



## CURRICULUM VITAE: Dr. J.R.THOMAS.

NAME: JOHN REES THOMAS

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### **Biography...**

Overall summary.	<p>For well over 40 years, I have been instrumental in introducing state-of-the-art skills and techniques in diverse industries working for and with some of the best companies in the world.</p> <p>For the first 20 years of my career, I gained much operational management experience in both small and large companies working with firms such as 3M, Rexam, D.S. Smith, Nissan, and Toyota. (One plant for which I was responsible, achieved the Toyota Supplier of the Year Award whilst another was considered a world-leader in the Medical Supplies Industry).</p> <p>For the last 24 years I have run my own management consultancy, specialising in the development and implementation of World Class techniques aimed at creating sustainable step changes in business performance and profitability.</p> <p>I have advised hundreds of organisations, both big and small, domestic and internationally, in a myriad of diverse industries and sectors, both private and public.</p> <p>I have taught at several universities and for 10 years was an Industrial Fellow at the University of Cambridge.</p>
Senior positions held prior to setting up own business.	<ul style="list-style-type: none"><li>• Responsibility for manufacturing strategy development for a diverse multi-national group of companies.</li><li>• Plant management of a new green-field facility in the medical supplies industry. This facility was one of the most advanced facilities of its kind in the world.</li><li>• A track-record of Strategy development and Operational control and improvement in a wide range of Industries working with and for a number of World Class companies.</li><li>• Headed a Technical solutions group for US multi-national 3M.</li></ul> <p>Innovative highlights during this early part of my career include:</p> <ul style="list-style-type: none"><li>• Led the team that first devised a bulk delivery system for sealing products in the automotive industry.</li><li>• Led the team that first produced an alternative to masking tape for the automotive repair industry.</li><li>• Developed a fully integrated plant for producing re-pulpable splicing tape for the paper industry.</li><li>• Part of the team that produced the first VHS videocassette made in Europe.</li></ul>

Major Industry Sectors I have worked in include:	Process, Packaging, Medical supplies, Printing, Food, Automotive and Electronics
<p><b>Academic experience</b></p> <p>For 10 years I was a member of the ECS (Education and Consultancy Services) team at the <a href="#">Institute for Manufacturing at Cambridge University</a> responsible for developing innovative services to support small and medium-sized companies. I led the IfM portfolio in Wales and the West Midlands and simultaneously worked closely with Government agencies to provide diagnostic and consultancy services to a range of companies.</p> <p>In doing this work, I worked as an Industrial Fellow at the <a href="#">University of Cambridge</a>.</p> <p>In 2021 I joined the <a href="#">SMART Digital Accelerator team</a> at <a href="#">University of Wales Trinity Saint David (UWTSD)</a>. This is a team of industry expert advisers who work with manufacturers in Wales to help them identify the right Industry 4.0 technologies to boost their bottom line.</p> <p><b>From a teaching perspective: I was invited by several universities to lecture on a part-time basis.</b></p>	<ul style="list-style-type: none"> <li>I was for 15 years (1991-2005) a part-time Lecturer on Masters (MSc.) degree courses in Manufacturing, Quality and Project management with the <a href="#">Open University</a> (much of it as a consultant author of Technology Implementation, Project Management. Quality management and Manufacturing-based courses).</li> <li>I lectured in Operations Management and General Management at <a href="#">Swansea University</a> and taught Organic Chemistry on the Biosciences Foundation programme (2008-2024).</li> <li>I taught Project Management on the LBA programme at <a href="#">Cardiff Business School</a>.</li> <li>I ran a course on Value-Stream Mapping for the Engineering faculty at <a href="#">University of Wales Trinity St. Davids</a>.</li> <li>I was also a workforce development Fellow at <a href="#">University of Wales Trinity St. Davids</a>. In this role I worked with businesses in West Wales to develop and implement robust business plans to ensure sustainability of these enterprises.</li> <li>I consider myself to be an accomplished practitioner/teacher of World Class Business techniques, for a myriad organisations in a range of sectors and industries.</li> </ul>
<p><b>Qualifications</b></p> <p>Academic</p> <p>Professional</p>	<p>Ph.D. in Synthetic Organic Chemistry (University of Wales) 1978-81 <b><i>(Thesis title: Synthetic and Conformational studies on Benzannelated Mesocycles).</i></b></p> <p>Honours degree in Chemistry (University of Wales) 1975-78.</p> <p>M.B.A. (Open University Business School) 1986-90.</p> <p>F.R.S.C., C.Chem., M.B.A., A.I.B.A.</p> <p>Qualified First Aid at Work Practitioner. Valid until December 2026. Qualified Chemical First Aider. Valid until May 2027.</p>

The above is a summary of my career.

If you require further information, then below you will find a comprehensive account of:

1. The services offered by Dr. John R. Thomas Associates. (See [www.drjrt.com](http://www.drjrt.com)).
2. A detailed career profile and accomplishments prior to becoming self-employed.

### **Current position (since 2002)**

**Managing Director: Dr. John R. Thomas Associates.**

***We provide Blue Chip business training and support at affordable prices.***

***A company with many years of experience in a wide range of industries.***

Our role is to provide top-class training and support in an affordable and convenient way.

In doing so, we can maximize the contribution that people make to improve their own companies and to be the catalyst of improvement initiatives by providing the most appropriate and up-to-date tools, techniques and support.

### **Responding to a changing world!**

In response to the unique set of circumstances posed both by the Covid-19 epidemic and the development of new digital technologies, it is important to give people the right skills to thrive in a more challenging business environment.

### **How do we deliver?**

**Increasingly, client requirements are for our support courses and mentoring to be delivered as a series of 1 or 2-hour on-line webinars, delivered at a time and frequency to suit their convenience.**

We believe this to be the most efficient and cost-effective mode of delivering training and support – particularly in these trying times.

We have experience and specialist skills that enable our courses and support initiatives to be delivered using both traditional methods and the latest on-line and multi-media tools.

In this way companies can:

- Design a unique support programme that meets their exact needs and deliver the learning in the form and at delivery times that best suits them.
- Progress at a pace that least disrupts their day-to-day activities.

- Integrate work-based projects where they simultaneously deploy the techniques taught into their everyday activities.

### ***New range of courses***

In addition to our long-standing range of Lean and Leadership courses, we have developed a series of modules which seek to enhance the strategic skills required to meet the demands of the post-Covid world.

These include:(click on the link for details).

- [How to embrace and exploit the technologies of Industry 4.0.](#)
- [Developing a robust business strategy for a rapidly changing world.](#)
- [Writing a Business Plan: a roadmap to prosperity.](#)
- [Organic Chemistry in the workplace.](#)
- [Communicating effectively with your colleagues.](#)
- [Innovation management: new Product and Process Development.](#)
- [Capacity and Inventory management.](#)
- [Supply Chain Management in the post-Covid world.](#)
- [Kaizen: continuous improvement tools and problem-solving skills.](#)
- [Project management in a post-Covid world.](#)
- [Leadership skills for the 2020's](#)

These new courses fit in perfectly with our tried and tested range of courses:

### ***Dr. John's Lean Toolkit***

Based on techniques deployed, honed and optimised in over 200 companies in at least 15 industries, we have developed a series of tools and techniques to help companies achieve World Class standards.

***What is contained in the toolkit? (click on the link for details).***

- Developing a safe and well-organised Workplace : [The modular 5S programme.](#)
- Are you sweating your assets? : [Maintenance best practice \(T.P.M.\).](#)
- Profit from product change efficiency : [Grand Prix Style S.M.E.D. Changeovers.](#)
- Losing money from your Process Pipe? : [Waste management.](#)
- Preventing things from going wrong: [Failure Mode and Effects Analysis.](#)
- Removing inefficiency from your supply chain?: [Value Stream Mapping.](#)
- How cost effective is your design process?: [Design for manufacturing.](#)
- Can you make it at a profit? : Understanding your [Process Capability.](#)
- Reducing product and process variability using [Statistical Process Control.](#)
- [Problem solving](#) in a systematic way.
- [Capacity cascade analysis and the use of O.E.E. to prioritise improvement programmes.](#)

[http://www.drjrt.com.](http://www.drjrt.com)

**A comprehensive list of projects undertaken in recent years can be obtained by following this link :**  
**<https://www.drjrt.com/2020/06/15/current-lean-projects/>**

## **CAREER HISTORY :**

### **Previous Position :**

**1997 - February 2002**

**DAVID S. SMITH PACKAGING LTD.: RUGBY**  
**(Part of the David S. Smith Holdings Group).**

**PACKAGING DIVISIONAL MANUFACTURING MANAGER.**

***Responsible for Co-ordinating the drive for World Class Manufacturing and improved effectiveness across all company's sites. (25 Manufacturing facilities throughout Europe: Turnover ca.£350 million.)***

Supplying the European Packaging industry.

Customer base included most Food retailers, Healthcare, Automotive and Drinks industries.

i. I managed an ongoing Benchmarking programme across the European sites, and co-ordinated the resultant action programmes which delivered cost savings in excess of £20 million per year through such initiatives as Waste Reduction; Change-over efficiency improvement; Quality and Service improvements and Business process rationalisation.

ii. I was responsible for developing and implementing the Company Manufacturing Improvement Strategy, and for formulating the Training plan to support this programme.

iii. I also worked with each site to develop their individual Business improvement programmes, key performance indicators and review mechanisms.

This included co-ordinating the Lean manufacturing strategy at the £40 million investment programme at Fordham, Cambridgeshire then regarded as the state-of-the-art plant within the packaging industry.

iv. I was responsible for the company Graduate recruitment, Development and Training programmes.

### **Part Time Position 1991 -2005**

**OPEN UNIVERSITY: FACULTY OF TECHNOLOGY**

LECTURER ON THREE POSTGRADUATE (MSc.) COURSES:

***MANUFACTURING MANAGEMENT : QUALITY MANAGEMENT : IMPLEMENTING NEW TECHNOLOGIES.***

Much of this work involved being a consultant author of Technology Implementation, Project Management, Quality management and Manufacturing-based courses.

***This part-time position was critical to me being up to date with state-of-the-art developments in these fields throughout this time; leading on ultimately to my work for the Institute for Manufacturing at Cambridge University.***

## **1994-1997**

### **REXAM MEDICAL: BRISTOL : OPERATIONS DIRECTOR**

#### ***Operational Control for the company's manufacturing facilities: 3 Factory Sites: in the Bristol area.***

The world's largest site for supplying the world-wide medical device industry e.g. Boots, Baxter, J&J etc. etc.

- i. Co-ordinated the rationalisation of 3 sites into a new green-field World-class Manufacturing facility.
- ii. Responsible for developing and implementing the Company Manufacturing Strategy.
- iii. Headcount reduced by 60%: whilst throughput (+ value-added) per head increased by 130%.
- iv. Introduced a myriad of modern management concepts and techniques to the company.

## **1991-1994**

### **E.M.S. Chemie U.K. (Part of Swiss EMS Chemie Group): OPERATIONS MANAGER**

#### **Total Operational Control for 2 factory sites (1 in South Wales and 1 in Northeast England.)**

Manufacture of Specialist coatings, adhesives, and sealants.

Supplying the European Automotive Industry with a customer base that included Ford, Nissan, G.M., Toyota and Honda.

- i. Rationalised manufacturing structure of the company: including closure of one site.
- ii. Reduced product unit cost on average by 40% over 3 years by improved process technology, and increased operational efficiency.
- iii. Reduced delivery costs on key products by 30% by developing a bulk delivery system.  
**(Toyota supplier of the year 1994).**
- iv. Reduced overall company stockholding by 40% (as % of sales).

## **1985- 91**

### **3M U.K. Plc., SWANSEA : INDUSTRIAL TAPES AND ALLIED PRODUCTS PLANT.**

#### **TECHNICAL MANAGER.**

- i. Formulated new strategy for business module involving rationalisation and sub-contracting of non-core business to outside suppliers.
- ii. Introduced and implemented Total Quality Management philosophy to the company.
- iii. Scaled-up new continuous flow manufacturing line: 20% unit cost saving, compared to traditional batch manufacture. (With significant lead-time reduction).
- iv. Co-ordinated the company BS5750 (precursor of ISO9000) approval. The first site in Wales to gain this accreditation.

## **1981- 85**

### **3M U.K. Plc., SWANSEA : RECORDING MATERIALS PLANT.**

(Manufacturers of Scotch Video and Broadcasting tape).

**Various Process Engineering, Quality management and Technical Supervision Roles.**