Dr Robert Wybrow

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Inspirational and visionary **Operations/Site Director** with **MD** potential, skilled in optimising business performance and profitability, driving sustainable technical and organisational ambition, energising cross-functional cohesion and collaboration. Proven in implementing improvements and delivering superior results both in chemical synthesis and manufacturing.

Creates an atmosphere of openness, empowerment, and mutual respect. Promotes well-orchestrated teamwork as a platform to drive towards common agreed goals. Recognised for getting the best from people with a combination of encouragement, personal development, and a genuine desire to celebrate others' achievements and growth.

QUALIFICATIONS AND MEMBERSHIPS

Member – CIA Northwest Directors Group (2022)
IOD Certificate in Company Direction (2020)
FRSC - Fellow of the Royal Society of Chemistry (2018)
Operational Excellence Practitioner – equivalent to Lean Six Sigma Green Belt (2016)
CChem - RSC Chartered Chemist (2011)
PhD (2004) and **MChem** (2001) in Chemistry

KEY VALUE ADDING STRENGTHS

OPTIMISING BUSINESS PERFORMANCE AND PROFITABILITY

- Doubled the critical project capability, across the span of manufacturing, IT, supply chain, and HSE functions. Established a sustainable project planning, management and governance process that delivered cross-functionally on time and to budget
- Generated an extra £900k margin, by preventing 500hrs downtime. Restructured engineering into 12/7 shifts and project day roles
- Protected against significant loss of sales into Europe due to Brexit. Reconfigured all documentation, systems, and processes to ensure full legal compliance
- While maintaining operational responsibilities for the company, seconded to a sister company turning the business around by imbedding good manufacturing practices

DRIVING SUSTAINABLE TECHNICAL AND ORGANISATIONAL AMBITION

- Doubled plant capacity of one process and increased another by 25%, delivering £1m additional margin (6.6% gross margin). Led a technical team to develop a catalyst and recycle system that halved cycle time and reduced key raw material usage
- Added first new product in over 10 years, adding 300 tonnes/year and £300k margin. Created a 6-stage NPD process, from concept to customer
- Increased plant capacity by 25% of a key product, increasing margin by £270k. Ran an optimisation programme using statistical and experimental analysis. Created standard operations conditions to provide flexibility while maintaining quality and throughput

ENERGISING CROSS FUNCTIONAL COHESION AND COLLABORATION

- Established a new, independent facility within 6 months at an external site. Merged a team of 50 existing and contracted chemists with a new management structure and culture. Built strong customer relationships and delivered successful projects on time
- Transformed employee perceptions and commitment to health and safety. Launched a company-wide behavioural safety culture programme, complete with safety culture surveys, initiatives for incidents, injuries and near misses and measuring standards
- Implemented programme to update all Operational documents after years of neglect, including training, engineering, and process change. Training programme validated on key manufacturing line and now implemented across other manufacturing areas

CAREER HISTORY

PIL MEMBRANES, Kings Lynn **2023 – present**

A specialist manufacturer of polymer and microporous membrane systems

OPERATIONS DIRECTOR

- Reported to the Managing Director and responsible for all Production, Site, Engineering, Projects, HSE on the Kings Lynn site with a combined team of 100 people
- Developed a 10-year site project investment strategy including aging plant issues, HSE and manufacturing projects, delivered against a limited Capex/Project budget
- Established a "War Room" to resolve significant manufacturing issues, using problem-solving techniques including 5-whys, fishbone diagrams, and swim lanes
- Attained record year production in 2024, with improved documentation, better absence management and removing underperforming personnel
- Seconded to a loss-making sister company, KLT Filtration and achieved profitability

ETERNIS FINE CHEMICALS (formerly TENNANTS FINE CHEMICALS), Leek **2017 - 2023**

The UK-based site for one of the largest independent aroma chemicals companies in the world

OPERATIONS DIRECTOR, Eternis Fine Chemicals (2022 – 2023)

- Responsible for all Operations, Technical, HSE, Regulatory and Quality departments
- Established current and future (5 year) business plans maintaining high levels of OEE and compliance with the standards for an Upper tier COMAH site
- Managed and maintained sustainable relationships with external stakeholders

TECHNICAL DIRECTOR, Tennants Fine Chemicals (2020 – 2022)

- Responsible for all Technical, Project, Quality, OpEx and Regulatory department
- Setup and managed Project Management Office, improving project delivery
- Increased annual plant capacity by 8.5% (30 extra days/year) and margins by c.40%.
- Streamlined raw material approval by creating a cross functional 6-stage process

TECHNICAL MANAGER, Tennants Fine Chemicals (2017 – 2020)

- Responsible for Chemical Regulatory framework and policies including REACH & ISO
- Increased potential manufacturing capability by 9% by improving OEE
- Tripled production volume and improved the quality of a poor performing product

SYNGENTA, Huddersfield **2014 – 2017**

The UK subsidiary of the global Swiss science-based agritech company

PROCESS CHEMISTRY TEAM LEADER

- Responsible for a team of 4 chemists (3 senior) supporting 4 manufacturing plants
- Technology Owner/Member of the Paraquat Global Supply Chain Team, providing technical advice and support to facilitate global product changes

PEAKDALE MOLECULAR, Chapel-en-le-Frith and Sandwich **2004 - 2014**

A UK-based CRO delivering a vast array of high-quality services for early phase discovery

SITE LEADER, Peakdale Chemistry Services (subsidiary), Sandwich (2010 – 2014)

- Responsible for establishing the Pfizer site in Sandwich with a team of 50 chemists
- Reviewed performances and negotiated annual FTE continuation contracts
- Key liaison for site facilities and accountable for site annual budget circa £500k

PRINCIPAL CHEMIST, Peakdale Molecular, Chapel-en-le-Frith (2008 – 2010)

- Responsible for Medicinal Chemistry FTE project teams for key customers
- Developed new products for the company's catalogue, adding 10 new compounds

CHEMIST/SENIOR CHEMIST, Peakdale Molecular, Chapel-en-le-Frith (2004 – 2008)

- Responsible for synthesis experience in custom and catalogue compounds and also worked on Medicinal Chemistry FTE project teams for key customers

OTHER ACTIVITIES

- Member of both national and local section RSC groups holding various positions, including Chair and Secretary. Established National Retrosynthesis competition
- Parent Governor at various schools attended by my children
- Hobbies: Cricket, Golf, Cycling, Gym and, above all, supporting family activities