCIC	Accredited Cardiff University eCommerce Innovation Centre Adviser	2004
MIBC	Member of the Institute of Business Consulting	2002
MSc	Transportation Planning & Engineering	1976
BSc Hons	Geography	1975

DAVID SMITH BSc Hons, MSc, MIBC, CMC

Summary of Experience

David Smith is a Director/Senior Consultant of a substantial and respected UK Management Consultancy and is also the founding partner of his own international Management Consultancy Practice - Performance Effects. He has gained extensive board level experience with global multi-national and national companies as an international Business Development Director with regional P&L responsibility. With a track record of driving business forward and delivering change in global environments he has considerable international strategic business development and M&A experience, including Western and Eastern Europe and North American markets. David is a versatile team leader and player, with a collaborative style, cultural sensitivity and strong focus on delivery to his customer.

Experience in Strategic & Business Planning; Business Analysis; Sales & Marketing; International Business Development; Mergers & Acquisitions; Business Integration & Re-structuring; Team Building & Employee Development; Quality Process & Performance Improvement.; Culture Change; eCommerce.

David has worked in a variety of industry sectors at both corporate and sme levels including:- Automotive Original Equipment, Automotive Aftermarket, Components; Coatings, Adhesives, Chemicals, Aviation and General Industrial Manufacturing.

Areas of Expertise

- ◆ Business Strategy Formulation and Development.
- ◆ Formulation and implementation of Business Plans
- ◆ Market Entry and Development Strategies
- ◆ Sales & Marketing
- ◆ Market Research and Analysis
- ◆ Strategic Alliances and Transactions including Mergers and Acquisitions and Joint ventures
- ◆ Partnership Development and Collaborations
- ◆ Business and Organisational Diagnostics, Reviews and Performance Analysis.
- ◆ Process Mapping, analysis and improvement
- ◆ Profit Enhancement and Cost Reduction.
- ◆ Restructuring businesses to improve Profitability.
- ◆ Business Integration implementation
- ◆ Management of Change programmes
- ◆ Implementation of Cultural Change
- ◆ Organisational Development
- ◆ Team Building and Facilitation
- ◆ Employee Development programmes
- ◆ Management Development
- ◆ New Technology Introduction and Project Management.
- ◆ eCommerce

Training, Qualifications and Accreditations

BSc Honours Degree in Geography
MSc Transportation Planning & Highway Engineering
Member of The Institute of Business Consulting
CMC IBC Certified Management Consultant
TMB Technology Means Business accredited @TEB Wales
ECIC eCommerce Innovation Centre accredited Univ. of Cardiff
EFQM approved assessor for Wales Quality Council

Personal Attributes

Self motivated; commercially astute, strategic thinker, able to analyse situations quickly and thoroughly and interpret acquired information to build workable action plans; highly numerate and literate; self-sufficient to work alone on own initiative but able to work well in team situations; culturally aware; flexible and

pragmatic in approach to people and working environments. He thrives on team-working and fully realising the benefits of involvement in planning through to implementation.

Career History

After completing his BSc Hons in Geography, David continued post-graduate study to gain his Masters in Transportation Planning and Engineering. On graduation he joined Courtaulds as a Marketing trainee in their International Paints division in London. Progressed through a series of marketing, sales, commercial and operational roles where he was responsible for the development of their industrial coatings business with a number of key clients. David then joined PPG Industries in 1985 as Business Development Manager for their UK Automotive OEM operations in Birmingham, where he was responsible for developing and implementing new service models and improving operational performance at key clients including the newly arriving Japanese automotive transplant manufacturers. He was a leader in the company wide Total Quality management implementation that enabled significant process change and business performance improvement internally and externally. In 1995 David transferred to the European headquarters in Paris responsible to the regional VP for the newly formed Strategic Planning function. During his time in this role he established harmonised global planning and pricing processes utilising new IS technologies, generated a number of successful innovative cross-selling contracts and also initiated and developed an aggressive business expansion strategy into Central and Eastern Europe. Following this successful strategy David took on the responsibility as Director, Marketing and Sales for the newly formed Central and Eastern Europe and Middle East region to lead the market entry and to exploit new cross business sector opportunities across the region. He also became Managing Director for PPG Poland. While in this role he established substantial new sales and business presence in Poland, Russia, Romania, Slovenia and Egypt and developed a series of local partner collaborations and joint ventures. In 1999, David transferred to the Automotive Refinish business unit as Director, Business Development responsible for strategic planning and to lead a major global acquisition and integration programme. Following the successful completion of this programme, which involved acquisitions in UK, Poland, Hungary, Germany, Netherlands, Switzerland and South Africa, he returned to the UK to establish his business in 2002 as an international Management Consultant. Advising in strategy, business planning, sales & marketing, process improvement, e-commerce, strategic alliances and international business development, based upon experience gained working with major global multinationals through to small local companies from many different backgrounds and cultures. David has personal experience of working in over 30 countries worldwide including all major continents.

Conclusion

Through his broad career experience David has developed a highly pragmatic management approach, tailoring Strategy and Improvement Programmes to suit the business environment in which they operate using both organisational and technology solutions to help bring about profound attitude changes laying the foundation for continuous, self generated improvement and growth.

His extensive international experience has given him a broad perspective on issues for Industry sector and Company at International, National and Regional level. David concentrates on working with organisations at National level both within the UK and abroad, particularly in Eastern Europe, on strategy and programmes to build commercial infrastructure, develop export markets and improve private sector business performance.