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MBA -University of Bath 1991
BSc Economics- London University 1982



PROFILE

Regarded by clients and peers alike, as a leading Retail and Consumer expert, with a reputation for clear systematic thinking, innovation, creativity and most importantly delivery. Over the past twenty years, I have worked for, or successfully advised more than 30 leading Retailers in the UK and abroad.

I have also worked extensively in FMCG, Transport & Financial Services. I previously played a leading role in the successful development of the "Retail Practices" at A.T. Kearney and LEK Consulting. Some of the clients I have worked for include: Tesco, Kingfisher, Sainsbury's, B&Q, HMV, Waterstone's, Comet, Safeway Inc, Carrefour, Woolworth's, WH Smith, Mothercare, Lloyds Pharmacy, Vitago.com, Entertainment UK, MFI, Screwfix Direct, Booker, Whitbread Restaurants, Nomura Pubs, LG, Philips, Danone and various Merchant Banks and Private Equity houses.

Not just an advisor - I have a reputation as an inspirational and visionary director / leader with a pronounced and proven ability to make a real difference, to inspire people and to act as a major "Change Catalyst". I have a track record of delivering success across a broad range of often complex strategic and operational issues in distinctly different businesses, industries and situations.

EXPERIENCE

2005 - Present date

Founder & Partner - Lansdowne Consulting

Development of new strategic & operational consultancy. Fees approaching £2m p.a. Built on a strong Retail Practice, led by myself which accounts for the majority of turnover. Development of four major retail clients in last 12 months, despite minimal marketing.

2000 - 2005

Founder & Director - FIRM Consulting (formerly Agile X Consulting)

- Operating as an independent business development consultant, typically at Board level, I have successfully delivered a large number of projects for leading retailers.
- Generally, I act as a "Strategic Trouble-shooter" covering a wide range of business development issues, this together with the general success of the projects I conduct tends to lead to long term client relationships; for instance, I spent more than 2.5 years working for the Board and various Opcos at Kingfisher.
- All of my work has been won by competing with and successfully displacing other leading management consultancies.

- Co-founded and built Agile X Consulting into a £3m turnover business in 18 months.

Project Highlights

- Detailed review of the evolution & future development of the Convenience Market for major Food Retailer, including competitor economic profiling, identification of KSF's and gap analysis. Also conducted a major feasibility study involving extensive M&A scenario modelling.
- Successful development of "Pharmacy of the Future" concept for the UK's leading Pharmacy Chain, featuring an integrated; Prescriptions, Services & Over-the-Counter proposition. Amongst other things, this involved a complete, top-to-bottom overhaul of Merchandising & Ranging - much of which has been rapidly adopted across the core business.
- Revealing investigation into how customer needs and behaviour are shifting as Multi-channel shopping matures. Included: Detailed mapping of emerging Multi-channel customer buying processes, the distinct channel roles & the design of the "Ideal" integrated Multi-channel proposition for two leading Non-food retailers.
- Development of innovative in-store service strategy and other actions, for leading Children's Retailer, to help it address its No1. Customer Service issue. This has resulted in a 75% reduction in annual Returns Costs (equivalent to 20% of their PBIT).
- Produced influential diagnostic of major new Out of Town format / store model for leading General Merchandise Retailer, in order to verify its viability and define a program of specific low investment enhancements.
- Successfully built and implemented the e-commerce investment appraisal and progress tracking scorecard/architecture for the UK's largest E-tail portfolio owner.
- Design and development of Group "Strategic Radar", a detailed multi-country forecast of the evolution of customer expenditure over the next 5/10 years by channel across 50 product and service categories.
- Definition and detailed planning of substantial multi-format renewal strategy for leading High Street Retail Brand.
- Developed and implemented a large scale strategic "turnaround program" for a financial institution to transform a loss-making collection of acquisitions into a cash positive, growth business. This involved directing a large team of 15 consultants and an equivalent number of internal staff.
- Defined generic approach for UK's largest E-tail portfolio to rapidly drive e-commerce and other direct businesses to profitability. Coached teams to convert from "passive" to "pro-active" customer & sales development approaches.

EXPERIENCE

1999 - 2000

Marketing & Commercial Director - Vitago

- Largest Internet Health & Beauty retail start up - Development and launch of the full UK proposition, in particular the product range (covering 15k SKU's), direct marketing activity, business development, pricing and customer service strategies.
- Despite considerable constraints, lack of brand awareness and lack of promotional spend, we managed to achieve a £2m p.a. sales run rate within eight weeks of launch. At the time, this was substantially higher than all other UK Health & Beauty "pure-plays".

1997 - 1999

Senior Manager - AT Kearney Retail & Consumer Goods Practice

- Played a leading role in building UK Retail Practice from 0 to 5 clients, generating fees in excess of \$10m. Recognised as one of A.T. Kearney's international thought leaders in Retailing, Strategic Marketing and Consumer Proposition Development:
- Developed "Fully Integrated Relationship Management' (FIRM), which was an advanced and holistic CRM methodology. Focused on developing, customer relationship centred value propositions across multiple channels and customer "touch-points".
- Operated extensively as a "Business Development Catalyst" helping to develop clients in the UK and abroad, often in conjunction with EDS; this was particularly in relation to Retail and CRM opportunities.
- Successfully delivered major brand and proposition renewal strategy for leading Furniture retailer. Achieved 40% sales uplift on premium branded ranges in pilots.
- Led UK team within large pan-European project to re-design the key account management strategy of one of Europe's largest consumer goods companies. Defined and implemented customer value accounting, together with tailored service and support propositions.
- Definition and design of e-fulfilment joint venture between leading UK High Street Retailer and leading IT Provider.
- Conducted a detailed portfolio review of the Pub Estates owned by a major Private Equity player. This was designed to match sub-estates to potential bidders to support future sales negotiations.

EXPERIENCE

1994 - 1997

Manager - LEK Consulting

- Managed/ co-managed more than 25 Strategy and M&A assignments, primarily in the Retail, Consumer Goods, Transport and Pharmaceutical sectors:
- Produced highly regarded all encompassing "benchmark" of key competitor, for the UK's then leading Food Retailer. This convinced the Board to finally act.
- Significantly improved the accuracy and effectiveness of leading UK Retailer's new store site research and financial appraisal processes.
- Advised VC on their winning bid for Rail Rolling Stock Leasing Company. Described in the press at the time as the "Deal of the Century". VC achieved >500% return in 7 months!
- Rail Privatisation - Advised on the sell-off of three Train Operating Companies: Gatwick Express, Thameslink and Chiltern Railways. This included the production of Sales ITT's and Supplemental Commercial Reports for Bidders. One particular report I produced resulted in a £50m increase in the lead bid for that particular franchise. This work also included conducting the Bid Assessment for the Government Agency responsible.
- Conducted a range of Commercial Due Diligence assignments for several leading Private Equity Houses and other investors.
- Development of major turnaround strategy for UK division of leading European FMCG Company.
- Prestige Branded Retailer - Conducted a major review of the Children's Clothing market, including detailed economics for prestige retail brand, considering market entry.

1991 - 1994

Marketing Controller - Somerfield Stores

- Played a very significant role in the ultimately successful turnaround of the ex-Gateway business helping to bring to an end the Isosceles era.
- Development of blueprint propositions for Somerfield "Out of Town", and "Community" store formats. Defined the product/space mix, store layout models, localisation process and subsequently managed the planning of the proposition into each conversion store.
- Resulted in an average 16% LFL sales uplift and 2% GM improvement over 350+ stores. This became the basis of the successful floatation story.
- Succeeded in maintaining the loyalty and commitment of my staff throughout a period of great instability and turmoil (Somerfield had four CEO's in the space of 15 months).

EXPERIENCE

1987 - 1990

Category Management - Tesco

- Responsible for conducting product category range and merchandising reviews on £1bn Wines & Spirits and Grocery product portfolio. Helped Tesco to overtake Sainsbury's to achieve no.1 position for both Beer and Spirits categories and dramatically close the gap in Wine:
- Development and rollout of Wines & Spirits Departmental "Boutique" concept.
- Development of unique supplier negotiation approaches and tools - such as "Space Wastage Analysis"; which led to several £million of additional over-rider payments, when it was first used on a single test category.
- Development and implementation of Regional Ranging and Store Specific Ranging processes.

1985 - 1987

Trade Marketing & National Account Development - Weetabix

1982 - 1985

Product Management & Sales - Pedigree Toys