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Pragmatic and decisive retail and commercial leader who transforms organisations delivering sustainable profits through strategic growth, optimising commercial opportunities

Highly accomplished and versatile CEO/Business leader who delivers successful business transformation implementations through compelling business strategies and customer propositions which drive growth, whilst extracting efficiencies and refining processes. A believable and respected influencer and strategy maker possessing a relentless attitude for success.

Core Business Competencies include:

-Executive Leadership	-Business Transformation & Turnaround
-Budget and P&L management	-Distributor management
-Sales & Business Development	-Multiple geographies & developing countries
-Strategy & Marketing planning	-Multi-site & multi-territory supermarket retail
-Multi-channel/Omni-channel	-Loyalty & Customer Insight & membership
-E-commerce	-FMCG
-Proposition development	-High Performance Team development
-Governance & Risk management	-Cultural & Organisational change
-Private Equity/Family Business	-Supermarket and Non-food retail

INTERIM CHIEF EXECUTIVE OFFICER – Residential Landlords Association (UK) 2018-Todate
(Not for Profit membership organisation offering online and call centre advice, financial services and Govt. lobbying)

- Recruited to deliver a confidential organisational merger to form the largest landlord association in the UK with 75,000 members owning 500,000 properties.
- Introduced new best practice operating processes and financial governance and successfully moved offices.
- Led merger communications process, staff TUPE, re-structuring and redundancy.

INTERIM CHIEF OPERATING OFFICER – Uchumi Supermarkets PLC (Kenya) 2017-2018
(Listed Kenyan Retail Supermarket chain with 20 stores, 1200 employees – Part Government owned)

- Recruited to deliver a business turnaround following 2yrs of trading in negative EBITDA
- Oversaw deployment of \$7mn Government cash injection and usage plans for \$35m of potential investor funds
- Engaged KPMG Debt advisory team to deliver >\$10+mn debt write offs
- Led strategic store closure plans of unprofitable branches
- Managed strategic landlord and supplier relationships to avoid litigious action
- Appointed PR brand reputation agents

CHIEF MARKETING OFFICER – Nakumatt Holdings Ltd (Kenya) 2016-2017
(\$600mn Kenyan Retail Supermarket chain with 64 stores, 7000 employees – largest retailer in East Africa)

- Recruited to transform \$10m loss to profitability assuming successful inward cash investment which failed.
- Supported KPMG in debt re-financing plans
- Established process for best practice retail design, layout and merchandising
- Created customer led marketing covering brand, PR, social media, design, loyalty & insight, customer service
- Provided strategic and governance support to the family ownership and led all media relations
- Planned new revenue stream of \$50m through monetisation of loyalty and insight data.
- Created new e-commerce channel to drive Omni-channel sales

MANAGING DIRECTOR - Kent County Supplies (UK) 2014-2016
(£65m FMCG supplies business with 200 employees and part of £500m Commercial Services Group)

- Recruited to turnaround a County Govt. owned business and prepare it for PE/VC sale within 3-5 years.
- Transformed business into an ecommerce/digital led entity with 5yr plan to triple EBITDA profits to £15m
- Initiated & delivered RFID/bar coded warehouse improving stock management, order pick accuracy and providing perpetual inventory count, with operational savings of £1.4m.
- Originated new ecommerce website integrated with the leading schools finance software as a definitive and market leading USP. Secured over £1mn incremental sales in 3 months.

- Bolstered capability through recruiting new senior management team, re-structured sales, marketing, buying and operations depts. to improve efficiency and productivity.
- Saved £800k in efficiency and procurement improvements. Increased Net Promoter Score from to 76 +10pts.
- Instituted change by raising standards, transparency and empowerment; implemented improved procedures, processes and accountability to drive and professionalise the business.

INTERIM CHIEF EXECUTIVE OFFICER -Saxon Industries Ltd (UK) 2014

(Branded motor after-market distributor for WD40, Little Trees, Top Gear, Hycote paints)

- Devised and implemented new 3-year turnaround/strategic plan to transform and return the business to profit.
- Addressed sales operations performance, management capability, culture and marketing; after 4-years of decline returned business to growth with sales of +16% vs 2013 & delivery of over £250k PBT (PY loss of £500k).
- Established organisational redesign and business vision; reviewed performance for future sustainability; selected and recruited high calibre replacements to fit new company direction

MANAGING DIRECTOR - Pure & Natural Brands Ltd (UK) 2012-2013

(A start-up of a B2C ecommerce site and B2B wholesale business taken from concept to launch)

- Crafted vision, strategy, and business plan and P&L for innovative online beauty e-zine and web store, taking the business from concept to launch status within 6 months.
- Negotiated ecommerce platform and full systems integration contracts with tier 1 suppliers with capacity to operate across EU and wider geographies.
- Gained national listings in over 2000 doors (Boots, Holland & Barrett, Superdrug) within 12 months.

MANAGING DIRECTOR EUROPE – Clorox Inc. (UK & Europe) 2009- 2012

(\$6bn Fortune 500 FMCG corporation operating multiple consumer brands globally)

- Created European transformational growth strategy and plan including establishing new UK based hub with full local P&L accountability. Successfully launched Burt's Bees global brand in to 12 new countries in only 18 months with planned entry into up to 18 territories by end 2014.
- Restructured in house sales team, outsourcing UK direct call sales, developed & implemented plans to grow the European Burt's Bees business from \$9m to over \$25m by 2014 through combinations of distributor and direct account sales.
- Led merger, integration and creation of a new organisation, structure, establishing common business process, culture and operation, including move from two offices to a new single office.
- Initiated brand development and new country launch plans for Burt's Bees, Clorox cat litter and homecare brands, target delivery of >\$10m growth across combined branded portfolio by 2014, 16% CAGR.

INTERIM SALES & MARKETING DIRECTOR – The Chillfactore Snow Sports Centre (UK) 2009

(Chillfactore is a PE owned indoor real snow sports and retail complex - Manchester)

- Devised naming rights/third party branding opportunities and £100k sponsorship plan
- Partnered with Private Equity ownership to develop a turnaround plan and optimise £12m sales opportunity through online booking engines and 3rd party agents and growing corporate sales and lesson attendance.

INTERIM SALES & MARKETING DIRECTOR - David Lloyd Leisure Group (UK) 2008

(£300m+ PE owned multi-site racquets, health & fitness business with 88 clubs - Hertford)

- Inspired the drive for £7.5m new member sales per yr. via central and multi-site sales teams. Creating multi-channel sales & marketing campaigns generating 40k leads per month with 40% conversion.
- Implemented a rebranding program across 88 UK and European health clubs formed following merger between David Lloyd and Next Generation (t/o £320m)

INTERIM HEAD OF LOYALTY AND 1:1 MARKETING - Alliance Boots Plc. (UK) 2007

(Leading international pharmacy-led health & beauty retailer, operating 3,280 stores in UK & Europe)

- Transformed and re-invigorated the loyalty marketing team responsible for Boots Advantage Card and 1:1 marketing communications programme, leveraging 15million customer database.
- Masterminded new Advantage Card 3 yr. strategy and business plan to invest £5m+ to improve offer targeting and campaign management capability driving Advantage Card incremental sales by 45% to £700m p/y by 2010

RETAIL GENERAL MANAGER – Supermercati Pam (Italy) 2005-2007

(Italian Family owned €976m supermarket retail group - Venice)

- Conceived 3-5 yr. step change business plan to double market share to 4%. Achieved 5.9% sales growth and 17% Ebitda increase, based on turnover of Euros 976m.
- Engineered JV with insight company Dunhumby to understand and drive customer behaviour

INTERIM MARKETING DIRECTOR - Luminar Leisure Plc. (UK) 2005

(UK's leading late-night dance venue owner and operator with 76 Clubs £200m t/o - Luton)

- Pioneered new online casino business and developed daytime usage plans for dance venues.

RETAIL PROJECT DIRECTOR - Reliance Oil. (India) 2005

(India's largest privately-owned oil company – Mumbai)

- Devised new format Convenience store with fuel, including business & operating plans.

RETAIL PROJECT DIRECTOR - NAAFI (Germany) 2004

(UK HM forces official commercial trading organisation - Germany)

- Headed design and development for new retail format supermarket/dept. store with 100 seat cafés.

EXECUTIVE BOARD SALES & MARKETING DIRECTOR – Network Telecom Group Ltd (UK) 2001-03

(Early stage business start-up, developing MVNO (mobile virtual network) businesses in UK, Denmark, and China)

- Founded and launched new Carrier Pre-Select (CPS) fixed line telephone business in UK. Negotiated core service agreements with Cable & Wireless, 3rd party billing and call centre.
- Recruited management team and participated in external funding rounds to raise £10m+.

TESCO CLUBCARD DIRECTOR – Tesco Plc (UK) 1999-2001

(UK's largest supermarket retailer ranked 3rd globally by profit performance)

- Successfully led and managed the Tesco Clubcard customer loyalty & insight scheme re-launch, establishing the market leading Clubcard Lifestyle rewards program – driving 5% like for like sales per year worth £800m in t/o.
- Led a dedicated 3rd party travel and leisure business (Tesco Deals/Freetime) prior to acquisition by Tesco' providing all redemption 'reward' activities to 7m active Tesco customers driving up to 2% like for like sales growth. Cost engineered £2m (15%) in operational scheme cost savings
- Cost effectively managed complex £180m direct marketing business issuing £160m of monetary reward annually to 10m customers via personalised/targeted and segmented quarterly direct mail campaigns.
- Leveraged customer insight to create new segmented customer led affinity groups (Tesco Kids & Organics Clubs).
- Identified and delivered an incremental £5m through driving supplier sales in new product areas of mailing programmes, affinity deals and selling Clubcard points to 3rd parties.

TESCO EXECUTIVE BOARD MARKETING DIRECTOR – Tesco Poland (Poland) 1997-1999

- Board member leading the pioneering launch of Tesco in Poland, leading to market sector dominance in 5 years.
- Deployed annual marketing budget of £15m; initiated and oversaw promotion and communications strategy; customer proposition, retail offer creation and launch of 3 new format hypermarket stores (turnover £35m per 120k sq. ft. store).
- Launched Tesco brand for the Polish market, responsible for store openings, above the line media advertising, PR, govt. liaison, store design and fit out, pricing and commercial strategies, customer services, ranging and merchandising layouts, including establishing 60,000 product line range offer.
- Hand-picked, trained and led team of 22 Polish marketing team.

TESCO MARKETING CONTROLLER/DIRECTOR - Tesco Express (UK) 1995-96

- Spearheaded & proved the Express C-store format. Responsible for design development, branding, advertising, pricing strategy, buying/ranging, merchandising, promotions and profit margin achievement.
- Created new Express branding and design template for 2000 sq. ft. C-store with fuel.
- Initiated and implemented range developments for +2100 lines, +50% range density growth, increased overall margins by +6pts. Delivered +34% L/L sales increases (£25k to £38K per store/week), achieved 22% FROC.
- Acquired and opened 14 new stores and oversaw 248 fuel sites to Express based format.

TESCO MARKETING CONTROLLER - Tesco Health & Beauty and Pharmacy (UK) 1993-95

- Created original 'Pharmacy/Beauty World' integration and own label strategy. Developed strategic marketing plan, delivered +19% L/L sales uplift (+£4m to £22m per wk.)
- Created halo brand strategy for own label increasing customer participation from 12 to 14%. Managed promotional and range plans across 35 Buyers.

NON-EXECUTIVE/TRUSTEE - Papworth Trust (UK) 2011-2015

(A leading disability charity £25m+ with 500 staff and 750 owned properties)

- Governance oversight of the executive board, long term strategy, funding and M&A activities
- Lead Trustee championing customer led focus in light of move to personal disability budget management vs. local authority management. Specific subcommittee responsibility for fundraising and marketing

MARKETING MANAGER WINDSOR HEALTHCARE LTD (BOEHRINGER INGELHEIM) 1987-92

BRAND MANAGER (Olay and Baby) PROCTER & GAMBLE 1985-87