

# Bridging the Gap Between Technical Reality and Commercial Strategy

The Strategic Advisory Profile of Andrew Knott





# A Strategic Adviser for De-Risking Complex Capital Investments



## Board-Level Authority

A Chartered Engineer and Fellow of the IET, CMI, and APM with 30 years' experience, recently bolstered by an MBA with Distinction (2025) and Dean's Prize for top student.



## Commercial Rigour

Proven track record of growing business units from scratch for Fluor and PM Group. Secured 'Preferred Supplier' status with global giants including GSK and Sanofi.

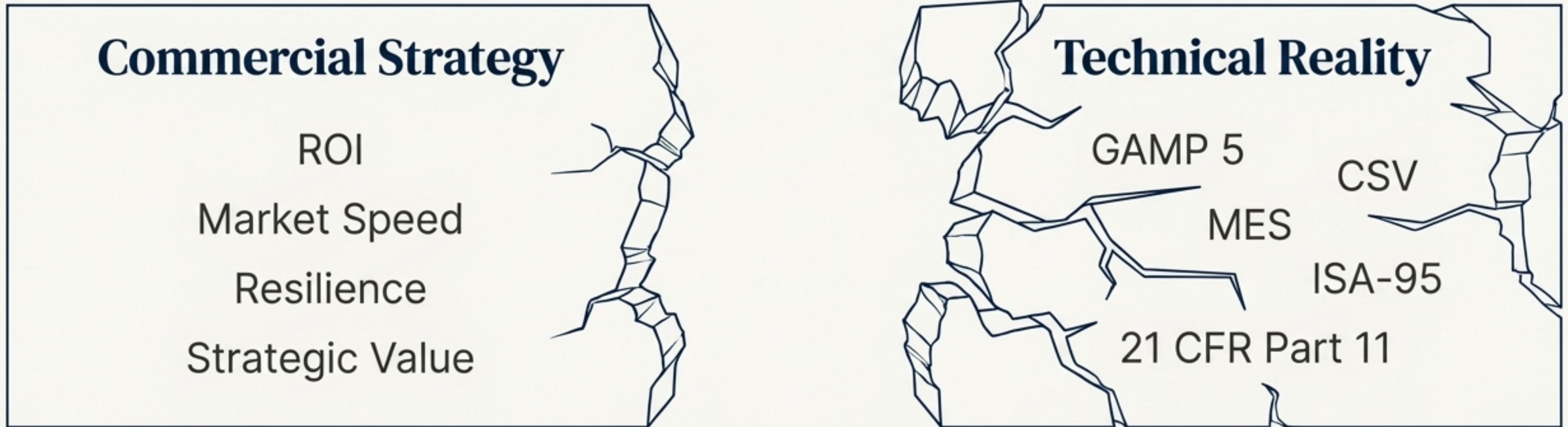


## Governance Expertise

Specialist in assuring major capital programmes (CapEx), ensuring they deliver genuine ROI, regulatory compliance (GAMP 5), and operational resilience.



# The Billion-Pound Gap: Where Technical Execution Fails to Deliver Strategic Value



Major capital investments in Life Sciences and Manufacturing often underperform. The critical disconnect between technical project teams (Operational Technology) and the C-suite's commercial objectives leads to budget overruns, delayed market entry, and compliance failures. We bridge that gap.





# **Pillar I: Strategic Leadership & Digital Transformation**

Translating board-level vision into operational reality. From defining 'Smart Factory' strategy to building high-performance teams and securing cornerstone clients.



# Evidence: Building and Scaling High-Value Business Units

## PM Group (2008-2012)

Business Unit Director (AIS)

- Established the 'Automation & Information Systems' unit from scratch to a team of 10 consultants.
- Defined the P&L structure and service offering.
- Secured 'Approved Supplier' status with GSK and Sanofi, converting projects into long-term framework agreements.
- Negotiated Solution Partner certification with Siemens and ABB.

## Fluor Ltd (1999-2008)

Business Unit Director (Process Automation)

- Grew the European Process Automation Group to 25 staff.
- Implemented an ISO 9001/TickIT Quality Management System in 5 months.
- Established the unit as a preferred supplier to GSK, Sanofi, and Novo Nordisk.

**GSK**

**sanofi**



**SIEMENS**

**ABB**





## **Pillar II: Capital Programme Assurance & Governance**

Protecting multi-million-pound investments by embedding rigorous governance at the interface between client and integrator. Ensuring regulatory compliance and operational readiness from design to delivery.



# Evidence: Delivering Programme Certainty for Global Leaders



## **Client Governance on Major API Facility (2016-2019)**

Served as the Client Representative, managing the interface between J&J and system integrators to ensure the £MM investment met stringent GXP regulatory standards.

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## **Global Compliance Strategy for New Builds (2022)**

Defined the Global Computerised Systems Validation (CSV) Strategy for all new capital projects, standardising the approach to accelerate time-to-market for critical assets.

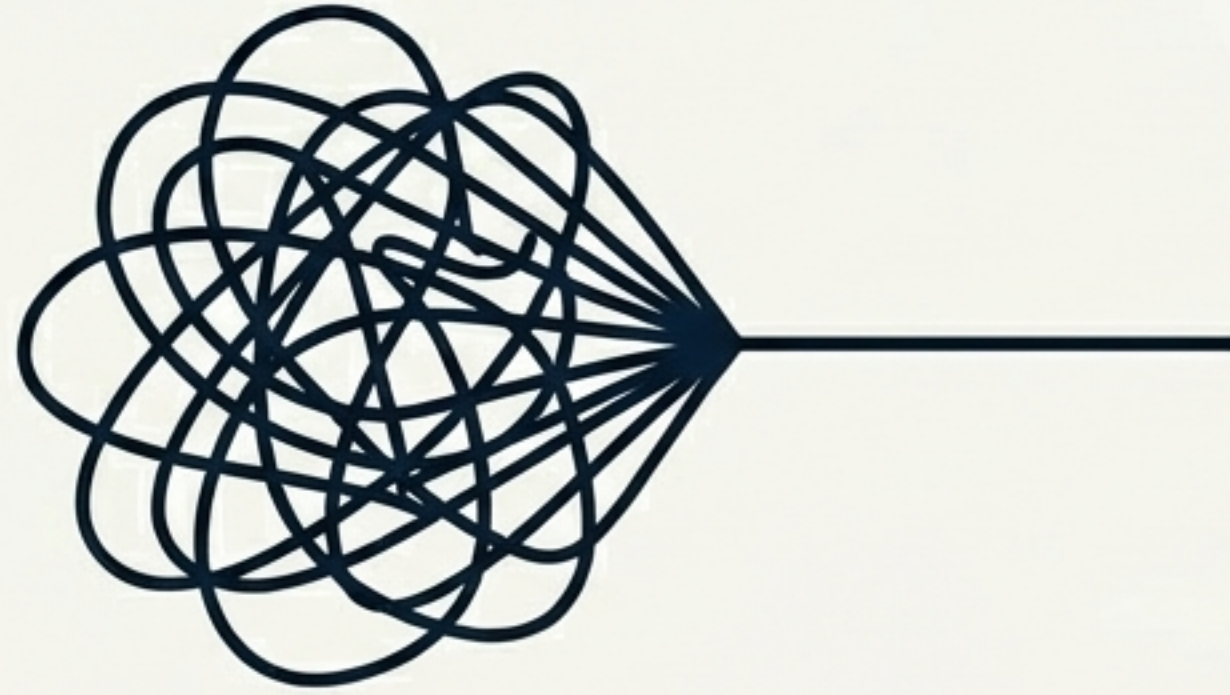
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## **Programme Strategy Lead (2024)**

Directed the strategic definition for a global Manufacturing Execution System (MES) and Historian deployment, aligning technical architecture with multi-site commercial objectives.





## **Pillar III: Programme Turnaround & Complex Problem Resolution**

Called in to rescue and restructure high-stakes programmes. Transforming chaos into control by rebuilding governance, leading teams, and delivering complex projects from concept to execution.



# Evidence: Rescuing Mission-Critical Programmes

## Takeda (2020) - The Turnaround

**Challenge:** 'Parachuted in' to rescue a complex, multi-system Automation Upgrade programme (150+ systems) that was failing.

**Action:** Restructured the entire governance model, took control of stakeholder management, and established a clear path forward.

**Impact:** Successfully delivered the complete project from concept through to final execution and handover.

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## Dr. Reddy's (2015-16) - The Remediation

**Challenge:** Address critical compliance and operational issues with a Siemens PCS 7 batch control system at a Bulk API facility.

**Action:** As Principal SME, led the comprehensive gap analysis and developed the strategic remediation plan.

**Impact:** Provided a clear, actionable roadmap to regain regulatory compliance and operational stability.



# A Trusted Adviser Across the Life Sciences & Manufacturing Ecosystem

## Global Pharmaceutical & Life Science Leaders

**GSK**

 **sanofi**

*Johnson & Johnson*

 **Takeda**

 **novo nordisk**

 **GE Healthcare**

 **MSD**

 **ucb**

**Dr.Reddy's** 

## Tier-1 Engineering & Construction Partners (EPC)

**FLUOR®**

 **PM Group**

**KVAERNER  
JOHN BROWN**

**NNE**

## Leading Technology & Automation Vendors

**SIEMENS**

**ABB**

**Schneider**  
 **Electric**

 **Rockwell**

**SolutionsPT**



# A 30-Year Journey from Technical Expert to Strategic Leader





# Experience Underpinned by Contemporary Strategic & Academic Excellence

## Master of Business Administration (MBA) - University of Leeds (2025)

**\*\*Distinction & Dean's Prize\*\*** for Best Overall Performance in Cohort.

- Top Cohort Mark (85%) for live strategic consultancy capstone project.
- Focus on Strategic HRM, Global Marketing, and Leading in Practice.
- Includes modules with Distinction from Warwick Business School.

## Technology & Engineering Foundation

**University of Oxford (Saïd Business School):** Artificial Intelligence - Professional Certificate (2021).

**University of Salford:** Dipl Eng (Process Automation) & BSc (Hons) 1st Class (Electronic & Electrical Engineering).



# A Foundation of Peer-Recognised Mastery

## Engineering & Technical Authority

**CEng:** Chartered Engineer

**FIET:** Fellow, Institution of Engineering & Technology

**FInstMC:** Fellow, Institute of Measurement & Control

**EUR ING:** European Engineer

## Management & Leadership Excellence

**CMgr:** Chartered Manager

**FCMI:** Fellow, Chartered Management Institute

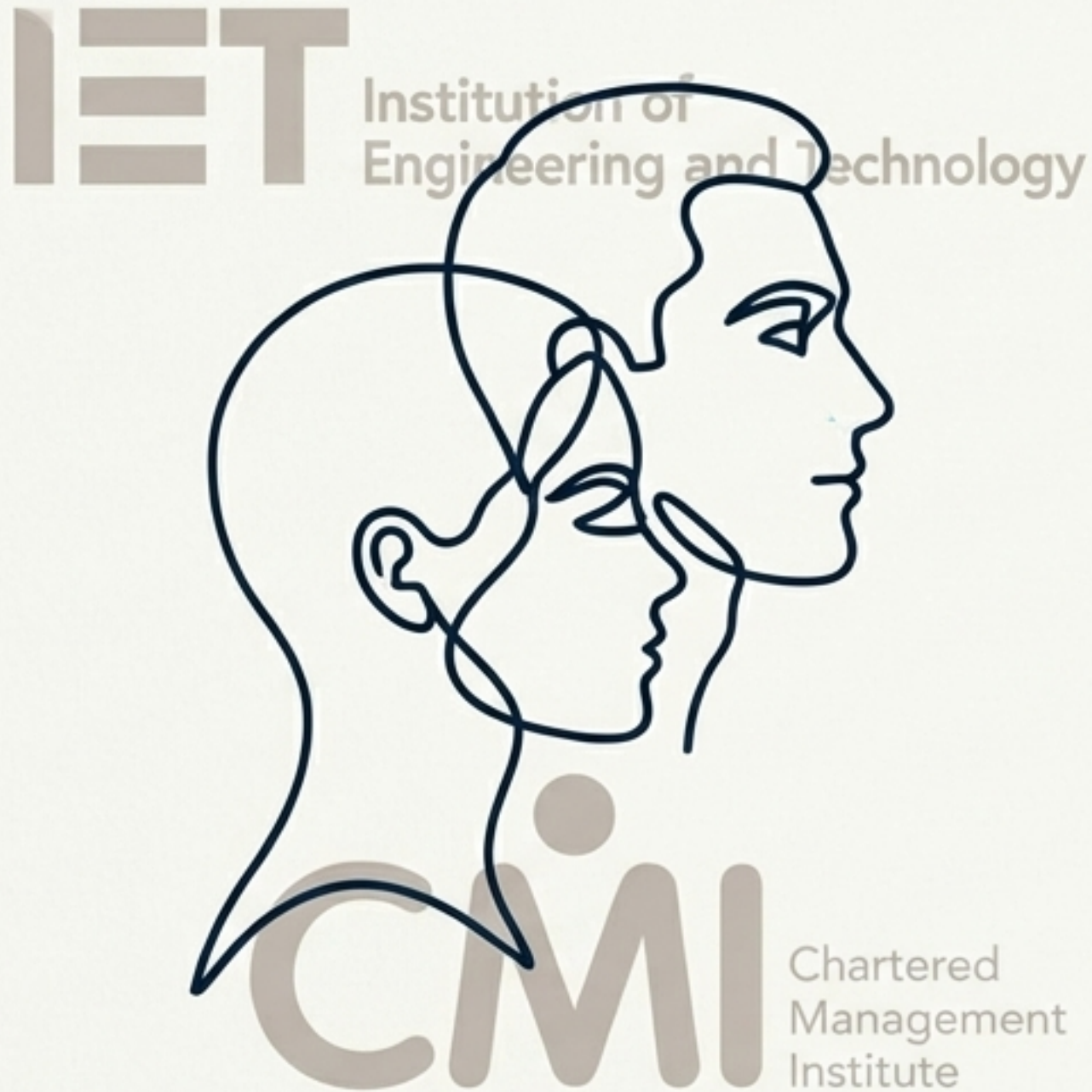
## Project Governance Gold Standard

**FAPM:** Fellow, Association for Project Management

**PMP®:** Project Management Professional (PMI)



# Fostering the Next Generation of Industrial Leadership



Beyond client engagements, Andrew is an active volunteer for the Institution of Engineering and Technology (IET) and the Chartered Management Institute (CMI). He serves as a mentor and assessor, dedicating his time to guiding engineering managers toward achieving Chartered status (CEng/CMgr) and building the leadership capabilities of the industry.





**Let's discuss de-risking your next strategic initiative.**

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