

Alistair Hall

Interim Managing Director | NED | Transformation Consultant

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Profile

Experienced and highly effective independent Interim Executive, Managing Director 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 SMEs 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.

Skills and Proficiencies

Executive leadership | operational strategy | business turnaround | executive mentoring | stakeholder management | performance improvement | business growth | transformation strategy | EBIT optimisation | new business development | international markets | high performing teams | full P&L management | emerging markets | business opportunity planning | commercial strategy development | capability & talent development | partnerships and collaboration | major account management | mergers and acquisitions | transformational projects | customer relationship management | risk reduction | business restructuring | organisational design | B2B | B2C | consumer goods | sales and marketing | business finance | corporate restructures | SME | FMCG | D2C

Career Overview

12TH MAN INTERIM SOLUTIONS LTD

Apr 2010 - present

Interim Managing Director | Interim General Manager | Transformation Consultant

Independent consultancy business leading B2B and B2C clients through changing business landscapes. Specialising in business transformation and invigoration for tangible and lasting performance improvement. Key Interim Assignments (further detail & testimonials: www.linkedin.com/in/alistairhall/).

NRS Healthcare (market leading Consumer Healthcare business, £250m t/o, PE backed)

Interim Managing Director (Consumer Division)

Jan 2022 - present

- Omni-channel strategic growth and transformation project role during a period of leadership transition. Reporting into the Group CEO with close working collaboration with the PE operating board, responsible for the strategic and operational leadership of all consumer trading channels (D2C, B2B, Export), NPD and Customer Experience teams.
- Creation and delivery of strategic growth budgets (development of new products, services and markets), leadership of key transformation projects including a product portfolio profit & operational optimisation project (>6'000 SKUs) across all digital and trade channels, Far East sourcing and end-to-end supply chain commercial strategy, customer value proposition development through D2C CDP insights combined with the leadership of a major consumer research project. Seamless transition and re-integration of the teams into the permanent MD successor.

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

Interim UK General Manager

Aug 2020 - Dec 2021

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 General Manager. 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 Chief Executive Officer

Aug 2018 - Jul 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 - Jul 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 frontline 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, £150m t/o)

Interim UK Managing Director

Mar 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

- 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.

2020 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).

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

Interim UK Channel Controller

Aug 2012 - Apr 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 - Jul 2012

- Cross functional team management of six in-direct reports plus direct client management of three multiple grocers.

Advisory Experience

- Jersey Hemp - Strategic Advisor, CBD & Hemp consumer channel strategy development (B2B, B2C) - Jun 2021 to date
- Boardroom Advisors - Multi-industry panel advisory work - Feb 2021 to date
- Utopia Bathrooms - Non-Exec Chairman - Jul 2018 - Jul 2019
- Bonduelle Europe - UK Market entry strategy consultancy - Jun 2018 - Oct 2018
- Interim Partners - Board Advisor (Manufacturing) – Mar 2018 - Feb 2020

Earlier Career

The Treat Company, (VC backed by 3i/Close Growth Capital)

UK General Manager 2008 - 2010

- 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.

Beam Global Spirits & Wine (Fortune Brands)

Business Unit Manager (Grocery) 2006 - 2007

- 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.

The Wine Group - UK subsidiary of The Wine Group Inc (USA), a \$500m Wine Business

Sales Director (Northern Europe) 2005 - 2006

- 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.

Prior to 2005 I held senior roles with Southcorp and E&J Gallo Winery.

Education

- 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.)
- NOTTINGHAM HIGH SCHOOL, Nottingham, UK - A-level Economics, French and Pure Mathematics

Additional Information

Family: Married with two children
Nationality: British
Driving license: Full
Languages: English – native tongue; French – fluent; German – basic
Professional memberships: Institute of Directors
Institute for Turnaround
Association of Independent Professionals (IPSE)

Hobbies and Interests

Away from the commercial world I enjoy sport, cars, food and wine. I also volunteer as Vice President for Plumtree CC, Notts and am Chairman of Barkston & Syston CC, Lincs.

References available