**JAMES POTTER**

**NON-EXECUTIVE DIRECTOR**

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**PROFILE**

International Board member and Interim Executive with broad functional experience gained in civil and defence aerospace, energy and power generation. Strong in hands-on project management and experienced in strategic, transformational programmes from holistic business strategy to supply chain interventions including major sourcing projects, commodity strategies, new technology introduction and complex contract agreements. Board appointments, Interim management and contract roles preferred.

**EDUCATION AND TRAINING**

MSc (Distinction) Aerospace Management BEng (Hons) Aerospace Engineering

**CAREER HISTORY**

**Dates Employer Position**

**Jun 2020 - Present Reaction Engines Ltd Interim Head of Supply**

**Chain**

Interim Head of Supply Chain leading a team covering direct and indirect spend

* Transformation to projects and categories structure
* Significant On-Time Delivery performance improvements
* Implemented new metrics and management dashboards
* Leading major testing contract negotiations

**Dates Employer Position**

**Mar - April 2020 Safran Seating GB Programme manager**

Programme manager for upgraded business class seating for a major US airline

**Dates Employer Position**

**Nov 2018 - Mar 2020 Reaction Engines Ltd Interim Senior Business**

**Development and**

**Commercial manager**

Interim Senior Business Development and Commercial manager - Responsible for wide commercial scope: Customer facing, Supply Chain, Research, Facilities, IT and Services:

* Complex, fast paced and ambiguous commercially due to very high technology development (Space access) with associated spin-off commercialisation into Aerospace & Defence. Multiple OEM & Tier 1 accounts, strong IP management.
* MoD, DoD contracts; global coverage, ITAR/EAR export control regulations
* High value test facility supply and maintenance contracts across multiple suppliers
* Full supply chain IT system contract negotiation
* Multiple research and development contracts spanning Universities, consortia, partners & suppliers

**Dates Employer Position**

**Sept 2019 - Present Tekna Plasma Systems Board member**

Metal powder production and systems

**Dates Employer Position**

**Sept 2018 Jaguar Land Rover Consultant**

Consultancy on Connected Digital Supply Chain transformation

**Dates Employer Position**

**2017 - July 2018 Cobham Mission Systems Interim Senior Supply**

**Chain Project manager**

Interim Senior Supply Chain Project manager leading the total relationship for a strategic supplier.

* Successfully managed a complex Boeing product conformity process and subsequent Low Rate Initial Production delivery schedule
* Managed all aspects of the supplier relationship including order book reducing overdues to zero, production planning and performance scorecard.
* Successful Programme reviews and Production Rate Readiness with Boeing
* Analysed Non-conformance history and instigated reduction programme; proposals made to Cobham senior management team

**Dates Employer Position**

**2017 Ferranti Technologies Ltd Interim Senior Programme**

**manager**

Interim Senior Programme manager for a significant avionics customer

* Formulated and led a CEO sponsored operational and contractual 'get well' programme.
* Instigated a 'stop & fix' of the production line due to quality issues. Established operational war room and daily meetings under extreme scrutiny with the customer and the end customer (Boeing). Wide ranging QA and process improvements implemented to enable restart of production
* Led a team of 28 to recover complex configuration processes and regulatory product information

**Dates Employer Position**

**2013 - 2016 Rolls-Royce Global Commodity**

**Manager**

* Delivered major cost reductions through redesign, new manufacturing methods, commercial competition, value chain analysis and reopening existing contracts
	+ 73% cost reduction achieved on a structural component for an NPI programme; moved a component from a domestic facility into 2 new suppliers while changing to a forged design. Multi supplier competition with on-site final negotiations.
	+ Introduction of advanced flow-forming technology on a major structural component to replace chemical milling led to a 30% cost reduction
	+ Major NPI sourcing of a large structure into China with cost reduction of 8% and retrospective 10% on existing business. Negotiations held in UK and China
	+ Extensive value chain analysis of forging supplier led to resourcing and parts transfer into China with 32% cost reduction. Led the parts transfer/risk management process
	+ Established new supplier of complex seals in Japan. Sourced first RR business on an NPI programme at 40% below nearest competitor.
* Set up a collaboration agreement to enable Rolls-Royce to develop Additive Manufacturing with a supplier providing process technology. Complexities included Intellectual Property management, exclusivity, project success definitions and capital agreements to purchase equipment (ca. £6m)
* Managed all strategic elements of supplier relationships including technology roadmaps, business forecasts, capability expansion, new sourcing and NPI visibility.

**2011 - 2013**

**Supply Chain Strategy Executive**

* Designed strategy for two new Joint Ventures in a $1 billion business unit
* Led the start-up strategy for Additive Manufacturing (3D printing) technology which saw the delivery of the world’s largest such aerospace structure in Titanium, on time and budget
* Created and programme managed multiple commodity strategies integrating Purchasing and Engineering, resulting in clear direction and ongoing sustainable cost reductions through contractual and technology improvements - typically 10-20% down over 5 years totalling £10m per annum
* Created domestic manufacturing strategy focusing on core product production efficiency; multi-million machining centre investments and re-layout for lean flow.

**2007 - 2013**

**Project Risk Executive**

* Chairman and panel member as Supply Chain Management subject matter expert on over 150 major project audit reviews globally to ensure correct lifecycle stage management; reports and actions incorporated into corporate risk governance process. Projects included aero engines, power generation, ship designs, nuclear plant and IT. Skills gained in advanced risk management and project management assurance.

**2004 - 2007**

**Head of Business Improvement & IT**

* Designed and implemented new business processes for move into a new flagship £37m Engine Repair & Overhaul factory for 600 staff resulting in 25% improvement in Turn Round Time.
	+ Deployed Lean Six Sigma– established Black belts & Green belts, benefits total of £1.8m in first year
	+ Leader of joint Six Sigma Engine Test team, reduced cycle time by 25% utilising assets over £200m and improving cash flow on £500m per annum – finalist in company Quality Award
	+ Business Plan Deployment from top level to production team boards and regular workstream reviews
* Planned and implemented a major SAP template upgrade over 2 weeks into an operational business of 600 staff whilst maintaining critical business processes including shipping and invoicing of around £20m revenue.

**2001 - 2004**

**Head of Supply Chain Solutions**

* Designed and gained approval for a new supply chain organisation for approx. 20,000 staff that reduced internal entities by 75%
* Created and led the deployment of Supply Chain Management module in Rolls-Royce’s Production system used globally by around 1500 practitioners including supply chain design, production readiness and global physical logistics; co-authored New Product Introduction and Production Planning & Control modules
* Implemented a major UK Supply Chain Restructuring Programme reducing inventory by £30m through application of assembly line pull systems and kitting. On time delivery improved from 60% to over 99%
* Skills gained in supply chain design, Production planning & control, pull systems, kitting, C class part supply, assembly line build stations, training new roles, global process ownership

**1999 - 2001**

**Team Leader**

**Industrial Gas Turbines Supply Chain**

**1998 - 1999**

**Project Manager**

**Risk & Revenue partners**

**1997 - 1998**

**Commercial manager**

**Risk & Revenue partners**

**1995 - 1997**

**Business Manager**

**TurboUnion joint venture, Munich**

**1991 - 1995**

**Project Manager**

**Helicopter engines**

**1988 - 1991**

**Product Support**