

# Paul Fieldhouse

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An energetic consultant with a strong track record in building customer-focused businesses, leading teams and managing major cultural and structural change.

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## KEY SKILLS

### Strategic Planning

- Introduced business improvement planning, e.g. productivity and margins.
- Successfully led the finances, people, strategic objectives and performance for a management buy-in, substantially increasing turnover.
- Key member of Group M&A team in successful purchase of £250m turnover European food group.
- Proposed, planned and implemented within time and budget parameters £3m capital project for purpose-built high care salad factory, with resulting under two-year payback.

### Business Development

- Pivotal role as Chief Executive leading to planned growth and sustainability.
- Implemented cost reduction programmes.
- Delivered 25% increase in UK group operation profits 1996 v 1995.
- All three companies successfully developed significant new business categories during 1995/96, leading to 20% projected growth in 1997.
- Planned and delivered £6m capital project to consolidate Pinney's manufacturing base.
- Initiated full operational review of Smedley's business. Achieved £1m cost reduction.
- Introduced purchasing synergies and strategies for key materials and suppliers assisting in margin increase, of up to 5%.
- Increased productivity by 10% and reduced absenteeism by 20%.
- Introduced "Purchasing for Profit" through appropriately trained management, resulting in £1m bottom line benefit in first full year.

### Sales and Marketing

- Created and implemented commercial frameworks for growth.
- Led supply chain initiatives.
- Initiated and developed profitable customer relationships.
- Gained highest ever share of M&S sandwich business through innovative NPD.
- Grew sales by 300% and profits by 500%, with doubling of market share.
- Controlled and motivated large sales force whilst integrating newly acquired business and personnel from three new grocery food sectors.
- Developed profitable new brand and private label trade during product rationalisation programme.
- Research and help to promote growth and economic development/assist with marketing and promoting a city for inward investment.

### Income Generation

- Supporting organisations in improving product and service innovation.
- Has helped Public Sector organisations in identifying new opportunities for income generation.
- Coached individuals and teams to identify and target new opportunities for growth.

### Training and Development

- Managed team building and leadership development.
- Recruited key personnel to develop trade with multiple and foodservice sectors, changing customer profile significantly.

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## **References to illustrate skills and experience**

Led the management buy-in (MBI) of a private business which increased turnover from £16m to £20m. Saint Martin Food Products Ltd then achieved partnership status with a major customer and developed totally new business in Wm Morrison and Whitbread.

Paul has also worked closely with the Public sector particularly 2 police forces looking at Income Generation and a city council carrying out a marketing survey.

## **CAREER HISTORY**

Before becoming a consultant Paul held several Senior Managerial/Director positions in the food industry. He was also Chairman of the Chilled Food Association and President of the European Chilled Food Federation from 1992 - 1993.

## **PERSONAL INFORMATION**

Paul lives in Stamford, Lincolnshire with his wife and has two daughters.

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