

Andrea Mulqueen

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Personal statement

An experienced commercial professional at senior/director level within food, general merchandise, and sporting goods. Excellent negotiation and collaboration skills with a proven track record of delivering results.

A tenacious, diligent, and resilient individual with the ability to transform commercial performance while leading, coaching, and developing teams to their ultimate potential. Highly analytical, with a focus on long term strategic planning across commercial, marketing and e-commerce with experience in working at Exec and Board level.

Testimonials

“Andrea is a great boss; she has created a great culture and atmosphere. A wonderful mentor”

“You came in to manage the Commercial side of the business when it urgently needed major reform. You have introduced far more professionalism and drive to these areas and supervised the introduction of new systems. And you have taken over other areas. Well done to you!”

“Andrea’s drive, determination and professionalism are to be admired. She always works to very high standards and inspires loyalty and respect within her teams. Her diligence, loyalty, and desire to succeed have made her an integral part of the Senior Leadership Team”

Employment History

Commercial Director, Rutland Cycling, Burrough Court, Melton Mowbray
(May 2021 – September 2022)

Head of Sales

(September 2019 – April 2021)

Responsibilities:

- Board and Executive Committee member
- Accountability for Commercial & Procurement, E-Commerce, and Marketing departments with a team of 20
- Ensuring delivery of budgeted revenue, costs, and profitability within Commercial team
- Management of E-Commerce budgets, including digital marketing, social media spend plus third-party service providers
- Website responsibility and web KPI deliverables
- Short, medium, and long term planning on pricing and promotional campaigns
- External stakeholder management with suppliers, trade associations and finance providers
- Cashflow management and cost reduction collaboration with finance team
- Range management and long-term supplier planning
- Contract reviewing and negotiations
- Store team partnership on local marketing, merchandising and trade driving activities
- Working with digital sales team on prioritisation, sales leads, upselling and add on sales

Key achievements:

- Promoted to Commercial Director after 20 months with the additional responsibilities of E-Commerce and Marketing
- Creation and delivery of 3-year business plan
- Led stock management and financial delivery during peak Covid demand period

- Introduced forecast planning via trend analysis mapping and estimated revenue splits to procure additional stock ahead of competitors during peak Covid demand
- Sales growth of 34% during FY20 and 14% in FY21
- Gross commercial profit growth of 22% in FY20 and 47% in FY21
- Introduced forward purchase planning and 3-year joint business strategies with key suppliers
- Stock management reduction from £8m to £5m within 4 months
- Slow moving stock reduction from 18% to 9%
- Introduction of range review programmes and full year bridging plans by product category covering revenue, profit, and stock turn
- Reduction of digital marketing spend by 30% and increased conversion rate by 26%
- Full team integration and improved ways of working across Commercial, Marketing and E-Commerce

Senior Buyer, Bunnings/Homebase, Witan Gate, Milton Keynes

(January 2018 – August 2019)

Responsibilities:

- Commercial responsibility and leadership of £45m Flooring business
- Leading and coaching buyers, demand planners and visual merchandisers
- Internal & external stakeholder management with suppliers, trade planning, operations & marketing
- Commercial strategy to increase market share and an industry leading customer offer
- Managing and delivering KPIs - sales, profit, margin, waste, stock and ROI
- Ethically sourcing and developing new products from research to in-store launch
- Trade and promotion planning
- Customer and insight analysis
- Range planning and in-store implementation
- Negotiating and managing buy/sell plans, contracts, and tenders with suppliers

Key Achievements:

- Built strategic category plan to turnaround performance of flooring department within first 12 weeks of joining the business
- Created and executed a merchandising improvement project, presented to main board, which was then rolled out across all stores and used as blueprint for all other buying teams to follow
- Completed tender and negotiations for tiling and timber flooring reviews, improving range, increasing turnover and gross margin
- Re-sourced range and improved profitability across soft flooring during business takeover which temporarily led to withdrawal of incumbent suppliers
- Stock reduction plan reduced inventory by £1m to hit year end budget
- Improved availability by 3% on hard flooring and 12% on soft flooring

Senior Buying Manager, Tesco PLC, Welwyn Garden City, Herts

(January 2006 – December 2017)

Baby – Health/Beauty/Wellness (May 2015 – December 2017)

(Maternity leave *Oct 2015-July 2016*)

Responsibilities: Commercial responsibility and leadership of £450m Baby business

Key Achievements:

- Delivered 3.4% market outperformance
- Working with key suppliers to deliver 10% market outperformance across nappies and wipes
- Driving own label baby wipes to be the biggest brand in the UK and winning Gold Mother & Baby Award

- Baby event transformation work through development of free gifting and instore activation
- Transformed baby toiletries performance from -6% vs the market to +2% growth through NPD and a strategic promotion and distribution plan

In-Store Bakery (July 2013 – May 2015)

Responsibilities: Commercial accountability and leadership of £350m Instore Bakery business

Key Achievements:

- Market outperformance growth from -5% to +4% by implementing new strategy
- Launched first “hub & spoke” bakery within our convenience business, delivering fresh products daily to 30 London stores,
- Rolled out 13 cake counters and 50 hot plates delivering £2m additional sales
- Waste reduced by 1.5% saving £5.2m
- Delivered £1.5m over margin target for both financial years 2013/4 and 2014/15
- Key negotiation and tender achievements totalled £11.7m savings across 4 product areas

Maternity leave

(November 2012 - July 2013)

Plant Bakery (January 2010 – November 2012)

Responsibilities: Commercial accountability and leadership of £1bn Plant Bakery business

Key achievements:

- Secured £8m extra income in 2 months of being appointed to close year end to budget
- Delivered £18m additional buying income in 10/11 beating budget by over £1m
- Managed bread price war with strengthened support from key suppliers on promotions despite cost price inflation delivering over 2% market outperformance
- Market share +0.8%, outperforming the market by +0.5%, ahead of total business
- Moved own label bread from direct delivery to central distribution saving £600k/year
- Delivered £12.3m buying benefits in last financial quarter of 11/12 alone to over-deliver budget by £2m, supporting the rest of bakery and fresh food
- Coached and supported five buyers to become enrolled onto leadership programmes

Organic Produce (November 2008 - December 2009)

Responsibilities: Commercial accountability and leadership of Organic Produce business

Key achievements:

- Improved market share from 29% to 36.5% within the year and beat margin budget by 1.2%
- Market outperformance improved from -26% to +12%
- Launched First Organic Produce Event with aisle end space and national press

Pet Care (January 2006-October 2008)

Responsibilities: Commercial accountability and leadership of £550m Pet Care business

Key achievements:

- First Pet Week launched in Tesco in conjunction with PDSA with sampling, free gifts, market leading deals and power aisle space
- Delivered against margin and buy for less targets in all years, including +£4m against budget in 2007-8 to offset adverse £8m euro exchange rate impact and £2.2m vs budget in 2006-7 via joint business plans and tenders

Buying Manager, Tesco, Cheshunt, Herts *(September 2001 – December 2005)*

Graduate Buyer, Tesco, Cheshunt, Herts *(September 2000 - September 2001)*

In Store Graduate Placement, Tesco, Rugby, Warwickshire *(September 1999 - September 2000)*

Trainee Chartered Accountant, Moore Stephens, Stamford *(January - September 1999)*

Overseas Holiday Executive, Airtours, Tenerife *(April - November 1998)*

Sales & Marketing Graduate Executive, Enterprise Rent-A-Car *(September 1996 - April 1998)*

Education

University of Leicester

Law LLB (Hons) – 2:1

Tresham College, Kettering, Northants

A levels: History – A English Literature – B Law – B

References

References are available upon request.