

## Head of Retail Trading & Sales

Multiple award-winning Senior Executive, knowledgeable and well versed in Global Retail Markets and recognised for launching Stores and Projects as well as turning struggling businesses around, enabling end to end transformation. Key and Vital member of the Executive Leadership Team, with 25+ years of international retail experience in CLOTHING, HOME, BEAUTY and FOOD. Accomplished in Buying / Range Selection, Store Operations, developing Store Format Strategies to deliver consistent Chain Layout Image resulting in maximising Sales, Profit, Store Space, increased profit and Market Share and breathing life into declining markets. Played an integral role in a world first international acquisition strategy.

Excels in developing strategies and synergies to unlock critical profitable revenue and influence global brands to maximise its profitability through a unique world-class box grid technique approach, enhancing supply chain and customer experience through digitalisation. Exceptional in leading innovation and using out-of-the-box thinking that raises the bar in world-class businesses and responds to rapid changes in retail. Astute in planning and executing long term profitability through a first of its kind tool box and executing schemes defining long-term profitability, building competitive advantages, increasing availability, delivering superior stock solutions, and eliminating discounting.

Developing strategies in an ever fast changing retail environment to have stores and omnichannel work hand in hand to enhance profitability.

One of my defining and key assets, to any business, is the fact that I have been mentored by acclaimed retail leaders and worked in multiple countries over a few continents, with the aim of understanding the macro/micro environments, retail dynamics, demographics and the different complexities retail businesses face in Western, European and Asian markets and building sustainable and profitable solutions and strategies.

## Areas of Expertise

- Retail Sales & Marketing Plans
- Operations Management
- Trading Strategy Development
- Global Sales Expansion
- Procurement & Merchandising
- Space & Productivity Management
- Project Management
- Relationship Management & Negotiation Skills
- People Leadership Skills
- Budgeting & Forecasting
- Profit & Loss Management
- Customer Loyalty Programmes
- Change & Transformation
- Omni-channel Development
- Merchandise Planning
- Store Formatting & Planning
- Visual Merchandising Strategy
- Chain Format Blue Print Strategy

## Accomplishments

- Successful implementation of world first international acquisition strategy, spanning and collaborating over three separate businesses within the holdings company.
- Developing a one of a kind equipment (tool box) system that calculates stock requirements in your chain to assist in reducing over buying and size availability by 20%.
- Building a chain format blue print and selling strategy, for different size, demographic, customer data and most importantly, the strategic intent for consistent implementation.
- Recognition received throughout my career for leading Flagship Foods stores, successfully in the front-line, executing a new Replenishment System that is still used today by one of the largest and dynamic food businesses in the world.
- Being a senior and vital member in launching a first of its kind Food and Home Concept store within the South African environment of the business. Integrating Food and Home.
- Earned reconnection as an Expert on floor planning/space utilisation and was acknowledged by Board Members and the Executive Committee for leading a first-of-its-kind large-scale launch of 460 (stores within a store) containing multiple brands across 42 locations over two countries.

- Commended by Senior Leaders and received the CEO Award for turning around the decline in South Africa's Menswear Market by incorporating trendy designs, reviving market share/total sales by 9% and positioning formal wear as SA market leader (2013) by 30.8%, exceeding budget significantly.
- Achieved Group CEO Award for executing an increase in the Footwear and Accessories Category from 12.5% to 16.7% market share.
- Recognised by peers for:
  - Resilience – my ability to adapt to different situations and handle setbacks. My ability to identify, adapt and recover from unexpected situations and challenging events.
  - Confidence using Technology – Staying relevant and being technologically literate and savvy. Being familiar with various tools.
  - Agility - Adapting to strategies to ensure business is sustainable. Offering to lead projects, not necessarily part of my job scope for the needs of the business, comes hand in hand to highlighting that I am a team player who adapts easily to change.
  - Proactivity – take initiative to learn new skills and seek out new opportunities.
  - Emotional Intelligence – Mindful and respond appropriately to the emotions of others, whether it's colleagues, clients or customers. Invest time in others to form professional relationships, becoming approachable to discuss any workplace challenges and follow through to rectify and achieve favourable outcomes.

## Career Experience

### Woolworths Holdings Ltd (Formerly David Jones Ltd), Sydney Head of Trading, Retail & Marketing (2014 – 2020)

1998 – 2020

Key executive to deliver the Board's mandate to execute the launch of a defining acquisition for the group in Australia and New Zealand, repositioning private label components under Clothing, Home, Beauty, and Food. Adopted the Australian business infrastructure and supply chain model to grow private label contribution from 4% to 16% of total company sales, including utilising the "store-within-store" concept. Functioned as the Trading Expert to determine plans, optimise design, footprint, and product flow, to drive sales strategies/opportunities at maximum space usage. Forged stakeholder relationships to build trust and prevent anxiety relative to large-scale changes in sales solutions and seasonal trading, store layouts, policies, vision, and culture.

- Positioned WHL to meet a five-year plan/2020 budget and delivery of 4% to 16% contribution increase in five years.
- Leveraged synergies across fabrication/supply chain management, maximised benefits to contribute an additional \$300M to total sales in 2020, and reported to the Board on financial reports and opportunities.
- Maximised trading densities within the stores to increase profitability, and negotiated with vendors on expectations, timelines, and goals to meet demand/maintain optimal inventory levels and customer satisfaction.
- Regularly analysed space productivity to influence trading opportunities, integrated buying/sales strategies for consistency in implementation and chain store image for a cohesive customer shopping environment.
- Supported a practical approach to executing seasonal sales strategies in model stores and at national roadshows, regularly visited stores to evaluate effectiveness.
- Oversaw and managed new initiatives/projects, sales format, and timelines to ensure deliverables were in line with predetermined budgets.

### International & National Sales Manager (2010 – 2014)

Served as an integral part of the Head Office's Leadership Team to manage budgets upwards of \$10bn (35k employees in 405 stores) across Africa and Dubai. Led transformation/innovative projects/initiatives and store formats, spearheaded key projects that changed the "look and feel" of international stores, and owned CAPEX planning and reporting. Forged internal/external relationships (planning, buying, merchandising) to create a contemporary and trendy brand for men and women and influence outcomes in customer-centric spaces.

- Achieved success in exclusive negotiations for brand/designs with local/international leaders resulting in world-class sales.
- Drove trading results, maximised space utilisation and optimal equipment usage/specific planograms through quarterly space and productivity analysis.
- Re-envisioned purchasing, design, and sales strategies for the Kids Wear Category that increased contribution by 5%, navigated through cultural/language barriers across Africa to align plan and in-store executions.

- Orchestrated the project to revive the Menswear Formal Wear category and introduced fashionable clothing to appeal to a younger demographic, creating a surge in market share and sales increases by 9%.
- Utilised customer-driven strategies, space utilisation and eye-catching visuals to extend the Beauty Category contribution by 5%.
- Unveiled a new concept and launched a product line in the top 20 Retail Outlets and 25 International Stores across Africa and Mauritius.
- Managed the Cellular and Connect Counters reintroduction in 30 stores using a customer-service growth of Like-for-Like (LFL) sales by 50%.
- Championed Loyalty Programmes for customer retention by delivering on environmental impact and sustainability of the future business.

### **National Sales Manager – Ladies Footwear & Accessories (2008 – 2010)**

Tasked with reviving a declining category by more than 16% as Transformational/Change Leader by appealing to a younger customer base capitalised on impulsive buying behaviours. Influenced change across buying, store formats, sales strategies, and retail space, and analysed the core business structure to capitalise on opportunities and strategies for seasonal buying plans.

- Identified and highlighted industry trends balanced with customer product needs and financial objectives.
- Fostered collaborative relationships to elicit input from Planning/Marketing General Managers/Directors and Stores to align plans to business priorities and secure CAPEX approval.
- Executed a 4.2% increase in market share through deliberate planning of market dominance and stock positioning of Woolworths South African Footwear and Accessories business.

### **National Sales Manager – Home & Food Integration (2006 – 2008)**

Promoted from Project Manager to launch a Home Standalone Concept with Foods Integration to differentiate the company from competitors and drive market share in Home and Foods. Partnered with Planning and Buying teams to develop floor plans for anticipated volumes, drive global standing, and translate vision into sales strategies.

- Laid the foundation for future store-in-store developments by successfully launching two standalone Home and Foods concept stores.
- Delivered 68% over the multi-million-dollar budget by establishing a business model that continued to be in use.

## **Additional Experience**

**Project Manager (2005 – 2006) | Store Manager – Clothing, Home, Beauty & Food (2000 – 2004)**

**Department Manager – Food (1998 – 2000)**

**Manager Foods – Pick n Pay Pty (1995 – 1998)**

## **Education & Professional Development**

**Value Based Leadership – Level 1, 2, & 3**

Insights Learning & Development Ltd

**Investment in Excellence**

Pacific Learning Institution

**Woolworths Holdings Ltd Leadership Courses – Negotiation & Presentation Skills**

**Various Company Initiated Training through accredited institutes**