Yeah so my journey, as you can tell from looking at me, has been quite a long one but I studied at Sheffield University back in the 80s and I got onto a graduate trainee program with Unilever, which in its time was, you know, a good way forward. The Graduate trainee program still exists, they are harder to get into now than they used to be, but it's a great grounding, if you're not entirely sure what bit of business you want to get into.

So I started in speciality chemicals, making beverage flavors as a product manager, of which I knew nothing about it at the time, but that was part of the traineeship. I very quickly got into the drinks industry. Working for, what is now, Diageo, the world's biggest company, travelling the world basically marketing single malt scotches. Then I had a number of jobs back in the office. Graduated into marketing and NPD (New Product Development) from there I took a job in the Netherlands, then came back to London, then travelled the world again.

Most recently I took a job, I’d got up to a reasonably good level doing strategy, and we wanted to buy a business in the United States. So I wrote the paper and the owner of the business said, ‘If you think it’s such a good idea, you go and run it.’ So I was sent out to California with my family to run a craft brewing and distilling operation, which I did for 5 years. I had the choice of either staying in America or coming back and I've got kids so I wanted to come back.

So I was doing a bit of consulting after that. Consultancy, at my, sort of, stage in the career is quite common, and then one of the consultancy conversations turned into, ‘We’d actually like somebody to come and run a commercial operations internationally would you be interested in moving to Elgin?’ My parents from Inverness and my kids go to the local school and so it worked out very, very well but it's been a long journey.