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## 1: The History

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The Paterson Arran journey has been a far call from what the Patersons of Rutherglen would ever have dreamed of back in 1895 when they started selling home-baked oatcakes.

Having gone through a number of changes in ownership during the 60s, 70s and 80s, the company ended up in the portfolio of what is now Edrington as they expanded away from their core market of whisky. In the early 90s, Paterson's was merged with The Bronte Biscuit Company, which was also part of The Edrington portfolio, and, in 1994, Paterson's was merged with Arran Provisions - another Edrington food business. This latter merger was led by the current Finance Director, Ian Appleton.

To ensure the success of the newly merged business, in 1995, they brought in Alan Hardie as Managing Director and, following an unsuccessful trade sale, but comfortable in the knowledge they had a great business, Alan and Ian led an MBO. Edrington, positive about the company, retained a small share of the business (24.9%) which it continues to hold to this day.

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## 2: The Company

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Over the last 25 years the company has developed through organic growth which has seen them double their turnover since 2006 to c£25m with a net profit of c£1.8m and a very strong balance sheet.

The company has a strong portfolio of brands which are easily recognised from their regular appearance in the multiples, foodservice, leisure, gift and travel sectors:

**Paterson's**

**Arran**

**Bronte**

**Café Brontë**



The company has retained the pride in their products and the strong sense of responsibility that has served them well for over 120 years, and has clear ambitions for the business going forward.

Although primarily a brand manufacturer, the company is also a strong player in the private label sector with a wide portfolio of blue chip customers.

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The changes currently underway provide the opportunity to join a business which is strong financially and has a successful product range, expanding markets, strong technical capability and a settled work force. The planned changes within the executive team allow the opportunity to step into positions of strength and bring your own style and experience to drive further growth and efficiencies.

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### 3: Background to the Current Opportunity

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As part of a planned retirement, Alan Hardie has stepped down as Managing Director and taken on the role of Non-Executive Chairman. Ian Appleton, current Finance Director, is also retiring later in 2018 and will become a Non-Executive Director of the business.

The role of Managing Director has been assumed by Sean Austin, who has been the Operations Director for the last four years. This has created two senior openings for both a Finance Director and an Operations Director which are being sourced simultaneously.

Both newly recruited positions will sit on the Executive Committee alongside Sean Austin, Managing Director, Allan Miller, Commercial Director and Karen Jones, Head of Sales.

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### 4: The Role

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As mentioned, this role will take over from Sean Austin, now Managing Director, and will therefore benefit from a very experienced leader being available for guidance. Having said that, Sean is clear that the new Operations Director must bring their own expertise and style to the role and he will be a supporter and advocate for any constructive changes that may be suggested. This is a key role in optimising total business performance and company value.

The job holder is a member of the Executive Committee (not the statutory board) and must provide leadership beyond his/her functional responsibility. In particular, the job holder is a major contributor to the development and implementation of the company's strategic plans.

The job holder is accountable for a revenue budget of >£3M p.a., an annual capital expenditure budget of up to £1.5M and a raw materials and packaging purchasing spend of circa £10M.

Over 90% of the Company's employees are in the Operations function, and the Livingston bakery is unionised, so people engagement and maintaining good

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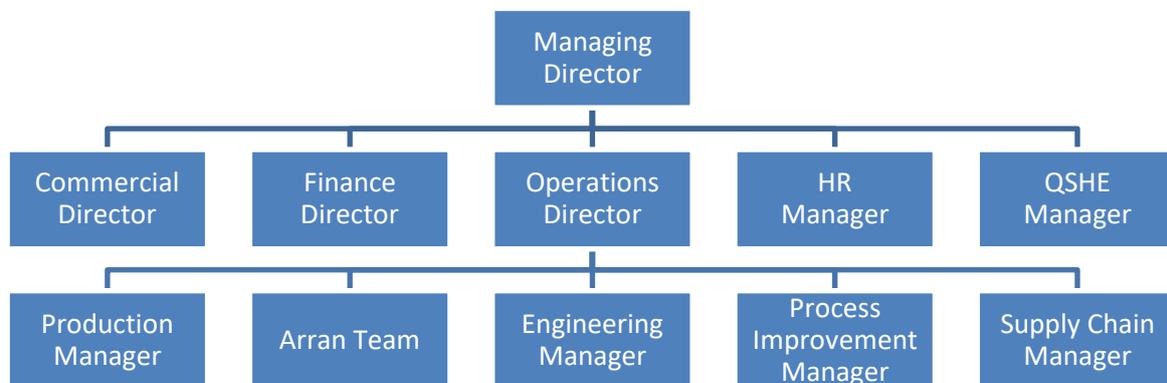
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industrial relations are critical elements of this role. Previous knowledge of a unionised environment will be very beneficial.

The key focus of this role is to lead the Operations Team to:

- Optimise customer service (OTIF delivery), product quality and total supply chain cost
- Ensure full QSHE, food safety and GMP regulatory compliance, and compliance with all relevant Company standards, policies and procedures
- Implement best practice throughout the Operations function

The organisational structure for the senior operations team is as follows:



### **Key responsibilities:**

### **Compliance:**

- Ensure full regulatory compliance in the areas of food safety, health & safety, environmental management and HR etc.
- Ensure full compliance with all Company standards, policies and procedures including, but not limited to, QSHE, food safety, GMP, HR, bribery and corruption, data protection and Company values
- KPI's – joint accountability with the Executive Team

### **Duties:**

- Contribute to the development and delivery of the Company's strategic plan
- Lead the development and delivery of:
  - the Operations functional plan and annual budget
  - the Company's capital investment programme
  - multi-level Operations KPIs
  - appropriate performance monitors and controls

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- a continuous improvement culture based on Lean Thinking
  - Lead the sales & operations planning process
  - Develop good relationships with the key senior managers of the Company's supply chain partners

#### **Develop Team:**

- Ensure training and development plans, and succession plans, are in place and delivered
- Identify high potential colleagues and proactively seek opportunities to accelerate their development

#### **Self-Development:**

- Maintain awareness of industry and market developments, technology developments and best practice. Regularly attend courses, seminars, conferences and exhibitions
- Build a strong network of contacts within the industry and industry bodies, and maintain close contacts with suppliers and other industry

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## 5: Preferred Candidate Background

It is important that the Operations Director is a graduate with a strong technical competence, preferably with a science or engineering degree and ideally a Masters. You will be motivated to keep learning and developing, adding to your portfolio of skills.

You will need to show at least ten years of senior operations roles including success as a factory or plant manager within an FMCG environment and have experience of:

- Food manufacturing
- Managing in a unionised environment
- Senior supply chain, procurement, change management and/or commercial roles
- Involvement in a company-wide ERP programme
- Successful delivery of a Lean Thinking/CI programme
- Financial literacy (i.e. P&L, balance sheet, operating variances etc)
- Good knowledge of CI tools and techniques
- Good knowledge of manufacturing/supply chain IT systems functionality and their exploitation (e.g. MES/MRP/ERP/finite scheduling software etc)
- Board/Executive Committee level interaction
- Collaborative working style with a keen eye on managing results and performance
- Natural leadership skills, results orientated with drive, determination and business awareness

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## 6: Remuneration

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The exact remuneration will be dependent on the level of experience and qualifications the successful candidates brings to the role.

There will be a competitive basic salary, car allowance and pension and, if required, there may some assistance available for relocation.

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## 7: The Recruitment Process

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The recruitment for this position is being managed by advising consultants, Livingston James. In the first instance interested candidates should contact, Ben Walker or Kirsty Sim at: [benwalker@livingstonjames.com](mailto:benwalker@livingstonjames.com) or [kirstysim@livingstonjames.com](mailto:kirstysim@livingstonjames.com) or on 0131 220 2009

First stage interviews will be face to face or by Skype if geography makes the former prohibitive. The following stages will be with Paterson Arran at their offices in Livingston.

All third-party applications, enquiries and direct approaches to Paterson Arran will be referred to Livingston James.

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