

Hamish McTavish

The House, Uptown, Edinburgh E1 6MG
Tel: 01234 5678910 E-Mail: abcd@dtm.Com

OPERATIONS DIRECTOR with extensive experience managing and motivating large teams through significant change, within world class food and drink companies.

KEY SKILLS

- Managing growth and subsequent organizational change in a professional and entrepreneurial manner
- Adaptable and flexible, able to rapidly assimilate new concepts, technologies, industries and cultures
- Expertise across full range of manufacturing functions
- Selecting developing and inspiring teams of managers and operators towards common goals
- Adds Value through challenging established practices and delivering creative solutions to complex business problems
- Commercial acumen, delivering profit improvements in highly competitive

CAREER SUMMARY

Director of Bottling, The Paragon Group

Nov 1997 – Date

Responsible to the Managing Director for all manufacturing activities in the annual production of 6½ million cases of premium spirit brands, including The Famous Pheasant and The Macnally. The role involved maximising the productivity across 15 flexible bottling lines, controlling an annual revenue/capital budget of £9 million (excluding materials) and motivating a unionised workforce of 300 in a traditional, West of Scotland environment.

- 20% increase in operating profit by applying modern manufacturing techniques, challenging traditional thinking and identifying opportunities for efficiency improvement
- Developed an effective partnership agreement with GMB and AEEU, creating a better trained workforce and harmony between the two unions
- Initiated and launched a Process Improvement Programme, based on The Business Excellence model resulting in a 21% improvement in productivity and record output levels.
- Reduced overall engineering costs by 24% by labour reduction and strict revenue controls
Formulated and implemented a strategy to ensure that the developing needs of the business were met by the right quantity and quality of skills and the limiting factors in plant capacity were eliminated through carefully considered capital investment
- Removed >£0.5m of direct labour cost by removing overtime and reducing temporary labour, whilst maximising flexibility and output.
- Introduced key performance indicators to all employees resulting in greater focus on business results and 100% involvement.
- Developed individual managers using competency based appraisals and a series of regular 1:1 interviews

Operations Director, Parkington Paper Products**Jan 1997 – Sept 1997**

A family owned, £14m turnover business, producing retailer own label, facial and toilet tissue. The role carried full P&L accountability and was responsible for purchasing to finished goods, with ten high speed, semi-automated lines and a workforce of 110.

- Achieved thorough understanding of paper making and subsequent conversion.
- Introduced a professional approach to human resource management.

Operations Manager, Scherzings Europe**Jan 1991 – Jan 1997**

Responsible to the Managing Director, for all operational activities, working to ensure maximum customer service through an effective sales and operational interface.

- Business growth from £2m-£65m turnover in 6 years
- Recruited, trained and motivated a workforce of 350
- Industry recognition for 'state of the art' food manufacturing operation achieving meat export license within first 6 months
- Managed two capital projects (£4m and £15m) to facilitate the business growth.
- Developed a sole supply partnership agreement with Iceland frozen foods and secured an additional £11m contract.
- Championed a world class manufacturing drive, assisted by McKinsey as consultants, using their 'Proven Path'
- Extensive involvement in the installation of SAP, in particular the production planning and the materials management modules.
- Created a new product development culture ensuring maximum involvement at the earliest stage.

Graduate Trainee / Production Manager**Oct 1984 – Dec 1990**

Four years on the Basic PLC management development programme, obtaining hands on training and real experience in all aspects of the brewing business. This led to the appointment as brewery production manager in December 1988, followed by a brief period as brewery project manager within the Greenalls group

EDUCATION AND QUALIFICATIONS

Associate and Diploma of the Institute of Brewing 1987-1990
BSc (Hons) Microbiology, Heriot Watt University 1980-1984
4 A levels, 9 O levels, King Edward VI School 1973-1980

PERSONAL INFORMATION

Date of Birth - 12 October 1961.

Married with 3 children under five;

Interests include skiing, racquet sports and foreign travel.