

# HUGH AITKEN, CBE

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## Personal Profile

A very successful international strategic Supply Chain & Manufacturing Vice President with over thirty years' experience with multi-billion dollar Global Technology Companies in both Hardware and Software. Transferable skills include: development of strategies for continuous improvements and multi-million dollar cost reductions in Global Supply Chain; Deployment of latest ERP and Six Sigma programmes in Operations and Manufacturing; and managing major international factory and distribution centre operations, consolidations and relocations. These skills are based on an acute knowledge of evolving company strategy and the leadership to motivate and empower staff at all levels to achieve outstanding performance targets.

## Key Skills & Achievements

**Strategy:** Played a key role in formulating and implementing the Manufacturing and Supply Chain Strategy for the Sun Corporation including spells in corporate HQ in California. These strategies led to demonstrable efficiency improvements, saving several hundred million dollars in costs.

**Leadership:** A firm believer, as evidenced in 360 degree performance reports, in empowering staff at all levels to do their delegated jobs with minimum interference but close, unobtrusive monitoring and guidance when going off track. Highly focused on data-driven and cost effective decisions and metrics.

**Global Operations:** Key achievements have included consolidating seventeen warehouses in EMEA into a highly advanced but recently relocated distribution centre in Holland, taking advantage of their special tax breaks. Opened three large distribution centres in the USA, EMEA and Japan with an average throughput per quarter of \$3bn in total. Developed a Low End Manufacturing capability in the USA and EMEA centres in a Start Up record time of four months. The result was that 80% of the orders had improved lead times from order receipt to despatch to just two to five days.

**Global Manufacturing:** Led team which delivered Sun's worldwide manufacturing strategy, formulating the vision and designing its achievement, covering both internal and global re-manufacturing. Responsible for both Sun's Internal Manufacturing on a global basis shipping around \$1.5bn per quarter plus Global Re-Manufacturing and Worldwide Reverse Logistics totalling £100m per year. Also pioneered flexible / cellular manufacturing in the Linlithgow Facility which ultimately became global six months after start up.

**International Customer & Supplier Management:** Widely travelled and made a significant contribution to the successes of the company by understanding and working with cultural and business differences to achieve very demanding common goals, both in good times and when business conditions have been very difficult.

**Wider Industry Responsibilities:** Alongside a busy global role, I spent six years as Chairman of Electronics Scotland, a powerful industry forum with close links to the Scottish Executive Government and the Scottish Technology Sector.

**Charity Work:** Set up Sun's annual Golf Charity event at Scotland's four leading courses, with participation from leading golfers like Gary Player, Colin Montgomerie, Paul Laurie and Sandy Lyle, celebrities including Vinnie Jones, Dougray Scott, as well as Sun's own CEO Scott McNealy, a scratch player. Event was paid for by over 130 key customers and suppliers and raised over £1.2m over ten years.

**Awards:** Awarded the Commander of the British Empire (CBE) by Her Majesty the Queen in 2005 for services to the Electronics Industry and to Children's Charities.

## Career Highlights

### **PRESIDENT – ASCC (AITKEN'S SUPPLY CHAIN CONSULTANCY) PLEASANTON, USA**

Specializing in the following areas.....

Business Process Simplification (BPS)  
Supply Chain Optimization (SCO)  
Cost, Quality and Lead Times (CQLT)  
Six Sigma "Re-Imagined"  
Manufacturing, Logistics and Customer Backlog Management  
Change Management

### **2013 – 2015: Presently Consulting with HP (Sunnyvale, California USA)**

Working on the consolidation of Multi ERP systems across 5 Pillars of the Software business, focusing heavily on the overall Management of Change (MOC), for Employees, Partners and Customers.

### **2011 – 2013: General Manager Microsoft Licensing (Reno, Nevada USA)**

In my role as General Manager for Americas Operations Center and Microsoft Licensing, GP,I led Microsoft's Operating Centers for North and Latin America and its Manufacturing facility in Humacao Puerto Rico, driving accountability for Microsoft's revenues of some \$32b on an annualized basis. I also carried site leadership responsibilities for Microsoft Licensing G.P, in Reno, NV, with a footprint of over 500 Microsoft employees and Vendor heads.

### **2010 – 2011: Vice President – Worldwide Manufacturing Oracle Corporation UK**

Downsized the Sun WW Manufacturing facilities after the Oracle takeover, closing Manufacturing and Distribution facilities in the USA, Japan, Holland and Scotland, while at the same time driving Manufacturing consolidation into our Hillsboro facilities in Oregon, USA.  
On completion, applied successfully for the VP Exit package, which Oracle made available as part of the takeover.

### **2008 – 2010: Vice President – Worldwide Manufacturing Sun Microsystems UK**

93% of manufacturing is outsourced; total staff in three plants is 490 full time with approx 650 staff available as regular temporary staff to cope with peak demand  
Appointed to drive company internal and external manufacturing strategy focusing on Cost, Quality and Lead times. This includes external supplier consolidation.  
Consolidating world wide manufacturing on to one site at Hillsboro, Oregon, USA and overseeing the management of closure and redundancy programmes in California and Scotland.  
Currently achieving savings of \$45 – \$50m over 12 months.  
Achieving a two to five day turnaround of Sun's volume products lines from order receipt to despatch, making use of Product Delivery Centres rather than Contract Manufacturing sites.  
Summoned to major overseas customer who demanded a big reduction in Sun's 15 day lead time  
Identified method of reducing their own long customer lead time from 61 days to 25 and Sun's from 15 to 12, a total lead time reduction from 76 to 37 days – customer delighted!

### **2006 – 2008: Vice President – Worldwide Customer Fulfilment Sun Microsystems UK**

Promoted to take on worldwide responsibilities for logistics, order scheduling, backlog management, material positioning, distribution, warehousing and transportation, customer deliveries, field returns, reverse logistics and re-manufacturing. Budget \$175m.  
Achieved \$25 - \$30m annualised savings in freight and distribution costs by consolidating carriers from twenty down to four and renegotiating prices.  
Implemented a global Rapid Customer Fulfilment drive which in six months achieved four day delivery of 80% of company's products and saved over \$25m in first year.

### **2005 - 2006: VP Scalable Systems Operations Sun Microsystems – HQ California USA**

Remit focused on Internal/External Manufacturing, new product introduction and re-manufacturing, gaining strategic management experience at corporate HQ.

**2001 – 2005: Vice President – Worldwide Customer Fulfilment Sun Microsystems UK**

Initially took up role in 2001 as part of a global operations reorganisation responsibility for Customer Fulfilment in Transit (CFIT), a ground breaking, industry leading programme which although caused two months of serious disruption when first introduced, became a highly successful and cost effective design.

Travelled to USA to iron out the brief, identify the problems and fix the system. It took a year.

Halved lead times to five days and realised savings of \$45m in 18 months.

It also led to huge inventory reductions – old supply chain model had \$400m inventory, on completion of the new program inventory levels were down to \$130m.

Highly commended within Sun for the successful implementation of this program.

**1998 – 2001: Vice President – European Operations Sun Microsystems UK**

750 staff across EMEA handling annual revenue of \$3.2bn

Promoted to taking on overall operational responsibilities for EMEA, focussing especially on EMEA and Japanese supply chains.

Developed and produced Sun's worldwide manufacturing strategy which went live in 2001.

Additionally tasked with developing worldwide operations global supply chain strategy and business architecture on behalf of Sun Corporate.

**1995 – 1998: Director of European Manufacturing Sun Microsystems UK**

Led a major Capacity/Process change, introducing Flexible Cellular Manufacturing, increasing capacity by 150% while reducing the overall footprint by 40%.

Led the Linlithgow facility to the 'Best Electronics Factory of Year' award.

Also achieved Investors in People (IIP) accreditation.

**1994 – 1995: Director of Business Strategy – HQ , California USA**

Tasked with leading Sun's Supply Chain focused 'Business Process Simplification' project.

Published Sun's breakthrough Supply Chain Initiative, successfully executed in 1995, which reduced lead times from 15 to 10 days and reduced global costs by \$57m.

**1992 – 1994: Director, European Logistics & Materials Sun Microsystems UK**

Promoted to Director, having joined Sun in 1989 as member of Sun's European start up team.

Responsible for developing Sun operations in Europe.

Closed 17 EMEA warehouses and opened Central Product Distribution Centre in Holland.

Reduced inventory down to \$55m from \$125m.

Reduced lead times to 10 – 15 days from 75 – 90 days.

Introduced Corporate Tax model into EMEA against Dutch 'BV' structure; this still exists and has saved c\$200m per year over nearly 20 years.

**1989 – 1992: Manager, European Logistics and Materials Sun Microsystems – Scotland UK**

**1985 – 1989: Manager, European Logistics and Materials – Apollo Computers – Scotland UK**

**1979 – 1985: Manager, European Distribution – Digital Equipment Corporation – Scotland UK**

## Credentials

### **Awards**

Sun Corporate President's Award in 1997  
Chief Customer Advocate Award in 2003  
Sun Six Sigma Excellence Award in 2003  
Commander of the British Empire (CBE) in 2005

### **Continuous Professional Development**

Various courses and development programmes throughout career which have helped keep Sun ahead of the game in terms of very efficient global Manufacturing and Operations.

### **IT**

In addition to MS Office, a strong working knowledge of a variety of ERP systems and their power for significantly improving manufacturing and all aspects of operations.

### **External Representation**

Chairman of 'Electronics Scotland' from 2000 to 2006 - powerful industry lobbying group.  
Frequently met Scottish First Minister on inward investment and other matters related to the Technology Industry.  
Led delegation to London to meet Gordon Brown, then UK Chancellor, to lobby for a change in the law relating to workforce share option schemes. Mission successful. Changes were made, which were met with positive results.

**Nationality: British**

**Interests: Family, Golf, Soccer, Reading, Family activities**

**References: Available upon request**