**Graham Ash**

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**Profile**

A results driven, engaging and energetic ***Commercial*** ***Director*** with proven record in ***profitably transforming*** the ***customer experience*** in ***Apparel, Footwear, Accessory*** and ***Home*** organizations operating across ***Europe, Middle East*** and ***Asian*** markets.

Accomplished at ***strategic, trading , financial*** and ***operational*** levels, ***commercially savvy*** , a successful ***change-agent***, extensive experience in both ***B2B and B2C facing*** organisations***.*** I build high-performing teams driving conversion, delivering great service to fulfilll the demands of today’s commercial environments.

More recently I have developed my expertise in ***Merchandising, Product, Retail*** and ***Leadership*** experience by building knowledge and no-how in ***Digital*** and ***Omni-channel*** operationsas the face of Commercial changes to deliver ever changing Customer habits change.

I am now seeking a fresh challenge within a ***Commercial*** leadershiprolewhere I will be able to add value, provide expertise and enabling sales and profit growth.

**Achievements**

* Grew profitability of Clarks UK and European business for 3 years running, delivering additional £50m
* Won 3 UK consumer awards for the service proposition in Clarks UK retail estate
* Grew Clarks European on-line sales from below 10% to over 25% mix, £100m sales through conversion
* Launched Clarks French, Spanish, German and Dutch websites with revenue of over £20m
* Delivered 2 consecutive years of sales and margin growth in Clarks key Back to School trading period
* Grew Clarks wholesale revenue in mainland Europe by 25% from 2012 to 2017
* Opened over 100 stores across EMEA for Clarks
* Undertook a strategic review of UK store portfolio, identifying cost savings of £15m
* Implemented a new staffing model in Clarks store estate delivering annualised savings of £5m+
* Achieved industry leading employee engagement scores across the UK and Europe of 87%
* Opened Habitat in 6 new countries giving income of £10m
* Launched local language Habitat websites in Greece, Turkey, Belgium and Sweden with income of £3m
* Built Adams International business in 16 countries delivering £100m sales
* Grew Tesco Clothing sales from £180m to £350m in 18 months through own brand

**Career Details**

**Project Manager - Kingfisher (Contract)** 2018 to date

* Defined best practice and processes to implement Category Management across Screwfix
* Delivered Category plans with sales potential of £25m identified

**Managing Director UK and Europe - Clarks** 2014-2017

* Full P&L responsibility for all Digital, Retail and Wholesale in UK and Europe with revenue of £650m
* Implemented a 5 year strategic plan across UK and Mainland Europe delivering 20% profit growth
* Lead Retail, Central Operations, Wholesale, Marketing, Range and Digital teams
* Delivered 4% Like for Like growth across Europe in a time of market decline and currency fluctuations
* Grew on-line sales from below 10% to over 25% mix through optimisation and site navigation
* Developed Omni-Channel strategy – tablet assisted selling, stock visibility, store based fulfilment
* Oversaw re-platforming across UK and Europe onto single Hybris solution
* Delivered a CRM solution across all device types
* Developed brand building Marketing campaigns across all media improving brand awareness

**Buying & Merchandising Director - Europe Region - Clarks** 2012-2014

* Lead range, digital, wholesale and retail teams across 16 countries via 4 remote teams
* Opened over 100 franchise stores across Mainland and Eastern Europe
* Grew sales across region from £150m to £250m in 3 years via key accounts and franchise growth

**General Manager – Marie Chantal (Interim)** 2011-2012

* Delivered a 3-year Strategic Digital and Retail plan to grow in UK and USA

**Franchise Director – Habitat (Contract)** 2010-2011

* Improved sales across Europe by 10% through improved processes and customer partnerships
* Negotiated new revenue streams across Asia, South America and EMEA with potential income of £15m+

**General Manager – Dartington Trust (Interim)** 2009-2010

* Undertook a strategic review and delivered 20% cost savings, returning the business to profit of £300k

**Merchandise Director – Adams Kids** 2005-2009

* Built the International business to over £100m across 16 countries

**Commercial Manager – Salvation Army (Interim)** 2004-2005

* Generated £2m in additional income through improving sortation and use of stock

**Merchandising Manager – Threshers (Interim)** 2002-2003

* Implemented best practice Merchandise planning principles, delivering sales growth of 12%

**Category Director –Tesco Clothing** 1998-2001

* Grew sales for Clothing across Europe from £180m to £350m

**Merchandise Director - Shoe Express** 1995-1998

* Drove improved sales from negative LFL to over 35% through range and brand presentation

**Merchandising and Buying Controller – Burton Group** 1987-1995

**Merchandiser - House of Fraser** 1986-1987

**Merchandiser – Woolworth** 1984-1986

**Merchandiser – BHS** 1979-1984

**Management Trainee - John Lewis** 1977-1979

**Membership of Business Associations**

**Huish Episcopi Academy**

* Elected Trustee and Director

**Retail Trust**

* Mentor for Trust Elevator Mentoring Programme

**Gerson Lehrman Group**

* Member of Retail Advisor Panel

**British Shops and Stores Association**

* Vice Chairman, Committee Member, Group Director – Oxford Summer School

**Education**

* BTEC Management Studies, BTEC Retail Studies – College for Distributive Trades, London
* A Levels - Stanmore College, Stanmore
* O Levels - Nower Hill High School, Harrow,

**Personal**

* Married, 3 children
* A keen traveller, active surfer and life-long Arsenal fan
* Member of Crispin School Mentoring Scheme

 **Written & verbal employment references available on request.**