



# Martin Lacey

An individual with years of experience in the Luxury/Premium sector.

Greenham, UK

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## Languages

English (Work Proficiency)

## About

An experienced individual with years of experience in the Luxury/Premium sector. Previous roles include a 360 of all areas of business from Buying/Marketing/Retail and ops, from start ups to mature businesses.

### BRANDS WORKED WITH

- Barclays Bank International
- Cruise ltd).
- FASHIONROCKS LTD.
- Harvey Nichols
- Next Retail Ltd
- Pour Homme et Femme
- SELA
- USC Ltd

## Experience

### ● Consultant

| Oct 2022 - Mar 2023

(Retail Projects, SMEs) Business Owner October 2022 – Mar 2023 Recently engaged for a X5 month project to analyze and strategize an existing SME business which has been trading for the previous X4 years. o Review existing systems and buying & merchandising functions o Set up key KPI reports and analysis o Complete review of the retail set up and best practices to increase revenue. o Full top to bottom review of best/worst sellers and projections to potentialize top 80% drivers. o Full review of margins across the business and to recommend and implement changes to improve profits. o Set up Paris showroom and appointments for new wholesale opportunities. Notable Achievements o Simplified systems to be integrated for stock management and reporting. o Daily and weekly KPI reports set up to potentialize all areas of the business. o Replenishment system implemented for retail and new store structure-Q4 sales improved by +200%. o NOOS forecast and replenishment set up to potentialize top volume drovers. o Extensive margin analysis and reporting carried out to improve overall company profits. o First "fashion week" showroom set up for June 2023-new ME Luxury stores also added to existing wholesale.



### ● Fashion Director

SELA | Mar 2022 - Sep 2022

(Leading Events Management Company) Fashion Director, Riyadh KSA March 2022 – September 2022 Leading the strategy and implementation of the Muaz Concept store as part of the Via Riyadh Project in Riyadh, Strategy, financials, brand portfolio and concept. Assisted on the retail development and brand partners. Negotiated and implemented the first Outlet project in KSA with YOOX as the anchor tenant. o Brand and category strategy. Commercial implementation and revised strategy across existing retail concepts and brand partners. o Business review and implementation of all commercial areas of the set up for launch. Key KPIs revisited to give maximum ROI. o First to market Beauty and Fragrance concept from initial concept idea agreed by owners and key stakeholders. o All financials' sales, OTB and costs set up for P&L build up across all key business models. o P&L build up for existing and new retail partner proposals. o Project manager for the Muaz concept store launch. Notable Achievements o Set up launch of the Muaz Concept store. o Design and strategy for the Beauty and Fragrance concept floor. o Adjacent Café and Chill area concept strategy and deign implementation. o Pop up and retail proposals for the launch of Via Riyadh, permanent and interim leases negotiated. o First to market multi brand Outlet landed for the Riyadh season. o YOOX negotiation finalised for the Anchor tenant of the Outlet.



### ● Director- Buying & Marketing

Harvey Nichols | Jul 2016 - Mar 2020

(A British luxury department store chain) Director- Buying & Marketing, Doha July 2016 – Mar 2020 Spearheaded all aspects of buying and marketing strategies driving P&L leadership of £30M turnover store business developing the brand portfolio with an 'exclusive edit' of premium luxury lifestyle products and delivering successful marketing strategies that promote business growth. o Designed and led the implementation of

the key commercial strategies strengthening the product-service value propositions and executed a comprehensive sales roadmap through marketing initiatives of ABL and BTL and CRM. o Effectively managed talent development within the department with recruiting, retaining, and promoting the development of a high performing team through coaching, training, and development. o Developed and fostered senior-level vendor partnerships by negotiating contracts, improving prices and terms of business with suppliers, reviewing opportunities to make business-savings, utilising negotiation, and procurement best practices. o Partnered with Head of Departments and Managers to agree and deliver strategy and growth objectives for different products with reference to channel strategy, product strategy, pricing strategy and sales plans. o Developed the overall supply chain vision, assessed, and evaluated suppliers and undertook performance reviews to ensure contract compliance and manage performance improvement activities. o Monitored market trends, competitor strategies and market suppliers to identify cost-effective, high-quality standards vendors and suggest changes to buying processes. o Led and managed all department and categories with a total £30m OTB. Responsible for all sales and margin deliverables to achieve department contribution on P&L. o Led the P&L responsibility with performance metrics reporting for all procurement activities such as supplier performance, supplier quality, internal order placement, buyer activity levels, and financial performance. Notable Achievements o Helped to manage cost controls and margin improvements in year 2 to a break-even point. o Delivered a first of its kind concept store in the EMEA region launched on time and within budget, setting a benchmark in the industry for all new store launches regionally within this sector. o Successfully conceptualised and led the store launch strategy from pre-opening, launch event to the CRM/Loyalty App. o Recognised for planning and delivering a successful strategy for improved density returns across all fashion categories to 1500k per SQM with improved brand portfolio and contributed to higher margins through local brands along with consolidating and investing in the top 80% brands. o Profitably negotiated and controlled all concessionaire contracts across all divisions with improved sales and margin performance. o Innovatively revamped the Fragrance and Beauty floor to improve densities and increase space with new brands, leading to improved sales and margin.

## ● Head-Buying

| Jul 2012 - May 2016

Charged with turnaround project of the HNK store including the responsibility of £20M OTB across all categories leading to increased profitability by developing sales, marketing and buying plans, streamlining processes, and mentoring the team to deliver results. o Responsible for reporting performance metrics, identifying improvement plans, leading key negotiations, and eliminating roadblocks for the team to derive a profitable business. o Built and maintained strategies for effective supplier management and drove business relationships with key suppliers. o Drove a 'proactive' approach in the store with restructuring and revamping buying strategies through process improvements to ensure seamless customer satisfaction and business results. o Formulated and deployed improved procedures governing all aspects of procurement, planning, inventory management, and supplier development supporting operational excellence, strategic objectives and customer satisfaction. o Translated market, knowledge, trends, and analysis to advance product promotions, marketing activities and boost sales. o Developed and mentored the team to improve their performance and convert them into a high-potential efficient team. o Supervised and led the marketing strategy for the store launch, loyalty app and social media to influence sales and advised on all ABL and BTL marketing campaigns, instore and window visuals activities. o Drove consistency of reporting across departments and assumed responsibility for comprehensive business roll-up reporting and P&L performance tracking. Notable Achievements o Profitably led the total turnaround of an underperforming business with a new strategy and brand direction by increasing sales to place Harvey Nichols Kuwait in the number 1 spot within the Alshaya group for three consecutive years. o Accelerated the store profitability by improving the margin by 8% points over three years. o Achieved improved density returns per SQM to 1250 by reducing underperforming categories and brands. o Attained improved concession mixes to 35% to reduce risk on own bought brands and also reduced residual stock by £3m of overall stock holding over two years. o Creatively planned and implemented re-fit across all Accessories floors and Fashion, which significantly im-

proved density returns, store performance, and even additional CAPEX payback was achieved by Year 3. o Accomplished 80% brand exclusivity and introduced new to region brands achieving top 80% of sales in their first seasons. o Augmented the sales increase by 22% YOY and bottom line over a period of 3 years. o In recognition of the outstanding business turnaround, was headhunted for the new store launch of Harvey Nichols Doha.

- **Director Buying & Merchandising**

FASHIONROCKS LTD. | Dec 2010 - Apr 2012

(A retail start-up amalgamating the Princes Trust Fashion rocks to a viable retail Fashion and Lifestyle business) Director Buying & Merchandising – Edinburgh, Scotland Oversight of strategic retail buying and merchandising for stores and e-commerce business for a retail start-up to drive profitability and business growth. o Developed the store vision, plan, and business flow design for buying, merchandising and e-commerce. o Supervised and managed the creation, recruitment and on-boarding of the teams and communicated objectives and performance targets and ensured that goals were met. o Directed the budgeting, forecasting, planning and implementation of plans across the departments to ensure plans were aligned, and seamless communication flow occurred. o Monitor contracts and purchase orders issued to vendors to ensure compliance with terms and conditions. o Establish and maintain measurable performance metrics for all buying activities such as supplier performance, supplier quality, internal order placement, buyer activity levels, and financial performance. o Analysed market and competitor information, trends and developed internal metrics and reports to track performance, initiate prompt actions and ensure business target achievement. Notable Achievements o Demonstrated the successful first-ever to the market launch of new concept stores on clothing and lifestyle products. o Appreciated by management for conceptualising and managing the rollout of new stores and the e-commerce launch. o Lucratively secured highbrow brands in key locations by negotiating strategic deals with vendors.

- **Director Buying & Merchandising**

Cruise Ltd). | Jul 2006 - Nov 2010

Leadership and accountability of the overall P&L of Buying, Merchandising and Logistics departments, budget planning and strategy of £22M OTB across all categories, including the responsibility of all key KPIs-margin, stock, and sales. o Recruited, trained, and supervised a team of high performing individuals to deliver sourcing, merchandising and logistics targets as per assigned goals. o Collaborating with critical vendors to sustain competitive pricing and proactively resolved performance issues with suppliers to ensure effective and timely resolution. o Led the budgeting, planning and goals for the departments in-line with corporate targets and tracked financial performance via dashboards and reporting tools. Notable Achievements o Executed the store growth from 11 existing stores across the UK, including securing highbrow luxury brands for all locations. o Generated with a revenue increase of 120% in 3 years, including a 50% organic growth surpassing all performance goals. o Efficiently improved sales performance in existing stores by reducing markdown and residual stocks leading to an increase in top and bottom-line profits. o Fronted the restructuring of existing stores and opening of 12 new stores bringing in additional sales revenue of £22M. o Led the successful implementation of strategy, budgeting and managing of the e-commerce business, which amounted to 22% of overall group sales within two years. o Instrumental in leading all marketing initiatives-ATL and BTL across the entire store portfolio.

- **Head of Menswear**

USC Ltd | Jan 1998 - Jan 2006

- **Area Manager Designate/Product Development**

Next Retail Ltd | Jan 1988 - Jan 1998

- **Company Director (Owner)**

Pour Homme et Femme | Jan 1984 - Jan 1987

- **Foreign Exchange Clerk**

Barclays Bank International | Jan 1980 - Jan 1984