



# Alistair Hall

Interim Executive | Non-Exec Director | Business Strategy & Transformation Specialist

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Location: Nottingham, UK

## Profile

Experienced and highly effective independent **Interim Executive** and **Non-Executive Director**, skilled at leading businesses through periods of growth, recovery and change. Strategically agile and operationally talented, consistently delivers lasting business improvement and transformation, directly and through others. Educated in the UK and Europe, a fluent French speaker, classically trained in blue-chip multi-national branded businesses with significant client facing experience in FMCG and SME's in the UK and internationally. Delivers business invigoration, tangible performance improvement and organisational re-design solutions via hands-on operational Interim Executive or Non-Executive advisory services. A natural business leader operating with transparency, impartiality, integrity and tangible impact...as standard. Enjoys setting the pace, defining clarity and delivering results.

## Areas of expertise

- Interim business leadership
- Business transformation
- EBIT recovery & growth
- Commercial strategy development
- Capability & talent development
- Major customer negotiations
- Complexity reduction & 'de-fog'
- M&A / Restructuring

## Professional experience

**12th Man Interim Solutions Limited**

**Owner / Director**

[www.businessinvigorator.com](http://www.businessinvigorator.com)

**2010 to date**

Independent consultancy business leading B2B and B2C clients through changing business landscapes. Specialising in business transformation and invigoration for tangible and lasting performance improvement.

**12<sup>th</sup> Man**   
Interim Solutions Ltd.

## Key Interim Assignments (further detail & testimonials: [www.linkedin.com/in/alistairhall/](http://www.linkedin.com/in/alistairhall/))



**BIP Candy & Toys** (European licenced, branded and private label confectionery distributor, EUR 50m t/o)

**Interim UK General Manager**

**Aug 2020 - to date**

Parachute management assignment to bring urgent stability and strategic re-set into the UK operation of the European group following the unplanned exit of the previous GM. Upward reporting to the Group CEO & Shareholder Board. Leadership and talent rebuild of all UK business functions (Sales, Marketing, NPD, Technical, Finance, Operations and HR). Extensive involvement with Far-East private label manufacturing, new business development across all UK trade channels combined with new branded & licenced Partner selection and onboarding. Creation and implementation of overhead cost reduction initiatives and associated organisational restructuring, all delivered during Covid-19 working restrictions.



**Good Food Wines** (UK bulk alcohol ingredients distributor, £25m t/o)

**Interim CEO**

**Aug 2018 - July 2020**

End-to-end complete business re-build and transformation project. Privately owned 35-year old business lacking strategic direction and controls. Under financial pressure from all parts of the value chain requiring a comprehensive review of talent, process and purpose. Top-down team restructure, 3-Year strategy set, new ERP/BI business system implementation, procurement / supply chain rebuild, key customers re-connected, sales & marketing platforms created, full on-line and off-line business rebrand.



**Utopia Bathroom Group** (UK Bathroom manufacturer, £20m t/o)

**Interim Commercial & Strategy Director / Acting Board Chairman**

**Feb 2017 - July 2018**

Full remit business re-build in a 30-year old loss-making owner-managed manufacturing business following a failed MBO. Total strategic review, 3-year strategic plan creation and delivery of Year 1 Transformation 'Reset' programme, including Board and Senior Management team rebuild & re-focus. Sales, Marketing, NPD and Operational strategy 'reset', plus major trade re-negotiations and front-line capability up-skilling. Needs identification and project management of Business Intelligence tool and company-wide CRM programme.



**Izico Food Group** (European PE backed Food Manufacturer, E150m t/o)

**Interim UK Managing Director**

**March 2016 - Feb 2017**

Parachute management role into newly acquired UK business (Daloon Foods). Reporting into the European Group Equity Board. Full strategic, performance and capability review with Phase 1 execution, including significant major customer recovery focus (Tesco). Management team rebuild and re-integration into group.



**Formica Europe** (Fletcher Building c/o, NZ\$9bn t/o)

**Interim EMEA Regional Director**

**Feb 2015 - Feb 2016**

A business recovery and transition assignment, leading the European Strategic Account team (75 major clients, \$100m revenue, 10 markets) through structural and commercial transition, combined with full market responsibility for the Benelux, Middle East and South Africa regions.



**blu UK** (E-cigarettes - UK market growth phase)

**Interim UK/Ireland Commercial Director**

**May 2014 - Jan 2015**

UK subsidiary of Blu e-cigs, the global leader and innovator in the electronic cigarette category. A senior commercial strategic and operational role, leading the UK & European business through a growth and transition phase (re-structure and \$1.5bn sale to Imperial Tobacco UK). Team of 75 (15 direct).

## Key Interim Assignments ctd...



**MARS Chocolate** (Global Food and Drink Manufacturer, US\$33bn t/o)

**Interim UK Channel Controller**

**August 2012 - April 2014**

Three back-to-back hands-on operational commercial assignments. Responsibility for up-to £100m NSV in each assignment. People leadership and transition focus. Channels: Hard Discount, Wholesale, Convenience.



**Nestlé** (Global Food and Drink Manufacturer, CHF92bn t/o)

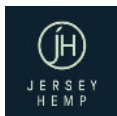
**Interim UK Business Unit Controller - World Foods division (OSEM UK)**

**Oct 2010 - July 2012**

Cross functional team management of six in-direct reports plus direct client management of three Multiple Grocers and one fresh food distributor.

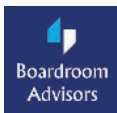
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## Advisory Experience



**Jersey Hemp**, Strategic Advisor, CBD & Hemp consumer channel strategy development (B2B, B2C)

**June 2021 to date**



**Boardroom Advisors**, multi-industry panel advisory work

**Feb 2021 to date**



**Utopia Bathrooms**, Non-Exec Chairman

**July 2018 – July 2019**



**Bonduelle Europe**, UK Market entry strategy consultancy

**June 2018 – Oct 2018**



**Interim Partners**, Board Advisor (Manufacturing)

**March 2018 – Feb 2020**

## Early career

- 2008 – 10 The Treat Company – UK General Manager** (VC backed by 3i/Close Growth Capital).  
A Group leadership role to build a profitable, branded, consumer-centric business from an under-invested, un-branded, single route-to-market dependent existing business. Full EBIT responsibility.
- 2006 – 07 Beam Global Spirits & Wine (Fortune Brands) – Business Unit Manager (Grocery)**  
Management of 2 major accounts (J Sainsbury's and Wm. Morrison), creation of cross-functional business units, significant CRM rebuilding and involvement in creating new drinking solutions.
- 2005 – 06 The Wine Group – Sales Director (Northern Europe)**  
UK subsidiary of The Wine Group Inc (USA), a \$500m Wine Business.  
Responsible for the Sales and Marketing of branded and own-label Californian Wines to the UK & European drinks trade (On & Off trade). Direct retailer & in-market distributor management.
- 2001 – 05 Southcorp Wines Europe – Business Manager**  
UK based £200m+ turnover (now Treasury Wine Estates). Sales and Marketing of Penfolds, Rosemount and Lindeman's wines. Leading the J Sainsbury's business, heading up a cross-functional and multi-region commercial team of 90 people.
- 1995 – 01 E&J Gallo Winery Europe – Senior National Account Manager (Tesco)**  
£100m+ UK Subsidiary of Ernest & Julio Gallo (USA). Sales & Marketing of Californian wine into the UK & European Drinks Trade. Management of all formats of the Tesco business, Gallo's Number One European Account. Previous internal roles included: NAM (Asda, Co-op), Retail Sales Operations Manager (Team management and regional account role), Retail Sales Executive (Grocery), European Sales Executive (Belgium & France).

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## Education

- 1991 – 95 NEOMA ECOLE DE COMMERCE**  
**Reims, France**  
Diplôme D'Études Supérieures Européennes de Management (D.E.S.E.M.)
- MIDDLESEX UNIVERSITY BUSINESS SCHOOL**  
**London, UK**  
BA (Hons) European Business Administration (B.A.E.B.A.)
- 1984 – 91 NOTTINGHAM HIGH SCHOOL**  
**Nottingham, UK**  
A-level Economics, French and Pure Mathematics
- Other:** WSET Spirits (Professional), WSET Wine (Intermediate)

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## Further information

<b>Family</b>	Married with two children	<b>Profile</b>	Discovery Insights lead colours: Red, Blue
<b>Nationality</b>	British		Leadership Circle profile: decisiveness (97%), strategic focus (94%), achieves results (94%), visionary (89%)
<b>Driving license</b>	Full		
<b>Languages</b>	English – native tongue French – fluent German – basic	<b>Interests</b>	Sport, travel, cars, food and wine
		<b>Voluntary work</b>	Vice President Plumtree CC, Notts Chairman, Barkston & Syston CC, Lincs Career coach and mentor
<b>Professional memberships</b>	Institute of Directors Institute for Turnaround Federation of Small Businesses Association of Independent Professionals (IPSE)		