

Matthew Gaunt

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PERSONAL PROFILE

Accomplished Marketing & Commercial Director/CMO and now Board Advisor, NED and Chair who excels in driving future-focused business change within dynamic omnichannel environments. An actively open-minded thinker who possesses an innate digital / data / analytical bias and ability to unlock brands' potential in competitive, fast-paced markets. Brings valuable breadth of knowledge and expertise in brand management and growth, communications and digital, which underpins a record of impactful business transformations, acquisitions and turnarounds. Promotion of collaborative, cross-functional working, and an unswerving customer-centric focus, consistently delivering increased customer value and strategic business growth.

KEY ACHIEVEMENTS

- Customer proposition for Majestic Wine omnichannel retail and B2B brand to triple VIP numbers and grow overall active customers. Resultant 30x growth in EBITDA with strong growth in Customer satisfaction and loyalty.
- Customer proposition for building trade and omnichannel retailer, subsequently leading to development and launch of Wickes TradePro loyalty scheme alongside new DIY category propositions. Spearheaded optimisation of offer to key segments, online & offline, to drive 35% sales growth and near doubling of EBITDA growth
- Defined and implemented multiple Customer Data Strategies, Single Customer Views, plus associated martech environments, as part of business modernisation and transformation. Defined strategy for commercial growth and implemented operational change to deliver increased Evalue from the base.
- Transformed Wickes Customer Acquisition strategy. Defined Customer positioning, increased awareness and 1st choice preference through on and offline media. Re-designed online and offline customer experience for Wickes lead generation categories, including the instore Customer Service Experience, devised targeted digital strategy, increasing leads by 25% YOY, increasing conversion and reducing CPA by 50%.
- Doubled measured advertising ROI through strategic deployment of media via national broadcast sponsors and achieved incremental lifts to brand awareness and +30% to footfall; improved internal capability for campaign planning, media buying, econometric modelling and measuring ROI

PROFESSIONAL EXPERIENCE

Founder, Matthew Gaunt Associates, August 2019 to current

Set up MGA to house NED, Advisory and Consultancy work. Aim is to support business leaders to Define, Develop and Deliver customer centric responses to business challenges and opportunities.

Range of work including:

- Majestic Wine – as part of Fortress PE purchase, work to Define the Customer opportunity, Develop a strategy to grow value from the base, Deliver organisational change and strategy
- Signet Jewellers – work with new CEO to Define the customer and brand growth opportunity; Develop costed business case for internal investment with external consultancy, Deliver costed plan and strategy presentation
- Work with Digital and Data agency to Define client business needs, Develop appropriate pitch materials and Deliver accompanying colleague training

Non Executive Director and Board Chair, ExtraCare Retail. March '23 to current

- NED and Chair of the Exec Board for the Retail Division.
- Supporting their growth strategy and Digital Transformation.

Non Executive Director, Volunteer It Yourself (volunteerityourself.org) June 2020 to current

- NED and Chair of Advisory Board for not for profit organisation, partnering their journey from £20k to >£2m turnover
- Supporting a small board leveraging my experience across sales, marketing, digital, HR, Finance, exec coaching, brand, internal brand and engagement, legal.

Customer Director [Majestic Wine](#). (2020 to March '23)

- Transform business through creation of customer segmentation, targeting and brand positioning and operational systems and process migration.
- Pivot business model around stores and online/digital in response to COVID, with a clear understanding of end to end profitability
- Strategic brand proposition transformation, across all Customer touchpoints, to increase engagement, active customer numbers, satisfaction, life time value, sales and EBITDA.
- Modernise the customer experience through digital. Define and deliver Customer and Product data management, analytics, and activation strategy. Re-shaping of IT systems to improve Customer Experience and return from Customer Engagement Plan.
- Leverage business data to transform the customer experience online and instore as well as ranging, white space and trading performance.
- Create and launch [subscription](#) proposition with full p&l responsibility
- Define and launch [MyMajestic App](#) – a companion app for wine drinkers

Director of Marketing, Digital, Ecommerce & Customer Proposition, [Hamleys \(toys\)](#), Nov 2018 – July 2019
Executive role within renowned omnichannel retailer; 19 UK stores; +130 franchise stores globally

- Prepared business for sale and assisted with requisite due diligence. Completed transaction.
- Full P&L accountability for UK and overseas business (including Franchise) led marketing, ecommerce & commercial functions; team of 35, £700k marketing budget; £26m OTB
- Analysed proposition and sales by format, to define tactical and strategic growth opportunities
- Developed 5YR digital transformation roadmap (as well as replatforming); forecast 5x sales and 12x margin. Grew ecommerce channel EBITDA by +8% in year

Brand & Marketing Director, [Wickes](#), February 2014 – October 2018

Board position in building trade & DIY omnichannel retailer; operating 230 stores; total turnover £1.5bn

- 4 year investment backed plan to grow business from £1bn to £1.5bn, double EBITDA and modernise the business through digital and multichannel.
- Managed total team of 60; embedded service culture and gained top 2 internal engagement ranking.
- Sponsor for business wide [Inclusivity](#) programme
- Accountable for Customer Segmentation, Targeting and Positioning; developing Marketing plan, +£30m advertising spend, national & local, PR, sponsorships, on & offline communications, data, analytics & CRM
- Defined and launched new internal and external multichannel brand campaign, 'Let's do it Right'; across all touch points, from sponsorship idents and website to colleague training and receipts
- Repositioning of key showroom proposition; devised clear customer journey resulting in double digit growth, with improved customer metrics and brand ranking
- Developed new decorating category proposition across product, services, service, format presentation and communications; oversaw delivery with +12% margin in pilot
- Secured and executed 'Homes on 4', Channel 4 sponsorship, UK's largest broadcast sponsorship

Head of In-Store Marketing, [Tesco UK](#), March 2013 – December 2013

Senior marketing role focused on in-store customer experience for £70bn UK business, 3.5k stores

- Controlled all instore marketing - £22m budget, team of 20 and roster of tier 1 agencies
- Created Tesco wide brand definition and guidelines, delivering simplification, clarity and consistency
- New store designs, launch of concept store and board commitment for roll-out across formats
- Defined Single Trading Plan to create 'One Voice' for Tesco with clear customer messaging priority across 12+ business units

Head of Marketing, [Musgrave Retail Partners](#), January 2008 – March 2013

Led strategy & implementation of marketing and ecommerce across group; turnover £1bn, 2000 stores

- Formulated new marketing strategy, which delivered: increased ROI from £7.5m budget; +20% sales from direct marketing; 200% product sales uplift on broadcast & digital campaigns; savings of £1.5m
- Developed brand propositions for Londis and Budgens, resulting in acquisition of 600 retail accounts
- Launched B2B ecommerce channel, step-changing group's wholesale distribution model for retailers
- Created insight function, ensuring customer-centric focus was key to annual and 3 year plans
- Initiated B2B trade marketing online and offline, leading to acquisition of 800 new retail accounts
- Instigated cross-function trade planning, set promotional policy and designed value communications

Marketing Controller, Private Equity Management group April 2006 – October 2007

Retail management team role for private equity owners of Wyevale Garden Centres and MFI

MFI, Merchant Equity Partners PE Group. December 2006 – October 2007

Led marketing, trade planning and ecommerce, as part of new turnaround management team; company turnover £750m; 200 stores

- Managed team of 17 and budget of £30m, remit included: insights, brand strategy, retail & digital marketing and communications, as well as commercial KPIs
- Instigated data-led customer profiling, to define target customer segment and re-position brand
- Led ecommerce migration to new platform; oversaw design & implementation of new architecture
- Highlights include: +10% in footfall, +20% online conversion and industry award-winning integrated brand campaign

Wyevale Garden Centres, Tom Hunter PE. April 2006 – December 2006

Managed all strategic & tactical marketing, and ecommerce; company turnover £150m; 114 garden centres

Marketing Manager, Waitrose, February 2002 – April 2006

Early career: progressed in commercial roles, culminating in Commercial & Marketing Manager, FMC UK Ltd

QUALIFICATIONS & ADDITIONAL INFORMATION

MBa (Marketing) with Mark Ritson

University of Liverpool, BSc (Hons) Zoology, 1990 – 1994

Member of ISBA, Broadcast & Digital groups.

Industry feature writer and presenter / speaker.