

# SIMON JARMAN

Ilkerton, Bulls Lane, Brookmans Park, Hertfordshire, AL9 7AZ  
07808 365224 [simon.jarman1@gmail.com](mailto:simon.jarman1@gmail.com) DOB 16/11/68

A highly experienced Chief Executive with strong skills in a wide range of business areas including both B2C and B2B.

Sector experience includes building products, home improvements, energy management and renewables.

Specific skills/experience include consumer-focused direct sales and marketing, B2B sales and marketing, brand management, manufacturing and multi-site field service operations.

A qualified accountant, extensive FD experience and with strong financial and commercial skills.

Significant experience gained in private equity funded and leveraged environments. Experienced in and comfortable operating under very challenging business/economic conditions.

Strong leadership skills, able to provide clear strategic direction, galvanise an organisation and drive culture change.

---

## CAIRNGORM CAPITAL LLP

Cairngorm Capital is a specialist private investment firm providing equity capital and management expertise to leading UK companies. It invests in private mid-market growth companies in the manufacturing, distribution and services industries.

### Operating Partner

2016 - current

Working principally with one portfolio business - the Customade Group. Turnover c. £100m, Workforce c.900. Engaged in integration of several company acquisitions in the building products sector. Key areas of focus:

- Interim Group Sales and Marketing Director
  - Sales and marketing strategy (product positioning, branding, customer strategy, pricing, competitive analysis)
  - Systems implementation (CRM, Financials)
- 

## ZESTEC ASSET MANAGEMENT LIMITED

### Non-Executive Director

2017 - current

Zestec is an asset manager and developer of subsidy-free solar PV systems, making cost-effective renewable energy available to businesses, schools and government organisations.

---

## QUINTEX SYSTEMS LIMITED

Quintex offers innovative products and services for energy management and grease management into the hospitality sector. Principal customers include major blue-chip hotel, restaurant, supermarket and pub chains.

### Chief Executive

2013 – 2016

Identified the company as an MBI candidate in mid-2012 after a focused search. Agreed heads of terms and an exclusivity period with the vendor, then ran a structured process to gain private equity funding for the acquisition. This was achieved in late 2012 and the MBI was successfully completed in April 2013.

### Key Achievements/Experience:

- Strengthened the senior management team
- Developed strong B2B sales processes and client relationships and achieved growth in UK core product sales.
- Product range expansion, leveraging strong existing customer base.
- International growth in targeted geographies through distribution agreements
- Development of service and maintenance revenues, creating a strong recurring income stream.
- Successfully exited the company to private equity in late 2016.

---

## EVEREST LIMITED

Everest is a leading consumer brand in the manufacture and installation of doors, windows, conservatories, roofline products, garage doors, security systems, kitchens, driveways and other home improvement products. Workforce c.2000, Turnover c. £175m.

<b>Chief Executive</b>	<b>2007 - 2012</b>
<b>Managing Director</b>	<b>2005 - 2007</b>
<b>Managing Director – Core Business</b>	<b>2003 - 2005</b>
<b>Finance Director</b>	<b>2000 - 2003</b>

The organisation is operationally complex with 3 distinct business segments:

- **Consumer-focused direct sales and marketing** - £20m annual marketing spend driving the generation of 140,000 leads per annum and feeding a field-based direct sales force of c.1,000.
- **Manufacturing** – 2 x 80,000 sq/ft manufacturing facilities, employing c.250 people.
- **Multi-site field service** – national footprint with 4 customer service centres, 22 installation centres, a field installation/service team of c.800, and a fleet of c.500 vehicles, performing c.800 installations per week.

### Key Achievements/Experience:

- Responsible for formulation of company strategy, vision, direction and all day-to-day activities.
- Grew EBITDA from £3m in 1999 to a peak of £18m in 2010. This financial performance led to 3 Sunday Times Fast Track Awards in 2008, 2009 and 2011.
- Grew market share by 50% through the Credit Crisis. This was against the backdrop of a core market down 35% and in structural decline.
- Created an operational culture focused on quality and customer service, resulting in an outstanding “Net Promoter Score” of over 70 being achieved. Moved negative online comment from over 50% to just 9% in a 2-year period.
- Created a strong, supportive internal culture with professional, engaged, motivated staff. Implemented ‘vision and values’, communication, reward and recognition and employee engagement programmes to drive this.
- Achieved a transformation in consumer perception of the business from “traditional double glazing” to “contemporary home improvements” through a strategy of product diversification and brand marketing.
- Reinvented marketing strategy. Shifted media channel bias away from those less favoured by today’s consumer (e.g. direct mail and telephone canvassing) towards the use of media such as TV, Radio, Press and Digital.
- Leveraged the strong Everest brand to diversify the product range. Launched several successful new business streams including fitted kitchens, renewable energy products and home emergency and maintenance services.
- Created a lean operation, achieving operational and administrative cost savings of over £10m through a focus on procurement, supply chain management, value engineering and operational efficiency.
- Created an internal “Green” culture, focusing efforts on the reduction of the company’s carbon footprint through activities such as the introduction of recycling of post-consumer waste.
- Led a secondary buyout in September 2007. This transaction took place just prior to the commencement of the Credit Crisis and resulted in a highly-leveraged balance sheet (£100m of senior debt at 6x EBITDA plus £55m of shareholder debt). Worked effectively within this structure from 2007 to 2011.
- Led the business to a successful exit in 2012.

**Finance Director****2000 - 2003**

- Played a key role in a leveraged buyout in 2003 at an enterprise value of £62m. The deal exited successfully for all parties in 2007 at an enterprise value of £155m.
  - Strengthened financial controls and MIS.
  - Improved accuracy and timeliness of financial and management reporting.
  - Implemented strong planning, modelling and forecasting procedures.
  - Improved working capital management, reducing stock and debtors, extending supplier terms and introducing robust cash flow forecasting and reporting.
- 

**CET GLASS LIMITED**

CET is a leading UK B2B manufacturer and supplier of toughened glass and insulated glass units (IGU's) to the building products market. Workforce c.200, Turnover c. £15m.

**Finance Director****1998 - 2000**

Appointed to strengthen financial controls, improve analysis, reduce cost and enhance working capital management.

---

**EVEREST LIMITED****Finance Manager****1995 – 1998**

Budgeting, forecasting, financial analysis, preparation of management accounts, MIS development.

---

**GLASS AND GLAZING FEDERATION**

Trade Federation representing companies who make, supply or fit, glass and glazing products in the UK and internationally.

**Non-Executive Director – GGF Limited****2003 – 2012****Non-Executive Chairman – GGF Fund Limited** (consumer deposit indemnity scheme)**2001 – 2012****EARLY CAREER****1990 - 1995**

Coopers and Lybrand Deloitte (audit/insolvency/due diligence), United Engineering Steels, Carlton Cards (management accounting and reporting).

---

**EDUCATION AND QUALIFICATIONS**

BA (Hons) Accounting and Financial Management (2:1) – The University of Sheffield (1987).  
Chartered Management Accountant (CGMA/ACMA).

---

**PERSONAL**

Married, 2 teenage children. Interests – triathlon, badminton, skiing.