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From: Crawford E (Ewan)

Sent: 09 June 2014 14:30

To: [REDACTED] [REDACTED]

Nicolson S (Stuart) Special Adviser
Communications First Minister; [REDACTED]

Cc: [REDACTED] [REDACTED]
[REDACTED]; First Minister

Subject: [REDACTED]
[REDACTED]

ACT
I've spoken to Ivan McKee – director of Greenfold Systems in Dunfermline

<http://www.greenfoldsystems.co.uk/>

[REDACTED]

[REDACTED]

Ewan

[REDACTED]

[REDACTED]

First Minister

Event: Visit to Greenfold Systems Ltd
Date: Friday 13 June 2014
Time: 10:30 – 11:30
Venue Contact: Bob Waterson 01383 731 363
Venue: Greenfold Systems Ltd
Pitreavie Business Park
Dunfermline
KY11 8UN

SG Contacts: [REDACTED] [REDACTED]
[REDACTED] [REDACTED]
[REDACTED] [REDACTED]
[REDACTED] [REDACTED]

Version: Final
Dress Code: Business Attire
Media Opp: Media in attendance

Event Description:

First Minister is visiting Greenfold Systems Ltd. A new manufacturing fulfilment company formed in September 2011. Its core activities include; manufacturing of high level and sub level electro-mechanical assemblies, manufacturing of sheet metal components, low volume cable and hand populated printed circuit board assemblies. During his visit First Minister will Launch Reindustrialising Scotland for the 21st Century: A Sustainable Industrial Strategy for a Modern, Independent Nation.

The strategy will focus on three key themes to build a more secure future with more and better opportunities for the people of Scotland: strengthening the role of manufacturing, supporting innovation and strengthening international trade and investment.

Driver Details: TBA

Drop Off/ Pick Up: Main Entrance Greenfold Systems Dunfermline

[REDACTED]

Programme:

10:30

The First Minister arrives and is met by **Bob Waterson**, MD of Greenfold Systems Ltd.

10:35

First Minister is guided to the Boardroom where he will be introduced to **Ivan Mckee**, Investor, Greenfold Systems Ltd, Excel Assemblies Ltd

10:45

The First Minister puts on HI-VIS vest and makes his way to the design division where he will be introduced to an apprentice.

10:50

First Minister will tour the workshop floor. During the tour **The First Minister** will visit the various departments meeting employees.

11:15

The First Minister will complete his tour of the workshop floor.

11:20

The First Minister will undertake media bids.

11:30

Event Ends

GREENFOLD SYSTEMS LTD BIOGRAPHIES



Ivan McKee, Investor, Greenfold Systems, Excel Assemblies Ltd

Ivan McKee is an experienced Operational Turnaround Executive and Equity Investor.

Current Portfolio

Excel Assemblies Limited - Shareholder and Executive Operations Director.

Greenfold Systems Limited - Equity Investor and Non Exec Director

Keyshift Associates (2005 – Present) - Owner and Managing Director

Corporate Career Summary

Ivan was employed at global sub-contract manufacturer, APW from 2001 until 2005 where he was Vice President of Operations for Poland and UK; Director of Operations, Poland; Global Programmes Director and General Manager Backplane Operations. He was at Motorola from 1997 until 2001 where he was EMEA Distribution Planning Manager; Production Manager; and Materials Control Manager.

Before this, Ivan worked at Litton Interconnection Products between 1996 and 1997 and at United Distillers, Leven from 1995 until 1996. He was at McDonnell Douglas Information Systems in 1994 and was Account Manager and Operations Planning Manager at Interconnection Systems Ltd from 1989 until 1994.

Ivan holds an MBA from the University of Newcastle and a BEng. (Hons) in Manufacturing Sciences and Engineering from the University of Strathclyde.

[REDACTED]

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GREENFOLD SYSTEMS LTD COMPANY BRIEF

- Greenfold Systems Limited is a supplier of high complex, low to medium volume, mechanical and electro-mechanical assemblies and sub-assemblies.
- The company was formed in September 2011 by - Bill Taylor, Ivan McKee, Adrian Gare, and Bob Waterson who acquired assets from Simclar in administration.
- The company had arranged to purchase one 35,000sqft unit and some machinery from the administrators of the Simclar estate and secured a guarantee of enough business from Alexander Dennis Limited (ADL) to supply sub-contracted manufacturing services to a value of at least £2m per annum over the first two years.
- At the same time, and with this guarantee from ADL, the shareholders secured external investment from the shareholders of Ionix Systems Limited in Leigh, Lancashire.
- Ionix Systems Limited also has manufacturing facilities in lower cost manufacturing countries including Estonia and Croatia, giving Greenfold the strength of a group service offering while still remaining a stand-alone company. (In February 2014, Ionix systems was broken up and renamed Excel Assemblies).
- Greenfold currently has **81 employees**.

Future Plans

- Alexander Dennis accounted for about 80% of Greenfold's 2012 turnover.
- In order to not be reliant on one customer, Greenfold has secured business from a variety of clients in a variety of industries, for example: Bombardier, Fujitsu, Harris Caprock, and Zanara.
- Most of the sales to these clients are initially expected to be to UK located facilities. However it is hoped that in time Greenfold's performance will enable some direct export sales to be gained to clients' group facilities overseas.
- The company's strategic goal over the next three years is to increase profitability by increasing sales to at least £6 million, while reducing its dependency on Alexander Dennis Ltd.
- It plans to achieve this by rolling out a number of key sales strategies that include but are not limited to:
 - increased activity in developing the Energy sector with specific focus on Renewable Energy and Oil and Gas;
 - developing its own products including visitor transit carriages;
 - breaking through in new target markets.
- A major highlight for Greenfold in 2013 was the supply of 15 carriages and three converted Land Rovers to English Heritage for the redevelopment of Stonehenge.
- This environmentally friendly method of managing large visitor numbers has opened up a new avenue for Greenfold and it has held discussions with Transport Scotland, VisitScotland, Scottish National Heritage and SSE to identify a number of Scottish locations where visitor management systems could be similarly improved.

Support provided

The company was brought into the SE company growth portfolio as a “Growth Prospect” in October 2011 and became Account Managed in June 2012.

- An RSA offer of £400,000 was made to create 70 new manufacturing jobs and to take on a new lease for one or possibly two adjacent and empty facilities;
- Due to a reduction in business from Alexander Dennis, while Greenfold made the capital expenditure agreed in the grant terms, it has not met job targets due to employees who had worked on the Alexander Dennis contract being able to work on other contracts. Greenfold is in discussions with Scottish Enterprise to renegotiate the terms of the grant.
- An energy efficiency review was undertaken showing potential savings of around £32,000 and CO2 savings of 173 tonnes. The company is still considering the actions and spend required to achieve these savings.
- SMAS – LEAN training has been proposed and support has been offered to help with its expanded facility layout.
- Greenfold has attended several SMAS best practice visits.
- SE financially supported external consultancy costs to design and implement a new ERP system.
- SE financially supported a number of temporary specialist posts to increase the depth and breadth of the management team and enable swifter growth.

Fife Council support

- Support to attend defence industry conference and exhibition
- Support to exhibit at Southern manufacturing
- Involvement with supply chain development activities – eg at Torness and with EDF Energy
- Modern Apprenticeships - Greenfold Systems Limited are very keen to bring in apprentices and have been signposted to local training provider and coordinator Fife Opportunities
- Organised a visit to the facility by around 8 Fife Councillors in January 2013

Company shareholding

Bob Waterson	5%
Bill Taylor	38% (Excel shareholder)
Ivan McKee	38% (Excel shareholder)
Adrian Gare	18% (Excel shareholder)

[REDACTED]

CURRENT MINISTERIAL TEAM – INTEREST REGISTERED IN PARLIAMENT UNDER ‘REMUNERATION’ OR OF A PROFESSIONAL NATURE

Cab Sec /Minister	Remuneration	Voluntary registration of professional nature
[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	
[REDACTED]	[REDACTED]	
[REDACTED]		[REDACTED]
[REDACTED]		[REDACTED]
[REDACTED]		[REDACTED]
Ivan McKee		In December 2015 I resigned as Director of Greenfold Systems Ltd. Until March 2016 I was Director and controlling shareholder of Keyshift Ltd. In October 2015 I resigned as Director of Excel Assemblies Ltd.