

# Alistair Hall – Interim CEO & Transformation Director

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## Profile / Summary

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Highly accomplished, independent **Interim CEO and Transformation Director**, with broad blue-chip and international experience, expert in transformational strategic, operational and cultural leadership to deliver enhanced business performance and value creation. Key strengths include: leading struggling businesses with proven capability for fast, impactful parachute management - engaging at all levels of the organisation to quickly identify the key people and process levers for successful transformation; utilising diverse experience across both interim and employed roles to lead business change through periods of growth and recovery; balancing agile strategic planning with hands-on operational execution to ensure lasting results; and identifying, recognising and developing talent through organisational structure redesign and establishing robust performance measurement rhythms and mechanisms.

## Key Skills

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- Interim Business Leadership
- Strategic Transformation & EBIT Recovery
- Business Reinvigoration & Modernisation
- Executive Leadership & Mentoring
- Commercial & Operational Strategy
- Business Restructuring & Turnaround
- Performance Improvement & Efficiency
- Organisational Design & Talent Development
- UK & International Markets
- Multilingual French & English
- Full P&L Management
- Process, Systems & KPI Optimisation
- Business Growth, Development and M&A
- Stakeholder & Customer Management
- Private Equity Operating Partner
- FMCG, SME, B2B, B2C and D2C

## Career Highlights

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- British Pepper & Spice Co Ltd had experienced 2 years of losses. Engaged as Interim Chief Transformation Officer to lead transformation programme. Conducted full strategic business review; created / led PMO on company-wide change initiative; refreshed business strategy / purpose, operating rhythms and KPIs; introduced modernised budget planning; and created / coached leadership on new business management frameworks. Succeeded in achieving profitability within 4 months, increasing service levels from 77% to 97%, improving manufacturing efficiency by 9.9% pts OEE and reducing unit production costs by 18%.
- BIP Candy & Toys UK required urgent parachute leadership following the unplanned departure of long-serving UK GM. Engaged as Interim General Manager to strategically reset and stabilise UK operation. Led banking / trade finance negotiation; managed cost reduction / restructure program; rebuilt / harmonised Far-East supply base at agreed prices; tendered logistics / distribution contracts; introduced professional suite of functional roles; and hired key talent to plug gaps. Succeeded in saving 40% in overheads, hired new management team and reestablished supplier partnerships with strong NPD pipeline.
- Good Food Wines Ltd required modernising and re-invigorating to achieve profitable growth. Engaged as Interim CEO to lead full strategic business review / reset. Created / drove tailored transformation programme; led full business / operational review; redesigned organisational structure; devised / introduced new ERP / BI; and installed modern business practices and controls. Succeeded in delivering 3-year profitable growth plan, pipeline of consumer-led NPD with overhauled product portfolio, data integrity to drive accurate, profitable commercial decisions and efficient, modern business operation.

## Career History / Work Experience

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### Oct 2010 to Present: 12<sup>th</sup> Man Interim Solutions Ltd: Founder & Managing Director

12<sup>th</sup> Man Interim Solutions provides executive interim management, non-executive directorships and bespoke management consultancy, specialising in the FMCG, B2C and B2B markets.

- Independent, interim executive, leading companies through strategic transformation and change.

## Key Client Engagements & Assignments:

### **Nov 2022 to Jun 2023: British Pepper & Spice - SHS Group: Interim Chief Transformation Officer**

- British Pepper & Spice is a UK market leading private label food ingredients manufacturer with a turnover of £100m turnover.
- Engaged as Chief Transformation Officer to lead strategic reset and reinvigoration of complex, multisite, loss-making UK manufacturer through tailored business transformation programme.
- Led full strategic business review across operational and commercial planning, procurement, supply chain, manufacturing, innovation, product portfolio assessment and executive management capability.
- Created and led PMO to execute on company-wide cross-functional transformation programme.

### **Jan 2022 to Aug 2022: NRS Healthcare: Interim Managing Director (Consumer Division)**

- NRS Healthcare is a PE-backed, market leading consumer healthcare business, with a £250m turnover.
- Engaged as Interim Managing Director to lead omni-channel strategic growth and transformation project, during period of leadership transition.
- Reported into the Group CEO with close working collaboration with PE operating board, responsible for strategic and operational leadership of all consumer trading channels (D2C, B2B, Export), NPD and Customer Experience teams.
- Created / delivered strategic growth, including development of new products, services and markets.
- Led key transformation projects, including product portfolio profit and operational optimisation (>6,000 SKUs) across all digital / trade channels, Far East sourcing / supply chain commercial strategy and customer value proposition development via D2C CDP insights combined with consumer research.
- Oversaw seamless transition and re-integration of teams into permanent MD successor.

### **Aug 2020 to Dec 2021: BIP Candy & Toys: Interim UK General Manager**

- BIP Candy & Toys is a European licenced, branded and private label confectionery distributor with a turnover of €50m.
- Undertook parachute management assignment as Interim UK General Manager to bring urgent stability and strategic re-set into the UK operation of European group following the unplanned exit of the previous General Manager, reporting to the Group CEO & Shareholder Board.
- Led all UK business functions, including Sales, Marketing, NPD, Technical, Finance, Operations and HR, rebuilding leadership and talent across all areas.
- Involved extensively with Far-East private label manufacturing and new business development across all UK trade channels, combined with new branded and licenced partner selection and onboarding.
- Created and implemented overhead cost reduction initiatives and associated organisational restructuring, all delivered during Covid-19 working restrictions..

### **Aug 2018 to Jul 2020: Good Food Wines: Interim Chief Executive Officer**

- Good Food Wines is a privately owned UK bulk alcohol ingredients distributor, with a turnover of £25m.
- Engaged as Interim Chief Executive Officer to complete end-to-end business re-build and transformation project for business lacking strategic direction and controls and under significant financial pressure.
- Led comprehensive, top-down team talent review and restructure, established 3-year strategy, implemented new ERP / BI business system and rebuilt supply chain.
- Reconnected with key customers, created sales and marketing platforms and led full online and offline business rebrand.

### **Feb 2017 to Jul 2018: Utopia Bathroom Group: Interim Commercial & Strategy Director / Acting Board Chairman**

- Utopia Bathroom Group is a UK Bathroom manufacturer, with a turnover of £20m.
- Engaged as Interim Commercial and Strategy Director / Acting Board Chairman, with full business remit to rebuild 30-year-old loss-making owner-managed manufacturing business following failed MBO.
- Led 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.
- Identified needs and project managed Business Intelligence tool and company-wide CRM programme.

### **Mar 2016 to Feb 2017: Izico Food Group: Interim UK Managing Director**

- Izico Food Group is a European, PE backed food manufacturer, with a turnover of €150m.
- Engaged as Interim UK Managing Director, reporting into the European Equity Board, for newly acquired UK business (Daloon Foods).
- Led 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.

### **Feb 2015 to Feb 2016: Formica Europe: Interim EMEA Regional Director**

- Formica Europe (formally owned by Fletcher Building) had a turnover of €130m.
- Engaged as Interim EMEA Regional Director to lead the European Strategic Account team (75 major clients, \$100m revenue, 10 markets) through structural and commercial transition, combined with full market responsibility for Benelux, Middle East and South Africa regions.

### **May 2014 to Jan 2015: blu UK: Interim UK / Ireland Commercial Director**

- blu UK is the UK subsidiary of Blu e-cigs, global leader / innovator in the electronic cigarette category.
- Engaged as Interim UK / Ireland Commercial Director, a senior commercial strategic and operational role, leading the UK & European business (team of 75) through a growth and transition phase, including the restructure and significant trade sale to Imperial Tobacco UK.

### **Aug 2012 to Apr 2014: MARS Chocolate: Interim UK Channel Controller**

- MARS Chocolate is a global food and drink manufacturer, with turnover of \$33bn.
- Engaged as Interim UK Channel Controller, led 3 back-to-back, hands-on operational commercial assignments, each worth up to £100m NSV, with a people leadership and transition focus.
- Worked across channels including, hard discount, wholesale and convenience.

### **Oct 2010 to Jul 2012: Nestle: Interim UK Business unit Controller - World Foods Division**

- Nestlé is a global food and drink manufacturer, with turnover of CHF92bn.
- Engaged as Interim UK Business Unit Controller - World Foods division (OSEM UK), to lead the cross functional team management of 6 indirect reports plus direct client management of 3 multiple grocers.

## **Earlier Career**

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- 2008 to 2010: The Treat Company: UK General Manager
- 2006 to 2007: Beam Global Spirits & Wine: Business Unit Manager (Grocery)
- 2005 to 2006: The Wine Group: Sales Director (Northern Europe)
- 2001 to 2005: Southcorp Wines Europe Ltd: Business Manager
- 1995 to 2001: E&J Gallo Winery Europe Ltd: Senior National Account Manager (Tesco)

## **Voluntary Roles**

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- 02/2021 to Present: Barkston and Syston Cricket Club, Lincs: Chairman
- 11/2012 to 10/2014: Plumtree Cricket Club, Notts: Chairman / Vice President

## **Education / Qualifications**

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- Diplôme D'Études Supérieures Européennes de Management: Neoma Ecole de Commerce, Reims, France
- BA (Hons) European Business Administration: Middlesex University Business School, London

## **Professional Memberships**

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- Institute of Directors
- Fully Accredited Member of the Institute for Turnaround
- Association of Independent Professionals (IPSE)

## Personal Details

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- Address: Nottingham, NG1 4BU
- LinkedIn: <https://www.linkedin.com/in/alistairhall/>
- Languages: English (native), French (fluent), German (basic)

## Recommendations

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“Alistair is a perfect turnaround specialist. He has razor-like focus on understanding the needs of the business.”  
Business writer, investor & entrepreneur

“His attitude and work ethic were outstanding - he made a contribution from week one in a super-challenging Environment.” CEO, PE Backed Consumer business

“He has an impressive stakeholder management style which leads to clear and timely communication at all levels. He has left a strong legacy after such a short spell.” Permanent MD successor

“He was highly effective at bringing other exec and team members on the journey (including the new MD). Alistair is the consummate professional, super sharp and commercially astute.” Founder, external stakeholder agency

“He drove significant improvement in the business and embedded a mindset that has helped the new MD to continue this work.” Private Equity Investment Board - Value Creation Director