

## Curriculum Vitae

# Stephen Holmes

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## COMMERCIAL LEADER

An accomplished, growth oriented and MBA qualified Senior Executive with an ACCA Finance background and a progressive and accelerated career trajectory working in General Management, Sales and Commercial leadership roles within high growth start-up and mature PLC organisations across the Business Services sector.

A highly credible and versatile Business Leader; one who balances strategic thinking with tactical execution and comes equipped with the proven credentials gained from successfully implementing several business turnaround strategies, leading high-performing sales and account management teams and possessing a history of operating at senior levels within the international business environment.

## CORE COMPETENCIES

- |   |                                     |
|---|-------------------------------------|
| ✓ Strategy Design & Execution           | ✓ Business Unit Leadership          |
| ✓ People Management & Development       | ✓ Bid & Tender Management           |
| ✓ Business Development                  | ✓ Contract Negotiation & Management |
| ✓ Change Management                     | ✓ Finance Function Leadership       |
| ✓ Sales / Account Management Leadership | ✓ International Experience          |
| ✓ Financial P&L Management              | ✓ Stakeholder Management            |

# PROFESSIONAL EXPERIENCE

## COMMERCIAL DIRECTOR

**WINCANTON RECORDS MANAGEMENT** A subsidiary of the £1.1Bn Wincanton plc, this stand-alone division provides both hard copy and digital information management services to a UK & Irish client base

### MAR 2013 TO PRESENT

Responsible for the YOY growth of a £15M client portfolio and delivery of an annual £2M sales goal. Leads the account management and solution sales teams, including managing partners, sourcing and launching new products or services, and providing the Leadership Team with competitive market intelligence and strategic market insight through market research and customer survey programmes, as well as representing the organisation at trade shows, conferences and exhibitions

### Key Achievements

- ◆ Implemented a re-engineered Account Management strategy to focus on identifying growth opportunities within the existing account base which led to the pipeline doubling in 6 months to over £7M with headcount reduced by two.
- ◆ Improved the Account Management Team delivery to 150% of annual target through the introduction of a Key Account Programme 'Customer Insights' which facilitated an improved understanding of the customers' challenges and enabled a solution focused sales strategy to meet the clients 'pain' points.
- ◆ Led a newly created Solution sales team to 160% of target by focusing on large, complex new business opportunities including the provision of a hybrid (physical & digital) solution to a customer mailing project for a large global bank.
- ◆ Championed the implementation of a new consolidated delivery service to a major Central London based research body looking to reduce their supplier deliveries and consumables storage space costs which led to £300k of sales in Yr1
- ◆ Successfully launched three additional new products in a 12-month period generating revenues of £100k in the first year from new clients within the IT security and back-up sector

## UK MANAGING DIRECTOR

**BONDED SERVICES** Bonded Services, founded in 1930, is the leading global provider of logistics, warehousing, supply chain, and related support services to the film & TV production industry based in US, Europe & Asia.

### OCT 2010 TO MAR 2013

Recruited to lead a UK based team of 100 employees focused on initiating and executing a strategic business turnaround plan for the £12M revenue UK Operation involving a particular emphasis across the sales process, property portfolio and business IT system. Worked closely with the global network of Country Leaders on a range of initiatives to drive sales growth and client retention including the introduction of a single global portal for customers to review their inventories, and a specific exercise with the Managing Director of Bonded Netherlands to review reciprocal business opportunities in each market.

### Key Achievements

- ◆ Spearheaded the strategic review of the business as the market migrated from physical to digital format resulting in a reorganisation of the senior management team saving £200k per annum
- ◆ Led the team on 2 major acquisitions together with the associated implementation activities; one in physical (£6M revenue) and one in digital format (£1M)
- ◆ Orchestrated a significant property review which produced a 35% improvement in space utilisation, an overall upgrade of the facilities and a 30% reduction in the cost of storage.
- ◆ Introduced a Key Account Management programme which stemmed the decline of the client base and which simultaneously identified an additional £1M of sales opportunities

## MANAGING DIRECTOR

**DEEPSTORE** Part of the \$1.3bn revenue Compass Minerals Group and the fastest organically growing records management business in the UK with a turnover of £7M, split equally between private and public sector customers.

### JAN 2004 TO SEP 2010

Appointed to lead a 75 employee organization across three UK sites with a focus on designing and executing the strategy to enable a significant revenue growth and profit trajectory for this loss-making start-up company. Collaborated closely with the Group Managing Director to review the pricing strategy in the UK rock salt market and subsequently steered the communications into the UK marketplace (White Papers/National Roadshows/ Industry Trade Events) of the rationale behind an average 15% increase in salt prices across the UK client base.

### Key Achievements

- ◆ Increased revenue from £0.5M to £7M over 5yrs, transforming a loss-making operation into a highly profitable business
- ◆ Appointed, developed and upskilled the senior management team from existing staff and through external recruitment
- ◆ Successfully secured a number of high profile public and private sector tenders including The National Archives, Suffolk Police, Network Rail, Alliance & Leicester and Sygenta.
- ◆ Raised the profile of DeepStore through a number of personal media appearances including BBC Television, Radio, On-line and The Sunday Times.
- ◆ Led the business through the implementation project to successfully secure ISO 9001 & ISO 14001 Quality Environmental systems accreditation

## EARLIER CAREER HISTORY

### Commercial Director, Hays IMS

Promoted to a Leadership role reporting to the Managing Director, with responsibility for the UK Commercial sales team of 25 staff, covering tender responses, pricing policy, commission schemes and contract reviews.

### Group Management Accountant, Hays IMS

Managed a team of three staff focused on providing financial support to the UK & EU Business Managers including investment appraisal, customer profitability, operational review and financial modelling for tender submissions.

### Financial Accountant, Mallinckrodt Veterinary, Uxbridge, Middlesex

Led a team of 14 with direct reporting responsibility to the General Manager GB & Ireland, charged with providing full financial and strategic support including operating plans, forecasts, monthly management accounts and strategic plans.

**Management Accountant;** Lex Industrial Systems.

**Accounts Manager;** Cheeseborough Ponds.

**Assistant Accountant;** DAF Trucks.

**Accountancy Management Trainee;** British Rail.

## PROFESSIONAL DEVELOPMENT

### MBA

Reading University, Reading, Berkshire

### ACCA - Accountancy

Thames Valley University, Slough, Berkshire