Paul Mullan

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**Experienced Managing Director – CEO – Board Level Leader**

## Executive Summary

Extensive P&L business leadership, operational improvement, and transformational expertise. Enterprising, influential, and commercially astute, with 30+ years of experience in building and transforming businesses within B2B, B2C, FMCG, home décor, and manufacturing sectors in Private Equity, SMEs, and international corporations.

Confidently delivers transformation, securing ‘buy-in’ for new product launch and expansion strategies.

International business development experience, including engaging across the UK, Europe, and USA.

Pragmatically applies industry best practice, with the ability to leverage a network of industry contacts, delivering sustainable revenue and profitability performance.

Expertise in driving business growth through organic growth, strategic business development, new product portfolios, NPD, and e-commerce, accessing new revenue streams via international markets and opportunities.

Dynamic and inspiring as a Business Leader, effectively engaging with stakeholders, building empowered working environments, nurturing talent, and achieving ambitious results by articulating a common set of values.

Delivers exceptional profit growth with a reputation for visionary leadership, building mutually beneficial customer relationships, commercial delivery, operational execution, and private equity investor engagement.

## Key Skills

Forward thinking leadership Scaling growing businesses

Business planning & strategy International sales & marketing

Budgetary & full P&L ownership Business development & growth

Lean Manufacturing & distribution Product innovation & positioning

Business review & turnaround PE backed business experience

Restructuring & cultural change M&A’s, Due diligence activities

## Corporate Roles

**Arthouse Ltd/NorthEdge PE – CEO 2019 – Date**

P&L control of a £25m t/o business, leveraging flexible outsourced manufacturing and distribution model. Worked with PE / investors, including NorthEdge Private Equity.

Key role in developing & managing a disruptive and agile business model into FMCG retailers, e-commerce, omni-channel retail, and international markets. Leadership, management & control of 65+ staff (single site).

**Key contributions and successes:**

* Led e-commerce growth from low single digit to over 30% of turnover, launched website in the USA
* Positioned brand for strong growth in a competitive FMCG market, supported by PR & social media
* Executed a business strategy to achieve growth, leading business survival during Covid-19 pandemic
* Refinanced via a £2m bank loan, £2.5m O/D facility, £2.0m PE loan and a £16m PE loan restructure
* Increased turnover from £19.2m 2019 to £23.6m 2020 and boosted EBDITDA from £200k to £1.6m
* Improved stock turn from just 2x pa to 6x per annum, and restored the business to positive cash flow
* Promoted a ‘fast fashion’ culture with rapid product launches, a 40% range refresh every six months
* Successfully deployed new solutions for the business, including CRM and cloud-based e-commerce

**Walker Greenbank Plc/Sanderson Design Group – Managing Director 2016 - 2019**

Strategic P&L business leadership, business development and control as MD, overseeing manufacturing and logistics within a luxury interior furnishings business, specialists in design, manufacture & marketing of wallpapers, fabrics, and paint products, distributed across 80 countries on a worldwide basis. Generating £6m EBITDA.

Full remit for the group’s £40m t/o Standfast & Barracks Fabric Printing Company, Anstey Wallpaper Printing Company, Sanderson and Zoffany Premium Paint business, and multi-site warehousing over 18,000 SKUs.

PE-backed turnaround and transformational role within a leading business with a ‘style library’ brand portfolio comprising of Sanderson, Morris & Co, Scion, Zoffany, Harlequin, Anthology, Clarke & Clarke, and Studio G.

**Key contributions and successes:**

* Led rapid business turnaround of an underperforming business, delivering strong EBITDA recovery
* Improved market share and business performance, despite international competition and offshoring
* Championed commercial excellence, delivering exceptional customer service, quality and lead-time
* Defined and articulated a ‘shared vision’ for the group, with clear purpose, vision and overall values
* Delivered key strategic initiatives, leading to major modernisation and dynamic export market growth
* Adopted & promoted an export-driven growth strategy, empowering sales, marketing & ecommerce
* Successfully delivered over 40% year-on-year growth in overseas markets, contributing to profitability
* Led Disaster Recovery, recovering the S&B site from flood damage, securing a £20m insurance claim
* Dramatically increased productivity by 25% via roll-out of ‘fit for purpose’ modern lean methodologies
* Reduced SKU count in warehouse from 17k items to 9.5k, improving cash flow & boosting efficiency

**Lily’s Kitchen/L.Catterton PE - COO 2014 - 2015**

P&L business and operational leadership within a highly successful entrepreneur and US Private Equity- backed premium FMCG pet food business.

Appointed as COO to spearhead delivery of a series of business transformation initiatives to enable the business to target a more sustainable annual EBITDA rate of growth of 80%.

Definition and execution of robust business plans, including mapping-out a route to both domestic and global commercial success via a series of business enablers and e-commerce.

Delivered change & success via renegotiation of supplier contracts, new S&OP processes, office relocation and the doubling of employee numbers, successfully recruiting, assembling, and leading a team of FTEs.

Instrumental in business recognition for success, including a prestigious Queen's Award for Enterprise 2016, Virgin Fast Track 100 - 18th Position 2015, Virgin Fast Track 100 - 28th Position 2014, The Grocer - Top Product Launch 2015, and Grocer Gold Awards - Finalist SME Brand of the Year 2015.

**Key contributions and successes:**

* Grew business from £7M to 15M turnover in 18 months
* Supported refinancing and minority share acquisition by US Private Equity
* Implemented new finance and ERP system as part of digital strategy across the business
* Drove operational excellence, delivering exceptional results and a 100% customer satisfaction rating
* Achieved a very exceptional 98%+ product availability rate, along with ultra-low customer complaints
* Led a high-growth strategy, expanding D2C and B2C e-commerce sales and national account clients
* Introduced several large grocery multiples as part of diversification strategy

**Associated British Foods Plc – CEO/MD 2007 - 2014**

P&L business leadership within a successful £35m+ t/o multi-national autonomous business division (Germains Technology Group) within Associated British Foods (ABF), delivering net annualised direct contribution more than EBITDA £15m+.

Oversaw end-to-end business operations, encompassing sales, marketing, R&D and manufacturing facilities across 8 countries internationally. Parachuted in to lead turnaround of an established 140-year-old business.

Tasked with definition and execution of a business strategy, mapping transition from a traditional ‘cash cow’ to a high-growth technology business, engaging all staff and successfully trebling profits over a 5-yr period.

**Key contributions and successes:**

* Drove marketing initiatives, resulting in the international product launch of disruptive technology
* Instrumental in taking Germain’s global market share from 6% to 50% on a primed sugar beet seed
* Personally handled customer negotiations, securing multi-year supply contracts valued at over £10m
* Championed an operational excellence improvement programme, aimed at boosting overall EBITDA
* Project-led a major £18m capital investment initiative within the USA and UK, delivering innovation
* Delivered world-class customer service and manufacturing efficiency improvements to existing sites
* Introduced new business operations in China, Russia, Poland, Germany and Mexico, driving growth

## Education

**Harvard Business School Executive Education** Agri-Business Programme

**INSEAD / Wharton Business School** Mini-MBA, ABF Executive Leadership Programmes

**Cranfield School of Management** Management Development Programme

**University of Durham** BSc (Hons) Degree in Engineering

## Professional Memberships

**Engineering Council UK** Chartered Engineer (CEng)

**Institution of Mechanical Engineers (IMechE** Fellow (FIMechE)

**Institution of Engineering & Technology (IET)** Member (MIET)