



Emma Reed

Management Consultant with expertise in retail

📍 London, UK

✅ Emma is **Available to work**

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Work Preference

Location: Not looking to relocate

Pattern: Open to Full time or Part time work

Employment: Freelance Assignments, Hourly Consulting, Permanent Positions

Skills

Retail Sales Analysis (Advanced)

Strategy Consulting (Advanced)

Transformational Leadership (Advanced)

Fashion Consulting (Advanced)

Fashion Buying (Advanced)

Strategic Planning (Advanced)

Business Insights (Advanced)

Planning Budgeting & Forecasting (Advanced)

Sourcing (Advanced)

Sustainability Consulting (Advanced)

Languages

English (Fluent)

French (Work Proficiency)

German (Work Proficiency)

About

A highly experienced consultant with expertise and insight gained from 22 years in retail. Leads strategy and transformation projects in multi-channel businesses and start-ups. Delivers strategic growth through risk/opportunity assessment and implementing org. design, operating model, process and performance improvements.

BRANDS WORKED WITH

ASOS

Debenhams

First Friday

Koovs

Retail Remedy

Woolworths

Experience



● FREELANCE MANAGEMENT CONSULTANT

Retail Remedy | Jan 2013 - Jul 2017

Project Lead for various companies since Aug 2017

Structure transformation: Reviewed the operating model, org. design, job roles and process to support growth at A2V (wholesale gift manufacturer) from £12.5M to a target £35M in 2025. Recommended strategic priorities and led the corresponding transformation project. Growth strategy delivering 5:1 ROI:

Re-defined the company purpose and vision, delivering a profitable, sustainable growth strategy for Sarah Haran (online luxury accessories brand), including product optimisation, supply chain evaluation, planning and forecasting process, cost reduction and long term emission reduction targets.

Brand repositioning: Identified risk and opportunity at Cullifords (natural stone retailer) through product, process and practice evaluation. Managed the business transformation to ensure multi channel commercial outcomes, cost reduction, reduced stock-holding and to appeal to an emerging, eco-customer base.

Process improvement: Conducted a strategic review with Directors of Buying, Merchandising and Design at New Look, to discover factors affecting high levels of stock fragmentation and poor SKU availability. Made process recommendations to deliver a leaner product offer.



● Head of Menswear

Koovs | Jan 2013 - Jul 2017

Set up menswear in a fashion, ecommerce start-up for the Indian market, which floated on AIM in March 2014. Responsible for managing a London-based, menswear design team, and buyers and planners in Delhi. Successfully determined and implemented the product strategy and working practice to deliver aggressive annual sales growth targets in excess of 180%.

Launched the menswear private label, 8 exclusive brands and the international branded offer in July 2013, growing it to 4000 options, 45% of company sales (£8.8 million) by March 2017.

Collaborated with heads of marketing and creative to ensure clear, cohesive website presentation and promotion of product.

Increased profit margin by 18% over 4 years by reviewing all cost price factors in line with volume.



● BUYING AND MERCHANDISING CONSULTANT

First Friday | Jun 2011 - Jan 2013

Created and delivered a skills development programme: in collaboration with senior management at John Lewis, to fast-track buyer and merchandiser succession planning. Managed process improvement training: in buying and merchandising at Tesco, to accompany a new stock management system implementation.



● HEAD OF BUYING

ASOS | Sep 2005 - Aug 2010

Member of the Executive Board with responsibility for menswear. Accountable for range building, buying, merchandising, design, sourcing,

supply chain and the brand curation strategy. Grew menswear from 8% of total sales (£1.08 M) to 19% in 2010 (£42.8 M), and increased profit by 4% during this time. Coached and mentored buyers to become highly successful at creating profitable, commercial fashion ranges and to regularly achieve growth plans in excess of +300% over 5 consecutive years.



● **SENIOR BUYER**

Woolworths | Feb 2004 - Sep 2005

Responsible for boys' fashion, featuring in over 800 stores, turning over in excess of £160M per annum.



● **BUYER**

Debenhams | Mar 1995 - Feb 2004

Bought own label menswear ranges, including Designers@Debenhams

Education & Training

1986 - 1988

● **Maidstone Girls Grammar School**

3 A Levels, French, German and History

1984 - 1986

● **Maidstone Girls Grammar School**

9 O Levels,

null1992

● **University of Leeds**

Degree, BA (Hons) Modern Languages and Literature (French and German)

null1986

● **University of Cambridge**

Certificate, Business Sustainability Management