

# Mark Walsh

**Overview:** **Highly driven interim leader driven to deliver on-time results. This is achieved through prompt business and situation analysis and intimate experience of cross functional and international businesses. Strong personal commitment to results and benefits realization.**

**Education:** BSc Hons. Chemistry & Management,  
Loughborough University  
Diploma in Industrial Studies  
Irish Junior International Athlete

**Languages:** English and Dutch

**Qualifications:** MCIPS, MIIM

## **Career Summary:**

2018	MCWD Ltd. Program Management – Baxter – Brexit Readiness
2017	MCWD Ltd. Program Management – Acelyty – Unique Product Coding
2011	Vice President Transformation Projects – EMEA, Acelyty
2009	Vice President, Services and Operations, EMEA, Kinetic Concepts Incorporated (KCI)
2004	Vice-President, Services – International, Applied Biosystems Incorporated (ABI)
2002	Vice-President, Marketing and Product Development, Quest International, ICI plc
1999	Vice-President, Procurement, Quest International, ICI plc
1995	Managing Director, South Africa, Quest International, Unilever*
1987 - 1991	Unilever International Graduate Scheme and various marketing roles in UK, USA and Holland

\* In 1997 ICI acquired Unilever's Specialty Chemical Businesses for \$8bn

## **Career History**

### **MCWD Ltd.**

I established MCWD Ltd. to run transformation programs on a wider spectrum.

### **04/2018 – 01/2020 – Baxter Healthcare – Brexit Readiness**

Baxter have a wide portfolio of medical devices and pharmaceuticals and need to develop a series of programs to be best prepared for Brexit. My role was to develop and run the program.

#### ***Achievements:***

Established a 14 workstream programme across Europe involving 32 staff. The solution developed uninterrupted product supply for an annual turnover in excess of £400m and came in on cost budget of £10m.

### **04/2017– 03/2018 – Acelyty Unique Product Coding**

Having been involved in much M&A activity Acelyty had a variety of product coding systems which gave led to wide variation in Regulatory compliance and inefficient production planning and manufacturing. The programme used Acelyty's ERP and close coordination with the regulatory authorities to develop a unique coding system which did not require the originally considered 're-registration' process.

#### ***Achievements:***

The revenue at risk of approximately \$450m was avoided on time (12 months) and in budget (\$7.0m). The increased efficiency of the new planning process saved approximately \$1.2m annually.

Please note; specific details of these assignments are available in case study format.

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### **Acelity/Kinetic Concepts Incorporated**

Acelity (previously KCI) is a medical device company based in Texas. In 2011 it was withdrawn from the stock market when purchased by APAX capital. Acelity has a current turnover of \$2.1bn (post several divestitures and acquisitions).

### **11/2011- 03/2017 Vice-President Transformation Projects EMEA & Japan**

Increasing financial performance is critical to Acelity's position. I was in charge of the key transformation projects in EMEA and Japan. Key examples include

- Japan – business turned around by reshaping the sales force and increased revenue after 18 months of decline
- Sale and carve-out of the KCI 'Beds' business to Arjo-Huntleigh
- Integration of the Systagenix acquisition in EMEA

#### **Responsible for:**

- 12 consulting staff and 8 KCI staff across all functions and EMEA and Japan

#### **Achievements:**

- Carve out of \$500m 'Beds' division including splitting sales teams, transfer and TUPE considerations of back-office staff, ERP system duplication, negotiating and implementing a transition service agreement (TSA)
- Japanese business turnaround
- Reformed Japanese sales organisation and a total of \$20m annual cost savings.

Please note; specific details of these and other assignments are available in separate case study formats.

### **01/2009- 10/2011 Vice-President Services and Operations EMEA**

To ensure future revenue and profit growth the EMEA business had to move its focus from a country based structure to one which was divisionally oriented supported by strong shared service infra-structure. This strategy allowed rapid market deployment for new products and gave higher quality service at a lower cost. I was responsible for formulating this strategy and for the transformation of the EMEA Services and Operations infrastructure in addition to driving ongoing customer service levels.

#### **Responsible for:**

- 450 staff covering service provision, supply chain and procurement
- US\$60m cost base spread across EMEA.

#### **Achievements:**

- Developed the pan-European strategy and oversaw organisational transformation from an individual country 'service centre' approach to a fully coordinated pan-EMEA structure.
- Reduced cost base by 6% per annum – resulting in \$4m saving annually

### **Applied Biosystems Incorporated**

Applied Biosystems (ABI) develops and sells instruments, consumables, software and services for the life sciences market. Customers use these tools to analyze nucleic acids (DNA and RNA), small molecules and proteins mostly in the pharmaceutical market. Increasingly, our business grew in the 'after market services' which included service contracts, repairs and maintenance, validation and training. The business had a turnover of \$2.0bn

### **08/2004- 12/2008 Vice-President Services and Service Sales EMEA & Japan**

ABI recognized the ability to sell after-market service provision to drive profitable revenue growth and to ensure customer loyalty. In line with this strategy I was charged with establishing service and support profit centres in EMEA and Japan. In this period I restructured the sales force, reconfigured our distributor network and introduced innovative products. In addition to securing increased sales I drove down costs by effective use of our technical, HR and finance support functions to highlight efficiency gains.

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The position reported to the President of Global Services and Operations based in California and the EMEA President based in Germany.

### **Responsible for :**

- US\$140m sales and P&L in EMEA and Japan
- Led 380 people covering sales, marketing, service delivery and support functions.
- Services P&L leader on the 'International Leadership team' responsible for ABI's International Business

### **Achievements**

- Grew sales revenue 12% per annum from \$95m to \$140m during my 4 year tenure
- Oversaw strategic shift in service business to higher value added services such as validation and qualification and customer training programmes
- Transformed sales structure including management, sales teams and distributors.
- Reconfigured distributor network in India, Middle East and Africa

### **09/1987- 05/2005 Quest International**

Quest International was a leading Fragrance, Flavour and Food Ingredient business with a turnover greater than US\$1.2bn. Originally owned by Unilever it was sold, along with the other Unilever Specialty Chemicals businesses, to ICI for US\$8.0bn. The company serviced the major fast moving consumer goods (FMCG) companies globally, for example, Kraft, Procter and Gamble and SC Johnson. Quest employed 4500 people and was represented in over 32 countries.

### **2002 – 2004 Vice-President Marketing and Product Development**

#### **Responsible for:**

- Strategy development for the enterprise's Fragrance businesses.
- Led 120 marketing and product managers in UK, Holland, Latin America, USA and Asia.
- Member of the divisional board

#### **Achievements**

- 1<sup>st</sup> 18 months saw new business totaling US\$54m based on new client projects and innovative technologies.
- Two of the new technologies were developed in collaboration with 3<sup>rd</sup> party partners.
- Delivered strategic review resulting in a change programme to establish a team based, business unit structure.

### **1999-2002 Vice-President Procurement - Quest International**

#### **Responsible for:**

- Promoted to the executive board as above.
- Full control of all variable costs totaling US\$200m per year.
- All buying units in North America, Latin America, Asia and Europe.

#### **Achievements**

- Saved 6% annually.
- Initiated and implemented a transformation programme leading to a global sourcing strategy across all manufacturing sites and product formats.
- Implemented and integrated a new IT system was critical to this success.

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### **1995-1999    Managing Director – Quest South Africa**

#### ***Responsible for:***

- Sales and development of the US\$8.0m P&L.
- Personally responsible for the revenue and profitability of projects for our two largest clients (\$5.0m annually)
- Sales, marketing, technical and support functions

#### ***Achievements***

- Grew sales 16% and profitability 21% annually in a stagnant market.
- Relocated business from Durban to Johannesburg
- Built a coherent and highly profitable sales and creative team by removing lower performing original staff, hiring experienced individuals from the market and training and developing the highest performing original staff.
- Established a stable sales platform for growth
  
- Reducing head count from 40 to 32 and costs by 17%
- Became fluent in Dutch

### **1987-1991    Various marketing roles in UK, USA and Holland and Unilever International Graduate Program positions**