



POSITION PROFILE

Operations Director



The Organisation	3
The Role	4
Preferred Candidate Profile	6
Remuneration	7
The Recruitment Process	7





Established in 1948, Douglas Laing is a proudly independent, family owned Scotch Whisky business in its third generation. Over 70 years of heritage have helped us to refine our processes, and deliver Whisky that is consistently exceptional in its offering. Abiding to the philosophy of presenting Whisky as the Distiller intended, we add nothing and take nothing away from our spirit, enabling Whisky lovers around the world to come as close as they possibly can to sampling a dram straight from the Cask.

The business was founded by Fred Douglas Laing with his son, and current Chairman, Fred Laing joining the family business in 1972. Today, Fred maintains a hands-on role in the business, working with the Board and Management team to develop and realise a global strategy that continues to take Douglas Laing and Co. from strength to strength. His creative tasting notes can be found on our Single Cask bottlings, identifiable simply by "FHL", and his remarkable palate ensures the utmost quality in our Blended Malt bottlings.

Fred's daughter Cara also joined the family business in 2013 as Director of Whisky, leading the Marketing function and having wider input in cask samples and writing of tasting notes. Cara was recognised for her outstanding commitment to Scotch Whisky in 2014 when she became one of the youngest women to be appointed as a "Keeper of the Quaich".

Douglas Laing's headquarters are based at Douglas House in Glasgow, which also houses a large, state-of-the-art bottling hall and a luxurious events space and bar, both of which have recently received extensive investment. The business owns one distillery, Strathearn in Perthshire, which was acquired in 2019, and has plans to build a new distillery at HQ in the coming years.

Douglas Laing is known for its NPD, with popular regional malt brands including The Epicurean (Lowland), Timorous Beastie (Highland), Scallywag (Speyside), The Gauldrons (Campbeltown), Rock Island (Islands), and Big Peat (Islay).

For further information on Douglas Laing, visit the website: <https://www.douglaslaing.com>.

DOUGLAS LAING & CO

ESTD 1948

DISTILLERS, BLENDERS & BOTTLERS





Position Overview

Due to ongoing growth and a requirement for expertise around the Warehousing and Production side of the business, Douglas Laing is now looking to appoint an Operations Director. Responsible for all operations across the business, the Operations Director will be expected to develop and implement the Operations strategy to ensure business profitability and efficiency across the pillars of Operations: distilling, maturation, bottling and planning.

The incoming Operations Director will be supported by very strong Team Leads across Operations, Production and the Distillery. The main focuses of the role will include sophistication of the bottling facility, ensuring current practices are as efficient as they can be; full review and overhaul of the approach to warehousing, informed by previous experience and expertise; and updating of a range of policies across operations to better place Douglas Laing as a leader in operational excellence.

Duties & responsibilities:

- Deliver all Operations-related Capex infrastructure projects for the Company
- Develop a strategy for all warehousing processes and practices
- Manage the team to identify opportunities to provide added value to the business, and ensure these are implemented
- Ensure QHSE systems are developed and maintained to ensure full compliance with current regulations and Industry standards
- Set and ensure production targets are met in respect of distillation, maturation, blending and bottling through the effective direction of the Operations Management Team
- Ensure the Operations team has structure and processes in place to deliver product quality performance according to agreed standards and specifications and adhere to Douglas Laing's vision
- Attend and lead executive management meetings to ensure all business leaders are informed of Operations initiatives and updates
- Support and direct the planning team regarding wood, spirit and dry materials purchasing
- Improve business-wide forecasting processes in conjunction with Sales and Finance business leads
- Deliver a robust reporting structure where progress review and reporting is used to ensure rapid response to meet the demands of the changing business environment
- Manage target-setting process to ensure production costs and losses are controlled and minimised across all Operations and third-party sites
- Ensure a process for evaluating the operational effectiveness of assets, including all planned maintenance and replacement programmes is in place
- Create successful working relationships with commercial teams
- Ensure that robust and competitive agreements are in place with material and services suppliers and Industry partners to secure supply and support business sales and growth plans





- Work in conjunction with Marketing Director to ensure marketing development initiatives that rely on Operations are delivered on time and in full
- Ensure that the Business strategy is understood, owned and that the strategic business drivers are delivered by the Operations Team
- Develop performance management criteria through the implementation of the employee Performance Management process
- Ensure all Operations managers have clear, current and measurable objectives
- Create a robust Talent Management initiative across all Operations areas which delivers a succession planning model for management positions
- Ensure all significant business risks, including Health and Safety, Environmental and Financial risk, are identified and robust plans and governance practices are in place and adhered to
- Create an environment that values ideas, creativity, and innovation, demonstrated by regular implementation of improvements to current processes





The Operations Director will be an ambitious individual with a positive, innovative and energetic approach. Candidates should have previous experience in driving improvement and establishing best practice with the ability to engage their team and peers alike. They should be collaborative in nature with the ability to build relationships at all levels of the business, as well as externally as appropriate, whilst representing the Operations function effectively.

Candidate Requirements

- A proven track record in an operational leadership role
- Track record of working in the whisky industry with strong understanding of best practice with regards to warehousing and production
- Previous experience or the ability to work in a family-owned business which moves at pace and requires flexibility and commitment
- Excellent understanding of the regulatory and compliance landscape
- Proven ability to establish excellent working relationships with a wide range of stakeholders both internally and externally
- Solid strategic commercial understanding
- Ability to innovate and bring new ideas and improvements from an Operational perspective
- Outstanding networking and communications skills
- An expert in continuous improvement methodologies and working practices
- An advocate for the Operations function with the gravitas to positively challenge peers and the Management Team/Board
- The ability to work in a fast-paced environment that requires reactivity and the ability to roll up sleeves
- Approachable, influential, assertive and adaptable
- Extensive people management and relationship management experience
- The ability to build high performance teams and to promote teamwork and collaboration





An attractive package is on offer commensurate with background and experience required for the role.

For more information on remuneration please contact Ali Shaw at Livingston James.



Contact details are as follows;

T: 07915 028310 or E: alishaw@livingstonjames.com

The Recruitment Process

First stage interviews will be conducted by retained consultant, Ali Shaw of Livingston James. Selected professionals will then be presented to Douglas Laing for consideration.

Shortlisted candidates will be invited to interview with Cara Laing (Director of Marketing) and Danny MacLennan (Finance Director). Subsequent stages will be communicated by Livingston James throughout the process. Please be advised psychometric assessment may be utilised for this appointment.

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

