

*Les Haswell*  
CONSULTING

## **Les Haswell Consulting Ltd**

Summary of Experience &  
Competence  
including  
Case Studies & Professional Biography

### **Les Haswell Consulting Ltd**

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Les Haswell Consulting provides support and consultancy services to small and medium sized businesses to assist them in improving their processes for sales, marketing, business development, business processes and the management of their supply chain.

Drawing on over twenty years of sales & marketing, business development and business improvement experience in the energy industries, internationally, Les Haswell Consulting Ltd has a clear picture of the problems facing small businesses in a global market.

Les Haswell Consulting can assist SME businesses in their drive to increase sales, build beneficial business relationships, and improve the internal processes by which they carry out their day to day business.

## CONSULTANCY | SUPPORT | TRAINING

### Business Development

- Identify and build relationships with key suppliers
- Identify strategic alliances with key suppliers/clients
- Build contacts and collaboration opportunities in export markets

### Sales & Marketing

- Assess sales & marketing processes
- Market analysis
- Investigate new markets
- Carry out sales calls on key accounts/markets

### Internationalisation

- Internationalisation strategy
- Resource planning
- Implementation

### Business Process Improvement

- Map business processes to establish current practices
- Highlight areas for improvement
- Develop implementation plan
- Allocate responsibilities and time scales
- Monitor progress

### International Support

- Organise & lead overseas Trade Missions
- Programme organization & hosting of Inward Trade Delegations
- Event & Conference management

### Training

- Foundation Sales
- Advanced Business Development
- Supply Chain Management
- Business Process Improvement

## CASE STUDY 1

With a workforce of 100 personnel, this engineering company had established itself as a leading industry player in the turnkey provision of electrical, instrumentation and control systems, shutdown and motor-control panels and engineering services.

In August 2003 the management team began working with Les Haswell as part of their expansion plans. The company had one key objective for the project - growth for their business. A £5million turnover company, they sought assistance to show how they could substantially grow turnover to £10million. The company wanted advice on how to achieve this, and in order to do this,

- which markets they should concentrate on
- what skills they should be selling
- how would their resources cope with this potential growth.

Discussions took place between Les Haswell, and the management team to ensure full understanding of the business, its market and its objectives. Research was undertaken to allow Haswell to identify the areas for the company to concentrate on. This included in-depth analysis of where the company were in their market and where they wanted to be.

It was established that the company primarily undertook work in two key areas,

- construction & installation
- value added engineering i.e. design of control systems

The management wanted to focus on the later in order to build their reputation as a value add engineering company.

Les Haswell asked the team to identify what they felt were their strengths and weaknesses and where they saw potential problems, internally, with clients and with their suppliers. From these, Les Haswell assisted in prioritising the areas which requires investigation. The two main areas which were identified by the team for focusing on were value added engineering and the international market

These areas offered huge potential for growth, maximising expertise and allowing the company to build on the success of its office in Azerbaijan.

On-going consultation with the management team took place throughout the project and they were provided with suggestions and solutions as well as an implementation plan.

## Case Study 2

A company which supplied hydraulic systems and pumps also earned a considerable proportion of its turnover from repairing and refurbishing pumps.

The operations manager was convinced that this part of the business was not profitable and needed to be either dropped or have its pricing restructured. Other members of the management team did not agree.

Les Haswell was asked by the operations manager to work with the management team to map the repair process and use the process map to calculate how much the process cost.

The team was asked to describe the process by which repairs were carried out, from the client's enquiry, the subsequent quotation and the resultant repair procedure. The process was mapped and agreed by the team. Each element of the process was then analysed and elements were added to the map to show which departments or individuals were involved at each stage of the process. The time taken to carry out each element was also added. The cost of each of these involvements was calculated and added to the map.

By adding up the cost of each individual element, the total cost of the repair was calculated and then compared with the revenue generated by that repair. The management team was shown that with the level of rates charged for repairs, the company actually made a loss on most repairs of pumps under a certain size.

A number of cost cutting measures were suggested to the team, in an effort to cut down the number of needless involvements of departments and individuals throughout the process.

### Case Study 3

Les Haswell was asked by an SME which designed, manufactured, and maintained cranes to investigate and improve on the process by which they prepared customer invoices.

The company's CEO calculated that incorrect invoices were costing the company, which had an annual turnover of over £5million, in excess of £100,000 per annum. Each division of the company had responsibility for the preparation of its own invoices.

Les Haswell worked with the management team during a series of half-day sessions, to map the process by which client invoices were prepared. It soon became clear that rather than improve on an existing process, it was necessary to put a system in place, because as the MD said, "we have no system".

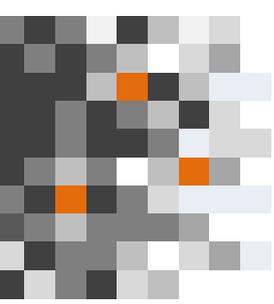
Each division used a different method to prepare its invoices, some started each month from scratch while one division did a "cut and paste" from the previous month. By designing and mapping a process agreed between the divisional managers and the company's accounts department, a simple process was devised and an implementation plan agreed, including changes to the IT systems to allow easier access for divisional managers.

During discussion, it was discovered that in an effort to issue invoices before a set deadline, the managers did not include taxi fares in the client invoices, as they did not come in from the taxi company in time.

The attitude of the managers being that it was not worth holding back a £100,000 invoice for a £20 taxi invoice.

The MD informed the group that "£20 taxi fares" actually cost the company over £3,200 per month. Les Haswell helped the group to calculate that to make up for this spend not being recouped, the company needed to earn an extra £30,000 every month.

The MD said that he would introduce a system in conjunction with the taxi operator, to issue an advice note at the time of the journey, which could then be added to the client invoice.



## Professional Biography

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### Executive Summary

With a background of business development, sales & marketing, I have almost thirty years' experience of working with small to medium sized business. Over that period, I have undertaken a number of business development, consultancy & support roles predominantly in an SME environment and have undertaken advisory and consultancy roles in the areas of,

- Business Development
- Business Process Improvement
- Education & Training
- Supply Chain Management
- Internationalisation

I have experience of running my own small business and have worked to senior management level in other SME businesses.

I have also worked with a number of Trade Associations and business support organisations such as.

- Scottish Enterprise
- UK Trade & Investment
- Energy Industries Council
- DTI (DECC)
- NOF Energy
- Innovation Norway
- Global Training & Education Partnership (GTEP)
- International Energy Skills & Training Alliance (IESTA)

During this time, I developed a network of senior industry contacts and well informed sources of information and opinion.

I am a strong believer in collaboration and team work and see this approach as being a means of increasing competitiveness in a global market.

I have strong commercial & sales acumen and can communicate clearly and effectively at all levels. I inspire trust and confidence and can motivate others to achieve their goals or preferred outcomes.

I have experience of selling to international oil companies and EPC contractors in countries including,

- UK
- USA
- Brazil
- Abu Dhabi
- Oman
- Qatar
- Bahrain
- Mexico
- Venezuela
- Netherlands
- Norway

I have also been responsible for developing, project managing and organising conferences, share fairs and other oil & gas related events, including a number of overseas trade missions. All of these designed to assist companies to develop business in new markets.

## Career History

March 2004 - Present

### Les Haswell Consulting Ltd - Director/Consultant

I act as a consultant and adviser to small to medium sized businesses, working with their management teams in the areas of;

- Business Development
- Business Process Improvement
- Supply Chain Management

with the aim of helping them to do business more competitively in a global market.

Since setting up Les Haswell Consulting Ltd, I have undertaken work for various private companies and government bodies including;

- **UNI Strategic, Malaysia**, to design and facilitate a 2 day workshop focused on Advanced Business Development Techniques.  
*“Mr. Les Haswell is a knowledgeable and experienced professional trainer who continuously link theories to practical cases out of his own experience, as well as designing the course material to trainees' need - It was a fruitful course that outlined the major areas in field of concern.”*  
Hussein M.A. Abukhairalla CEO, President RAM Energy
- **International Energy Skills & Training Alliance (iesta)** as Interim Managing Executive I was contracted initially by Scottish Enterprise to set up the company as a Trade Association in conjunction with a number of education & training providers in oil & gas industry to act as a support organization for Scottish training & education providers to develop international business and to promote collaborative working in the sector. This included overseeing the election of directors, setting up bank accounts and designing appropriate marketing materials.

Having completed the setting up process, I was contracted by the board members to act as Chief Executive of the organisation.

- **NOF Energy** as Supply Chain Manager working as link between the oil & gas operators/ engineering contractors and the NOF membership on a six month contract
- **Global Training & Education Partnership (GTEP)** as Business Development Director.

GTEP was set up by UK government to support the Oil & Gas, Training & Education sector to assist companies to develop into overseas markets

- I also undertook work for a number of Norwegian SMEs under the **Norwegian Trade Council's Springboard UK initiative**, having been retained as a Business Development Consultant by **Innovation Norway**.
- I was one of a number of contractors appointed by **UK Trade & Investment** under a framework agreement for the supply of event management services and have organised a number of events for **UK Trade & Investment, DTI and Innovation Norway** and other clients. These events included
  - UK Norway Sharefairs in 2005, 2006 & 2007
  - Americas Roadshow in Aberdeen, Newcastle & London and HSE Events in Aberdeen, Tripoli, Algiers & Lagos

## WMT - Business Development Consultant

WMT prepare operations procedures and manuals. They are often then asked to take the information contained in these and develop a training and competency assessment programme for their clients employees who will operate that asset.

WMT (Worldwide Marine Technology) have a strong track record in the marine industry and have in recent times started to make the crossover into oil & gas. My role within the company is to use my experience and contacts in that industry to assist the company in developing the oil & gas business in three main geographic areas - Middle East, Brazil and Houston (Gulf of Mexico). To help to facilitate this expansion, I was asked to progress the establishment of an agent in the UAE and a WMT company in Brazil.

### Major Achievements

Won \$1/2 Million contract in Brazil, the companies first in that country

### Target Clients

BP - Aberdeen & Houston

EXXON - Houston

Shell - Qatar

ADCO - Abu Dhabi

Zadco - Abu Dhabi

ADMA-OPCO - Abu Dhabi

GASCO - Abu Dhabi

Dolphin Energy - Abu Dhabi & Qatar

Maersk Oil - Qatar

Maersk FPSOs - Brazil

Qatargas - Qatar

Rasgas - Qatar

Queiroz Galvao - Brazil

OSX - Brazil

Petrobras - Brazil

Transpetro - Brazil

January 2009 - October 2010

## ODL- Head of Business Development

ODL is a specialist consulting and services company, which specialises in the development and management of procedural documentation for the international oil and gas industry.

It employs over 160 full-time personnel with its head office in Aberdeen and operations in Houston, Perth WA, and an agent in Abu Dhabi.

ODL provides professional technical and consultancy services encompassing:

- Operational Documentation
- Maintenance and Technical Integrity
- Competence Assurance & Training
- Pre-operations Consultancy & Document Mapping.

My role as Head of Business Development was to manage the company's Business Development function, including two Business Development Managers based in Houston and to develop business on a global basis with emphasis on Gulf of Mexico, Middle East and Western Australia. I reported to the Managing Director and had responsibility for all aspects of business development including sales, marketing and development of partnerships with providers of services which compliment those offered by ODL. I was also tasked with looking at ways of improving the company's offerings to its clients and to help to identify potential acquisitions.

## Major Achievements

Played supporting role in winning first order from BP Houston

Value - \$600,000

During the second half of my time with ODL, I was asked to prospect for new business in the Middle East. I spent about a week every month in the region and was able to initially identify and then get ODL on the bidders list for in excess of £10million of work in Abu Dhabi and Qatar before leaving the company

## Target Clients

BP - Aberdeen & Houston  
Tullow Oil - London & Houston  
Anadarko - Houston  
Conoco-Phillips - Houston & Abu Dhabi  
ADCO - Abu Dhabi  
Zadco - Abu Dhabi  
ADMA-OPCO - Abu Dhabi  
GASCO - Abu Dhabi

Mubadala Oil & Gas - Abu Dhabi & Bahrain  
Dolphin Energy - Abu Dhabi & Qatar  
Maersk Oil - Qatar  
Qatargas - Qatar  
Rasgas - Qatar  
PDO - Oman  
Occidental - Oman & Bahrain  
RASHPETCO - Egypt

March 2001 - March 2004

## LOGIC - Business Adviser

I undertook training workshops, seminars and presentations to demonstrate a methodology for business process improvement and improved supply chain management with a mixture of oil & gas operators, engineering contractors and SME suppliers. By using the same methodology, I developed a workshop on Strategic Business Development, which was aimed specifically to help businesses make decisions on exporting strategy.

I also had responsibility for the marketing activities of LOGIC, including the design of sales literature and exhibition stands. I also organised the LOGIC Annual SNS Conferences in Norwich and the UK Trade & Investment/DTI sponsored UK/Norway Share Fairs in Aberdeen and Newcastle. I also presented papers at a number of oil & gas conferences and events.

October 1999 - February 2001

## Energy Industries Council - Manager EIC - Aberdeen

Having been invited to sit on some of its working groups whilst working with Real Time Engineering, I was approached by the EIC and asked if I would be interested in working with them. I tasked initially with the setting up of an Aberdeen office, equipping and furnishing it and hiring an administrator.

Subsequently, I was responsible for the general management and development of the office as well as the promotion of the Energy Industries Council in Scotland. This involved liaising with industry bodies, government departments, major oil & gas operators and engineering contractors.

My role also involved supporting member companies by assisting them in the recognition and development of business opportunities within the energy industries. One of the main functions of the role was to flag up major projects worldwide, and supply contact names, and details where possible.

I attended and participated in various working groups on issues such as, supply chain management, e-business, and industry trends and reported back to the membership.

I organised presentations/workshops and local events covering major export markets, e-business, how to get the best out of FPAL and other issues, which were important to member companies.

**November 1994 - October 1999**

## **Real Time Engineering Ltd. - Sales Manager - Oil & Gas Division**

The Oil & Gas division of Real Time Engineering Ltd. (RTEL) undertakes the design, configuration, and implementation of computer based systems for process control and monitoring, information management, pipeline management and leak detection.

It was my role to promote and sell the company's expertise to operators, and engineering contractors in the UK, Houston, Netherlands, eastern Canada and Egypt, and to ensure that RTEL was included on the bid lists for major oil & gas projects.

The division also undertook operability studies and consultancy work aimed at increasing the profitability of existing assets, by reducing the number of unnecessary process shutdowns caused by badly configured control systems. It was my contention that the poor management of systems integration was the cause of many elongated commissioning and operational problems, and in an effort to alleviate these problems I was instrumental in the formation of an alliance of four suppliers to bid for a major pipeline project in Egypt.

I remain convinced that collaborative working is a very real way to become more competitive in an increasingly global market. I also took Real Time Engineering into EIC membership.

### **Major achievements**

Promoting the company's pipeline management & leak detection systems to the EPC contractors in Houston. Within a period of 6 months I was able to get RTEL on to the bid list for 5 major international pipeline projects. Sadly, the managing director felt that having made 4 trips to Houston without bringing in a major contract, it was not worth continuing with the efforts to win these projects.

These projects would have been worth around £500,000 each

### **Target Clients**

International Oil Companies  
incl.

BP,  
Shell,  
ConocoPhillips,  
Total,

Chevron,  
Texco,  
Elf Petroleum

EPC Contractors incl.

Kvaerner John Brown,  
Halliburton,  
Granherne,  
Fluor,  
Brown & Root,

MW Kellogg,  
AMEC,  
Penspen, JP Kenny,  
Bechtel

July 1988 - October 1994

## Self Employed

### Sales & Marketing Consultant/ Restaurateur

During this period I worked as a self-employed sales & marketing consultant, carrying out work for various companies, including a Victorian conservatory manufacturer, a pottery manufacturer, an electronics integrator, a distributor of domestic gas heaters and a printing business. Much of this work was done under DTI and Scottish Enterprise grant funding. I also became more involved in, and eventually took over the running of a family restaurant business.

This period was a break from the mainstream engineering and oil & gas industries to which I was accustomed, but it taught me a great deal about business and people management and put into context many of the important aspects of running a business.

February 1982 - July 1988

## Measucon Ltd.

### Sales & Marketing Manager

Based in Falkirk, Measucon undertook the conceptual and detail design, system build, integration and commissioning of PLC based control and monitoring systems, for the oil & gas, power generation, water, petro-chemical and whiskey distilling industries.

My role was to undertake the sales of these systems as well as Measucon's expertise on a consultancy basis, throughout the UK and to ensure the inclusion of Measucon on bid lists for major projects in these industries. I was also responsible for the design and production of sales and marketing materials such as sales brochures marketing literature and exhibition stands.

### Major achievements

- Winning 3 projects with Northumbrian Water - Value - £500,000
- Project at Laphroaig Distillery - Value - £350,000
- Selling the first HNL pressure switches into the North Sea oil & gas industry (Britoil), which broke a near monopoly of Delta switches. This sale brought in its wake, £millions of business to HNL over the years.

### Target Clients

BP Grangemouth  
Shell Exrpo

BP Exploration  
Britoil

## Papers presented

**May 2002 :** LOGIC Conference Aberdeen - Introduction to Supply Chain Management  
**January 2003 :** LOGIC SNS Conference Norwich - Strategic Business Development  
**June 2003 :** LOGIC Conference Aberdeen - Strategic Business Development  
**November 2003 :** Best Practice Procurement of Offshore Inspection Services  
**January 2004 :** LOGIC Conference, Norwich; "New Markets, New Ways"