

## Patrick Ricketts

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### Profile

An accomplished Senior Director who is passionate about supporting organisations with their strategy for sustainable business growth, people/team development and their well-being. Has a demonstrable proven track record of business performance improvement in executive roles, including FTSE quoted PLC's and SME's.

- ◆ Strong strategic planning, operations and commercial skills within UK markets in B2C & B2B markets including the public sector.
- ◆ Significant experience in transformation and change management.
- ◆ Excellent communicator, influencer and team-builder.
- ◆ Unwavering in improving the customer experience.
- ◆ Extensive commercial experience leading account strategy for multi-million pound contracts and delivering customer service excellence.

### Career Summary

**2019 -** Non-Executive Director Environmental Services Contractor.  
**2019 -** Director SG For Business.  
**2017 - 2019** Area Director at a National Builders Merchant.  
**2008 - 2017** Regional Director at a European Textile Rental Management Organisation.  
**2007 - 2008** Operations Director following the acquisition of a Direct Sales Organisation.  
**2002 - 2007** National Account Director for UK and Ireland B2B markets.  
**1996 - 2002** Area and General Management roles, leading factory operations.

### Board Experience

**2019 -** **Non-Executive Director Ubico Ltd**  
Ubico Ltd is a partnership of 7 Councils has a turnover of £36m has more than 600 employees providing environmental services.

**2019 -** **Director SG For Business**  
Registered SG For Business. A Company supporting businesses across vertical markets from entrepreneur to established companies.

**2017 - 2019** **Jewson Area Director (Regional Board Member)**  
Jewson has a turnover of £2bn and more than 600 branches across the UK and is part of the French giant Saint Gobain.

- Developed and implemented a strategy to ensure that by Q1 2019, there was a management team in place that would stabilise the business ready for sustainable growth. Rebuilt, developed and empowered management teams and improved team efficiency. Achieved 105% on like for like sales in 2019 vs. 2018. Productivity improvement 156.8 to 173.4 year on year.
- Retained council contract and refurbished a nine acre combined council and merchant site, which was then converted to a council only site, without major disruption to service delivery.
- Opened new merchant branch in August 2018 and by April 2019 it achieved 93% of sales budget.
- Improved customer service score by 28% year on year for a standalone hub branch.

2008 - 2017

**Elis (Formerly Berendsen Plc./ Sunlight Service Group) Regional Director (UK Workwear Board Member)**

Berendsen was a FTSE 200 company now owned by Elis that rent, launder, maintain and deliver workwear, mats, as well as service washroom products to a wide range of private and public organisations in many sectors across 16 countries within the UK and Europe. Turnover was £1.3 billion and 6,500 employees. The UK Workwear was £100m turnover and 1,700 employees of which I was responsible for 800 employees and a turnover of £50m.

- Regional EBIT, 2011 to 2013 improved by 22%, and between 2013 to 2015, improved by 10%.
- Productivity, 2012 to 2015 improved by 12% with minimal investment.
- Distribution cost reduced 2011 to 2015 by 16.4%.
- OTIF improved from 55% to 97.7%, between 2015 and 2016.
- Net promoter score improved by 13% within the period of 2015 to 2016.
- Under performing plant customer retention improved from 83.7% to 92.2% between 2011-2014.
- Led the turnaround of a failing factory (£5m revenue c.125 employees). Improved customer retention by 7.1% to 91.8%. The service delivery model used at this and one other factory was then adopted as the UK best practice template for the new Customer Service Model 2015.
- Key individuals from those factories were used in the development and implementation of the new Customer Service Model nationwide.
- Assessed effectiveness of depot and closed it saving £85k, helping to improve EBIT from 3.7% to 16.1% in 18 months.

2002 – 2007

**Sunlight Service Group National Accounts Director (UK Workwear Board Member)**

- Improved customer retention by 61% in 3 years for group accounts.
- Built trust between 16 factories and the National Accounts team to improve service delivery. Revenue grew from £30m to £33m in less than 2½ years.
- Reduce bad debt from £1m to £61k in less than 2 years.
- Retained major international dairy producer account and increased margin by 2%.
- Retained major European truck manufacturer account and maintained margin.

2000- 2002

**Sunlight Service Group Area Manager (UK Workwear Board Member Designate)**

- Led two factories - 280 employees, 2 direct reports.
- Recruited replacement General Managers.
- Stabilised factories and retained local major accounts.

**Early Career**

1996 - 2000

**Sunlight Service Group General Manager**

- In 1<sup>st</sup> factory, improved retention by 1.2% and exceeded profit by 1.8% to 26.8% in the first year.
- In 2<sup>nd</sup> factory, improved productivity by 22%, 1997 to 2000.
- By better utilising staff and plant machinery, a £0.55m cost reduction was achieved, in turn increasing the overall plant profitability by 16%.

1990 - 1993

Sunlight Service Group Production Manager.

1990 - 1993

Sunlight Service Group Management Trainee/Project Manager.

**Academic And Professional Qualifications**

2017

Fellow of the Chartered Management Institute (FCMI).

2017

Lean Six Sigma Green Belt The Knowledge Academy.

2013

Executive Education, Service Management and Service Innovation, grade B. Danish Technical University Denmark and Belgium.

2000

Post Graduate, Strategic Management PGDip, Shrewsbury.

References available on request.