

Rod Shephard

Associate Consultant with Keston Technologies Pty Ltd.

1. SUMMARY

Career

Current

- Managing Director, Cogence Pty Ltd. Australia
- Associate, Keston Technologies. Australia

Previous

- Head of Healthcare, Asia Pacific, The Linde Group. Asia Pacific
- General Manager, Medical, South Pacific, The BOC Group. Australia, NZ
- Business Manager, Medical, BC East Asia. S.E. Asia
- Operations Manager, Medical, BOC UK. UK
- Commercial & Operations Best Practice, BOC Group. Global
- Programme Manager, Best Operating Practice, BOC Group. Global
- Engineering and Operations roles. Australia

Qualifications

- MBA (with distinction), Warwick Business School
- Bachelor of Engineering (First Class Honours), Sydney University

2. PERSONAL HIGHLIGHTS

A wealth of international business and leadership experience, with particular focus on Asia Pacific and Healthcare, with the ability to quickly get to the heart of complex and dynamic situations, the business acumen and creativity to develop effective strategies, and the leadership capabilities to drive implementation and results:

- Accomplished strategist, with extensive international experience in strategy analysis, development and execution.
- International experience, including extensive business and people leadership across Asia Pacific
- Over a decade in operational, business and regional management in healthcare
- Extensive local, regional and global project and program management experience,
- Broad functional base from leading global “Best Practice” programs in manufacturing, distribution, sales, and commercial disciplines

3. CAREER HISTORY

Current

September
2012
– present

Associate, Keston Technologies Ltd and Founder Cogence PTY Ltd.

Keston Technologies is an Anglo-Australian based consulting organisation specialising in technology development, innovation, strategy, regional development and the international marketing and sales of technical products. Cogence is an Australian consultancy specialising in strategy development and deployment, and the Asia Pacific and Healthcare sectors.

As an associate of Keston Technologies responsible for methodology development, financial modelling and analysis and evaluation tasks. As Principal of Cogence Pty Ltd responsible for business development, strategic planning, implementation planning and assessment services.

Previous

April 2009
– August 2012

**Head of Healthcare, Asia Pacific
The Linde Group**

In April 2009, in response to the challenges posed by the financial crisis, Linde Healthcare merged the Hospital and Homecare business units, and Rod was appointed Head of Healthcare for Asia Pacific. In this role Rod took on the existing Homecare businesses in Australia and Asia.

The combination of the Hospital and Homecare business units enabled Linde to take a more coordinated approach to a major global trend in healthcare - the shift of healthcare from the hospital to patient's own homes, a shift that is well underway in most developed nations and rapidly emerging in Asia.

Achievements:

- *Integrated the Homecare and Hospital Care businesses into a single Healthcare BU, providing a more focused organisation to capture growth synergies and increase productivity.*
- *Delivered >10% medical product revenue growth in the South Pacific, outperforming the market, by differentiating the business and increasing the strategic options for future growth*
- *Established the China Healthcare business, expanding from a single province to multiple provinces, diversifying the business, establishing a regulatory pipeline and implementing capability building initiatives, delivering a revenue CAGR > 30% from 2007 to 2012.*
- *Grew the established Indian healthcare business at greater than 10% p.a. from 2007 to 2012, and identified and commenced implementation of a unique strategy which will significantly accelerate growth for the following five years.*
- *Establishing dedicated healthcare sales, marketing, regulatory, service and operations teams across the region, and commencing substantial operational capability building program representing ~100M AUD investment*
- *Demonstrated success of succession planning. The regional General Managers within Asia Pacific were recruited from within the Asia Pacific Healthcare team, and my replacement was the direct report I had identified and recommended.*

*Jan 2007
– April 2009*

Head of Hospital Care, Asia Pacific The Linde Group

After the acquisition of The BOC Group by The Linde Group, a new position was created responsible for the \$175 M AUD hospital business across Asia Pacific. This territory is large and extremely diverse, with a population of over three billion in more than a dozen countries of interest, ranging from mature and highly developed markets to emerging and rapidly developing economies.

The role, part of a more independent, globally managed healthcare business unit, is responsible for delivering sales and profit objectives, strategy, leadership of the 200 strong hospital care team, and managing the organisational interfaces with the regional business units and the central global business unit.

Achievements:

- *Completed the first regional Asia Pacific Hospital Care strategy, covering twelve countries aligned into four clusters. The strategy was approved by the Global head of Healthcare and formed the basis of the organisation design and resourcing for the first twelve months.*
- *Developed an Asia Pacific Hospital Care organisation design to support the regional strategy, and recruited all key personnel within three months of acquisition. Asia Pacific was the first of the six global hospital care regions to complete the post-acquisition reorganisation.*
- *Effectively managed the relationship between the Hospital Care business unit and the regional industrial business units. Secured approval from the global Hospital Care head and the three regional business unit heads for the strategy, organisation, resources and budget.*
- *Exceeded the regional gross profit plan by 3.4% despite the significant potential for distraction during the integration of a major acquisition.*
- *Achieved the first ever double digit sales growth achieved in South East Asia: 11% growth in 2007 vs a historical average of 5.5%.*
- *Identified synergies of \$5.5 M AUD to 2009, and exceeded the 2007 target by \$ 1 M AUD.*

- Growth strategies developed which will deliver \$100 M AUD additional sales by 2011, exceeding the strategic growth target by 50%. This growth will be delivered by a broad range of organic initiatives and acquisitions in existing markets, and entry into new markets.

Jan 2005
– Dec 2006

**General Manager, Medical South Pacific
BOC Ltd, Australia.**

The role was responsible for the \$80 M sales pa South Pacific Medical business. Key accountabilities included delivering sales and profit objectives, developing and implementing strategy, line management of a national team of thirty five, managing critical business interfaces (operations, the customer service centre and enabling functions), and participating in the South Pacific ISP Management Team and Global Medical Peer Group.

Additional responsibilities beyond the role included representing ISP on the BOC graduate steering team responsible for recruitment and development of high potential graduates, membership of the e-Business Governance steering team, and membership of the ISP Business Conference panel.

Achievements:

- In 2004 the business was below profit and sales plan, had lost market share over the preceding four years, and the two new product launches underway were both behind schedule. By 2006 the business exceeded plan by 1% (sales) and 2 % (profit), grew market share by 3%, and has seven new product and service launches underway and on schedule.
- Increased BOC share of the Western Australian Government business from 80% to 100% with an innovative offer built on new services. Additional revenue secured was \$1.5 M pa.
- Worked with a key public sector Hospital group in Victoria to establish effective relationships with decision makers, understand their needs, and respond with an offer of the first on site services in BOC Medical. The result was the award to BOC of a five year contract.
- Leading the Medical business into the Sleep Apnoea market via an innovative “home testing” business model, creating an organisation that can learn quickly, develop new customer networks, and acquire new capabilities.
- Launching INOmax® in Australia - the first true pharmaceutical gas. In less than four months 40 of the 50 hospitals served were successfully converted to INOmax® with no stock-outs and constructive customer relationships have been maintained.
- Increased the focus on Medical quality and changed the approach from reacting to incidents to proactively working on root causes. In the 2006 customer survey 77% customers rated BOC Medical Quality as Excellent or Very Good, an increase of 2% from 2004.
- In the same survey, 43% of customers rated the overall value provided by BOC Medical as Excellent or Very Good – representing a 4% increase from the 2004 results.
- Improved the cohesiveness, motivation and performance of the Medical team, enabling the business to deliver the results above and attracting high calibre people to sustain future performance.

Oct. 2002
– Dec 2004

**Business Manager, Medical, East Asia
BOC Ltd East Asia**

This role is responsible for managing the \$75 M AUD p.a. Asian medical businesses across a wide geography, many different Asian cultures, and very different market environments and stages of development. Primary accountability of the role was for strategy, business development and capability development within the local business units. The role involves managing a small regional team with “dotted line” management of the medical teams in each country.

Achievements:

- Defined the first South East Asian medical strategy. The key insight was to cluster similar markets together based on stage of development and opportunity, allowing resources to be

allocated to the biggest opportunities and development activities to be tailored to each cluster's needs.

- *Defined and worked with country medical teams and local ISP management to achieve Medical plan targets across Asia.*
- *Developing the capability of in-country medical organisations through coaching, selectively bringing in expert advice, and providing appropriate tools such as a quality capability assessment and tracking tool that was subsequently adopted globally.*

Oct. 1999
– Sept 2002

**UK Operations Manager, Medical
BOC UK**

This newly created role was responsible for the Medical operations within the UK business. Key accountabilities were the direct management of the homecare operations (twenty seven staff) to deliver cost, service and safety targets, managing the relationship with the UK operations team that manufactured and distributed the medical products, and working with the Customer Service Centre that managed the customer relationships.

Achievements:

- *Increased Homecare profit by 36% in the second year whilst sales grew at 13%, by identifying and implementing efficiency measures which delivered a 6% reduction in cost per customer.*
- *Achieved a 60% reduction in staff vehicle accident rate - from an average of 1.3 accidents per month in Dec 1999 to 0.5 accidents per month in Nov 2000.*
- *Improved alignment with the Medical business and UK operations function by developing the first Medical Gases Operations Strategy based on the priorities of Quality and Reliability, and the opportunity to harness new technology.*
- *Further linked the Medical business and UK Operations function by defining and implementing the first Sales and Operations planning process.*

Jan 1999
– Sep. 1999

**Customer Service Centre Global Project Manager
The BOC Group, UK**

This role was responsible for project management of the Customer Service Centre (CSC) component of the major BOC global restructuring programme "RENEW". Key accountabilities were to lead a team to identify and implement best practice across CSC's in the UK, Americas, Australia, South Africa and Asia, to deliver annual cost savings of £3.8M GBP, and to maintain tight coordination with the other RENEW initiatives that closely interface with the CSC.

Achievements:

- *A CSC "Process Map" of the customer service centre was created which identified 18 high level business processes and defined best practice for each.*
- *Savings of £4.4 M p.a. were delivered, exceeding the project target, and a further £1 M p.a. of revenue opportunities were identified.*
- *Sustainability after the project was achieved – the CSC Peer Group continued to identify best practice, cash flow, revenue and cost opportunities..*

4. OTHER ACTIVITIES AND RESPONSIBILITIES

Dec 1989
– Dec 1998

IP Gas Packaging Product Manager, Group
Supply Management Project Engineer, BOP, UK (Global)
Compressed Engineer, Australia
Refrigerants Engineer, Australia
Process engineer, Australia

5. QUALIFICATIONS

MBA
BEng

(With Distinction)
First Class Honours

Warwick Business School
University of Sydney