

ANDY CAMPBELL

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A senior executive with significant experience, combining the strategic breadth of project management with the operational depth and accountability of line management.

Key skills:

- Significant experience of general commercial management within the multiple Retail sector, with a proven track record of substantial sales, profit and market share growth, coupled with rigorous cost management.
 - Strong leadership and people management skills; including selecting, setting expectations, motivating and developing individuals as a team.
 - Excellent experience of initiating and managing change within a dynamically changing environment, to drive quantifiable business benefit.
 - Skilled and successful at cross-functional working with good communication and presentational skills, to influence at all levels within an organisation and externally.
 - Proven ability to manage highly seasonal, perishable and weather dependent product ranges, profitably and effectively through the supply chain.
 - Specific expertise in the development, marketing and promotion of the Gardening offer to the consumer.
 - Good awareness and appreciation of how IT supports business.
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Professional experience:

2001 – present **Andy Campbell Consulting**

Self-employed, independent business development consultant to the Gardening Industry

Please see website www.andycampbellconsulting.co.uk

1983 – 2001 Homebase Limited – House and Garden Centres, U.K.

- Head Office: Wallington, Surrey and Swindon, Wiltshire
- Stores: c.280 nationally, including Eire
- Turnover: c.£1.2 billion
- Employees: c.17,000

Project Manager

May 99 to May 01

A planned career development role on this major business change and systems infrastructure project, to enhance overall business understanding and general management skills.

Key personal achievements were:

- Board agreement to commence this 18 month/£30m project, following detailed analysis of the prevailing supply chain processes and systems.
- Assessment, selection and engagement of a leading consulting partner – PricewaterhouseCoopers (PwC), to support the evaluation and implementation phases of the project.
- Selection of and Board agreement to the SAP Retail software solution following detailed evaluation of the different options.
- Built and managed a team of 50 Homebase personnel from both the business and the IT department to work with 35 PwC, SAP and third party contractors, to implement the solution.
- Obtained business buy-in to the solution design and gained engagement from the key stakeholders to manage the implications of the change.
- Reviewed and re-established commitment to the project following change of ownership of Homebase from J.Sainsbury plc to Schroder Ventures in March 2001.

Head of Horticultural Trading

November 97 to May 99

A fixed term secondment following restructuring of the commercial division, covering all buying and selling activities in the perishable product sector.

Key personal achievements were:

- Year on year sales growth ahead of company performance, exceeding £80 million budget per annum; taking market share to 50% of the DIY sector, equating to 6% of total UK market for horticultural products.
- Initiated a creative approach to the marketing and promotion of the plant offer using most media, in line with changing consumer behaviours.
- Introduced programme of new and exclusive plant lines to widen competitive advantage and increase differentiation from primary competition.
- Established framework and implemented long-term strategic relationships with key suppliers, whilst coordinating activity across a total of 80 U.K. and European suppliers.
- Managed and developed a strong team of 25 buyers, merchandisers, logisticians and technical specialists.

Head of Garden Centre Trading

June 96 to November 97

Promotion to senior management, accountable for all gardening ranges.

Key personal achievements were:

- Strong year on year sales and profit growth, ultimately accountable for annual turnover of £250 million; taking market share to 20% of the DIY sector, equating to 9% of total UK gardening market.
- Real growth in product profitability and the key measures of return.
- Conducted a strategic review of the 160 suppliers to rationalize the supply base and identify those with whom to develop a strategic relationship, to meet the increasing demand arising from converted Texas garden centres.
- Implemented a series of strategic range reviews for all product areas to ensure a targeted range, price and promotional architecture to meet customer requirements.
- Completed an own label development programme such that the Homebase brand accounted for 40% of sales.
- Developed the Garden Power Tools proposition to act as a major driver of customer footfall at key times of year.
- Managed and developed a large team of 35 buyers and support staff [Revenue budget c. £1m], across 2 locations in Surrey and Wiltshire, whilst overseeing the move of the Horticultural operation to purpose-built depot premises at Lydiard Fields, Swindon.

Head of Garden Centre Buying (Texas)

April 95 to June 96

A unique assignment following the acquisition of Texas Homecare by Homebase from Ladbroke's in April 1995.

Key personal achievements were:

- Selected as a member of the management team seconded to Texas Head Office in Wellingborough immediately after the acquisition, to conduct a full review of the Texas gardening business.
- Assumed line management responsibility for the Texas garden centre buying operation, whilst working with counterparts in the Homebase team to manage the transition to one single commercial function.
- Devised, negotiated and managed an alternative supply chain for Horticultural ranges to 150 Texas stores for the peak trading period.
- Led project team to establish and manage the Texas garden centre conversion programme to Homebase format.

Deputy Head of Decorative Buying

June 94 to April 95

- Developed a broader corporate and business management approach.
- Sought and attained valuable experience of managing products, promotions and suppliers outside the gardening industry.

Deputy Head of Horticultural Buying

March 91 to June 94

- Enhanced and refined commercial and people management capability.

- Built an excellent understanding of pricing and marketing strategies; promotional activity; own-brand development; benchmarking and quality assurance techniques.

Nursery Stock Buyer

March 84 to March 91

- Developed negotiating and communication skills, market knowledge and understanding; and in depth product knowledge of garden plants.

Horticulture Buying Assistant

January 83 to March 84

- Obtained a very good grounding in buying, merchandising, logistical and technical principles and practice.

1982 (6 months) Hurrans Garden Centres Limited, Avon, U.K.

Sales area supervisor - Garden plants

1981 (6 months) McKay Nursery Company, Wisconsin, U.S.A.

Work placement - Hardy nursery stock production

1980 (6 months) Framptons Nurseries Limited, Sussex, U.K.

Work placement - Cut flower and pot plant production under glass

1979 (3 months) Langmead Robinson & Company, Sussex, U.K.

Work placement - Salad crop production under glass

Educational and professional qualifications:

Associate member of Horticultural Trades Association (HTA)

Associate member of Garden Centre Association (GCA)

Business mentor – University of Bath Innovation Centre

2013 Non-Executive Director training - Imperium

1999 Six Sigma Continuous Improvement Green Belt - GE Lighting Europe

1999 Safety for Senior Executives – Institution of Occupational Safety & Health

1978-1982 University of Bath

BSc (Hons) Degree – Horticulture - 2:1

1971-1978 Northampton Grammar School

11 'O' Levels:

Mathematics	A - ('75)
Additional Mathematics	A - ('76)
Biology	A - ('76)
Physics	A - ('76)
Chemistry	B - ('76)
Art	B - ('77)
Computer Studies	B - ('77)
English Language	C - ('75)
English Literature	C - ('76)
German	C - ('76)
Geography	C - ('76)

3 'A' Levels:

Mathematics	C - ('78)
Biology	C - ('78)
Chemistry	D - ('78)

Personal interests:

Many and varied, including: family and friends, food and drink, plants and gardens, cinema and theatre, travel, skiing and reading.

Other information:

Nationality - British
Family - Married, with four children
Clean Driving Licence