

# Dr John Blakemore

PhD (University Newcastle, University of Leeds (UK), Australian Atomic Energy Commission), Post Graduate Certificate in Nuclear Technology (University of NSW Australian School of Nuclear Technology), BSc (University of NSW), MSc (University of Newcastle, University of QLD), FIEAust, FAIM, FQSA, CPEng(International), CMC (International).

(Ref "Who's Who in the World". "Who's Who in Australia")

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## General

After completing a BSc degree at the UNSW (1964), John won an International Award for his Research and Development on his work in R&D in steelmaking and the mechanical properties of steel in 1966. This enabled him to complete a PhD (1969) and later post doctoral Nuclear Technology (1970) at the Australian School of Nuclear Technology. John then became a Research Scientist at the Australian Atomic Energy Commission. He rejoined BHP (John Lysaght) as Chief Scientist heading up a team working on the processes and development of Zinalume Colorbond. (Painted Zn/Al coated steel.)

During his career he held positions as Chief Engineer, Manager Engineering, General Manager, Marketing Director, and Divisional CEO for various multinationals including Wormald, BHP, and GEC. In 1982 he set up his own company MASC Pty Ltd, which trades as Blakemore Consulting International. Blakemore Consulting International consults regularly to companies in Australia, Malaysia, Hong Kong, China, and NZ, and Japanese companies in Australia, in the fields of innovation and business processes and systems and human resources. John has worked with numerous Japanese companies including Panasonic, Matsushita, Canon, and Honda, and other well known companies such as Alcatel, Pirelli, BHP, Carlo Erba, Kistler, and Shaw USA.

John is currently the National President of the Manufacturing Society of Australia and has held numerous board positions and advisory roles at the Australian Institute of Management, and the Australian Government's Industrial Research and Development Board. He has written two texts on manufacturing 1989, and 1995, both recommended reading at 14 Australian Universities. He has authored over 680 reports and papers and has contributed to numerous patents in steel-making, pipe-making, coating of steels, liquid aluminium filtration, galvanizing, strand annealing, and cold forming, and plastic injection moulding. In recent times he has focused on business systems and improving the profitability of

manufacturing companies by improving planning and injecting the capital released from working capital and improved profitability into new technology and innovating new manufacturing and business IT systems. He has recently been chosen by the Institution of Engineers as one of the eight most influential professionals in these areas of expertise.

## **Expertise**

### ***1. Business Analysis.***

In 1995 John led a team who developed the "Strategic Planning for Business" model for AusIndustry. This method used a diagnostic and benchmarking tool which was a further development of the tools he innovated between 1982 and 1996. This was then integrated with full operational plans for all the functions of business and was delivered at three levels for SME's and larger companies. The suite of methods also included a self-help manual. This work was awarded as a deed of gift to Blakemore Consulting by the Commonwealth in August 2002.

### ***2. Lean Continuous Flow Manufacturing***

From 1985, John has visited Japan as a consultant and on self-funded fact finding and educational programs including study at Nomura School Tokyo and designing Lean systems for supply chains for Panasonic, Matsushita, and Honda. In Australia and Thailand John has worked with PrixCar and Honda streamlining Lean production and flow of Thailand manufactured cars and SUV's. On his last visit to Japan in 2006, he visited, Canon, Panasonic, Kawai, Honda, and Toyota.

### ***3. Some Important Lean Innovations and Achievements.***

- Production doubled in 3 years with no capital expenditure as the quality improved from 120 major defects per month to less than 20. This lifted profitability to a 15% return on sales from a slight loss and made the Minto plant the second best in the world after the major plant in Milan. At the start of the program it was benchmarked as the worst with the plant in Mexico. The company then floated. (Pirelli Cables) (ref "Quality Habits").
- Improved the profitability of Shaw USA in Australia from a slight loss (\$0.5M), to an EBITA profit of \$40M in 2.5 years as the cycle time was reduced and the on time deliveries improved from 32% to 99% for the top 20 customers and 97% overall with a reduction of approx \$40M in working capital. (ref IPO document).
- Designed and Implemented a Lean Synchronous manufacturing program with the UNSW which after a Lean diagnostic led to an immediate gain in productivity of 20% after the delivery of a 2 day seminar (ICI Explosives).

- Doubled the net profit of GEC video systems by working with Matsushita in Osaka and implementing a Lean supply chain and improved marketing strategy and ordering system.(GEC and Panasonic).
- Improved the supply and reduced the cost of production of plastic valves and accessories from the Minto plant which enabled the company to export to Japan, Singapore, USA and NZ. (Precision Valve Australia).
- Using a specially designed benchmarking and diagnostic tool, and working with the Department of Economic Development in Tasmania, 7 SME's all improved profitability and overall business performance in 18 months. Hazard in Launceston, improved production by 800% as a result of the program. All seven redesigned their production lines and embarked on further process innovations.(Innovation Access Program)
- Reduced the WIP between 3 paper mills and 5 downstream paper converters by \$ 2.6M in approx 6 months using a Lean designed planning system. (SCAHA).
- Reduced the cost of processing imported motor vehicles by \$600,000 in 12 months using a Lean supply system. (PrixCar).
- Worked with BHP and PVA, to introduce a new planning system enabling BHP to control an intermediate stage of production where the uncoated steel was approximately half the value of the electroplated steel. Both BHP and customers were able to benefit in a reduced price and reduced inventory and improved reliability. (BHP PVA).
- Designed and trained senior staff to implement 3 new conceptual production lines for the manufacture of Cochlear implants. (Cochlear).
- Designed and implemented a benchmarking and diagnostic system for the Plastics and Chemical Industries Association based upon the work of Dr Deming and others. This was implemented in 14 plastics companies. All improved their systems and business performance.(PIA with CEO).
- Led a task force who designed and implemented a new and advanced quality system which was implemented and enabled Australia to manufacture high quality valves and fire fighting equipment for the FFG frigates which fought in the Gulf War (Wormald based on the Canadian Nuclear Quality System CSAZ299.1,.2,.3,.4).
- Designed and presented a way to understand and use the Balance Sheet and Profit and Loss Account to enable improved strategic and operational decisions to be made using Lean Manufacturing Techniques. This overcomes all the objections that have been made in the past resulting from the accountants view that finished goods inventory is an

asset that adds to the profit of the company (Manufacturing society of Australia and the Institution of Engineers).

### ***3. Top 25 Clients (2007).***

- Shaw USA (7 Plants NZ, Plus BASF China, Plus CSFB USA)
- Speedo (Australia, Pentland UK).
- Pirelli (Australia, Italy)
- Precision Valve (Australia, Singapore, Japan, NZ).
- Albany International (Australia, China).
- Cochlear (Australia)
- Bluescope (Australia)
- Duracell (Australia)
- Wormald (Australia)
- PrixCar (Australia, Thailand)
- Peabody (Australia)
- Mitre 10 Eatons (Australia)
- Comalco, NZ Aluminium Smelters and Con Al (USA) (Australia, NZ)
- Bolwell (Australia)
- Wrigleys (Australia)
- Panasonic (Japan, Australia)
- GEC (Australia)
- Target (Australia)
- Smorgon (Australia)
- ICI Explosives Orica (Australia)
- PACIA (14 SME Plastic Companies).
- Reckitt Benckiser (Australia)
- Jaguar Rover Australia (Australia)
- Adelaide Brighton (Australia)
- Moore Business Systems (Australia)