Mark D. Hughes

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Professional Summary

Operations Excellence Leader and former Chief Operating Officer with practical experience improving multi-site performance for international manufacturing, chemicals, beverages, automotive, aerospace and service businesses that have achieved in total over £100M in validated results. Previously, COO of SHIFT a clean-energy scale-up, co-founder of Strategy2Results a data analytics start-up, and helped establish and grow a successful operational improvement consulting practice in the US for Celerant Consulting to 100 consultants and $50M annual revenue. Background as an Industrial Engineer and certified Lean Six Sigma Black Belt.

Core Competencies

- Leadership & Change: hoshin kanri strategy deployment; operating model and organisational design; multi-site programme leadership; executive stakeholder management.
- Operations Excellence: manufacturing and supply-chain management; total productive maintenance; performance management system design; KPI design and digital dashboard development.
- Continuous Improvement: operations excellence; lean manufacturing; kaizen improvement; overall equipment effectiveness; value stream mapping; process mapping; A3 improvement projects; root cause analysis, standard work; 5S & visual management; benchmarking & analytics; gemba coaching; training & capability building.

Professional Experience

Operations Excellence Leader (Interim)
Accelerant Consulting, Europe
Jan 2025 – Present

- Led operational excellence programme for Croda chemicals with a team of 15 consultants across multiple sites in UK, USA, Singapore, France, India, and Brazil that delivered £16M savings from improvements in OEE and productivity, and developed an implementation playbook, maturity assessment, and e-learning to sustain improvements.

Chief Operating Officer (Permanent)
SHIFT Clean Solutions Limited, Canada & Europe
Apr 2022 – Dec 2024

- Responsible for manufacturing, supply-chain and field service. Manufactured and maintained Battery Energy Storage Systems for electric and hybrid boats. Delivered an industry-first swappable marine battery system. Developed digital solution to remotely track greenhouse gas emissions and maintenance analytics.

Co-Founder & Consulting Lead (Owner)
Strategy2Results, Europe & Australia
Oct 2016 – May 2022

- Consulted to IKEA manufacturing to develop 3-year operational strategy. Led pilot projects in manufacturing sites in Slovakia and Portugal to develop leader standard work and improve Lean Production System.
- Consulted to Ethos Urban for digital transformation to simplify and standardise processes and develop business intelligence solutions. Identified cost savings of 5% through improvements in budgeting and cost management processes.
- Consulted to RUAG Space to implement hoshin kanri strategy deployment process, develop KPIs and digital performance dashboards, and support global reorganisation.

Vice President Industrials (Permanent)
Hitachi Consulting (formerly Celerant Consulting), Europe
Jan 2013 – Sep 2016

- Led operational excellence and supply-chain optimisation programme for SKF manufacturing with a team of 24 consultants across multiple manufacturing sites in Sweden, France, Italy, and Germany that achieved €28M savings from improvements in OEE and productivity.
- Consulted to Volvo Cars to simplify and re-launch their Lean Production System and to implement gemba coaching after previous improvements had stalled.

Vice President Operations (Permanent)
Celerant Consulting, Europe
Jan 2011 – Jan 2013

- Consulted to Heineken Europe to develop supply-chain strategy, regional operating model, and implementation roadmap to achieve savings through demand segmentation.
- Led lean improvement programme for KBC bancassurance. Trained 50 lean coaches and implemented kaizen improvement, visual management, and gemba coaching with 200 local teams across 5 entities in 4 countries.

Principal Consultant (Permanent)
Accenture Strategy & Consulting (formerly Axia Ltd.), USA
Dec 2006 – Mar 2010

- Led analysis of manufacturing footprint and supply network for Cott Beverages that identified opportunities to reduce landed cost by $15M.

Independent Consultant (Owner)
Empirica LLC, USA & Canada
Nov 2005 – Dec 2006

- Led analysis of a pulp and paper mill in Canada that identified savings of $17M from improved manufacturing efficiency, labour productivity, and maintenance effectiveness.

Vice President Operations (Permanent)
Celerant Consulting, USA & Canada
Mar 1999 – Oct 2005

- Led operational excellence programme for AB InBev with a combined team of 50 consultants and taskforce across multiple breweries in Belgium, Canada, Russia, and Croatia that delivered €25M savings and established the global operating model and maturity assessment used by all production sites globally.
- Led multi-site improvement projects for FMC Chemicals that achieved savings of $20M by implementing an operations performance management system, maintenance management system, and sales & operations planning process.

Operations Consultant (Permanent)
Celerant Consulting, UK
Jan 1992 – Feb 1999

- Led multi-site improvement projects for Holcim cement plants in USA, Canada, Mexico, and Colombia that achieved €13M savings from improvements in OEE and reductions in spare parts procurement costs.

Industrial Engineer (Permanent)
Schlumberger Industries, UK
Aug 1989 – Oct 1991

Education & Qualifications

BSc. (Hons) Manufacturing & Systems Management, University of East London, 1986 - 1989

Certification & Professional Development

Data Analytics for Lean Six-Sigma, University of Amsterdam, 2020
Data Analyst Associate, Microsoft, 2020
Institute of Engineering and Technology (MIET), 2016
Lean Six-Sigma Black Belt (IASSC CEPAS), 2015
Certificate of Lean Competency, Cardiff University, 2012
Executive Leadership Programmes, Stanford University 2012, INSEAD 2002, Harvard Business School 1999