

Michael Lawrence - Commercial Leader

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A commercial leader with over 20 years of experience in customer development, brand building and leading teams across both private label and branded businesses. I have a proven track record of consistently winning business and driving share within competitive markets through strategic planning and leadership.

I have a passion for leading teams and creating an environment where individual personal growth is a core element of success. Based on feedback I would describe my leadership style as energetic, decisive, and built on empowering those around me to reach their potential.

CAREER & ACHIEVEMENTS

Commercial Director, Hydrachem UK Ltd

January 2021– Present

Hydrachem are the world's leading authority in the fields of baby bottle sterilisation, water purification and surface disinfection, operating across 60 countries around the world. Alongside our own brands, we also contract manufacture products for some of the world's most prominent companies in the field of professional hygiene.

Key Responsibilities

- Lead the commercial agenda and tasked to create an environment for colleagues to flourish.
- Full P&L responsibility, ownership of Customer Development & Marketing function.
- Responsible for managing the private label offering across Grocery, B2B, Amazon & International markets.

Key Achievements:

- **Revised and executed 3-year market strategy.** Drove **+35% growth** opportunity in key export markets.
- **Implemented new pricing strategy.** Increased customer profitability and **improved net margin by 3%.**
- **Set up commodities tracker.** Full impact of **cost of inflation recovered** across 2021 into 2023.
- **Redesigned all Company Marketing communication.** Website rewrite and redesign, all packaging and social media platforms. **Increased customer enquiries by over 300%.**

Sales Director, Dale Farm UK Ltd

October 2017 – August 2020

Key Responsibilities

- Cheese Business Unit Lead across Retail and Foodservice, full P&L responsibility; Cheese accounts for 60% of total milk pool, generating sales of +£235m across UK & Eire (50% of total Dale Farm revenue).
- Commercial Account Director for Aldi and Lidl within UK Eire and Europe.

Key Achievements:

- **Negotiated/secured long term contract with Lidl worth £590m** to supply all cheddar into the UK and European operations.
- **Negotiated/secured multiyear supply agreement with Aldi worth £158m** to supply cheese in the UK.
- **Transformed ways of working,** instigated cross functional business unit meetings to **drive behavioural change,** designed dashboards measuring performance against shared KPI's.
- **Implemented and led a continuous improvement process.** Redesigned standard operating procedures, undertook SKU/packaging rationalisation, delivering **£750k in savings** 2019.
- **Developed long term cheese strategy to deliver growth of +10% and double net margin %.** Led a cross functional team to identify and agree key project deliverables. **Growth YOY is 12%, margin contribution of +2%.**

Sales Director, FrieslandCampina UK Ltd

May 2010 – June 2017

Key Responsibilities

- Full P&L responsibility for sales of £65m and £12.5m trade spend across UK & Eire with a sales team of 10.
- Led the development and implementation of commercial strategies for the UK's No 1 Flavoured Milk Yazoo and Chilled Own label portfolio across Grocery, Foodservice and Wholesale.

- Board member, responsible for determining mission & purpose, overall strategy, organisational planning, and management of resources for FrieslandCampina UK.

Key Achievements

- **Designed an execution strategy** across channels that **delivered market leadership** position for Yazoo Flavoured Milk both in UK and Eire.
- **Implemented cross functional ways of working.** Refined S&OP process and built promotional evaluation tool **increasing profitability by +42% over 5 years.**
- **Embedded customer centric culture.** Implemented collaborative account planning processes to drive performance. Ecommerce **increased +30% in 12 months**, Excellence in Execution Program **+£1m in NSV, +£10m RSV** through NPD listings and increased distribution for YAZOO.
- **Founded a "High Performing Team" mentality** within the commercial team, significantly increasing investment in training and coaching to **improve capabilities and develop** skillsets.
- **Negotiated four price increases** from 2014 to 2017 delivering over **£6m profit.**

Commercial Manager, FrieslandCampina UK Ltd

October 2009 – May 2010

Key Responsibilities

- Commercial Lead with Full P&L responsibility for Grocery Channel.

Key Achievements

- Created execution plan across Grocery delivering **YOY double digit growth for 2 consecutive years.**
- **Secured dual listing of YAZOO within Tesco Dairy**, delivering **incremental annual sales of +£5m.**
- Instigated quarterly category meetings with Tesco leading to the development of **award-winning NPD.**
- **Negotiated two price increases between 2009 and 2010 delivering over £1.2m profit.**

Commercial Manager, Tickety-Moo Ice Cream

January 2009 – October 2009

Key Responsibilities

- Led the successful brand launch into UK and Ireland.

Key Achievements

- **Achieved listings** in Sainsbury's, Superquinn ROI, Harvey Nichols & Centre Parcs.

Customer Business Manager, Unilever Ben & Jerry's Ice Cream

October 2005 – December 2008

Key Responsibilities

- Full P&L responsibility for customer portfolio, turnover £30 million across Grocery and Foodservice.

Key Achievements

- **Gained market leadership (49.6%)** within the Super Premium Ice Cream category.
- **Increased share** in Grocery from **8% to 15%** and household penetration to **record levels of 11.5%.**
- **Pioneered industry leading** merchandising solution for Super Premium Ice Cream category.

Senior National Account Manager, Unilever Ben & Jerry's Ice Cream

April 2000 – October 2005

Key Responsibilities

- Full P&L responsibility key Grocery & Wholesale customers along with the Republic of Ireland.

Key Achievements

- Led the go to market plan for Ben & Jerry's in Eire **achieving 25% market share in under 12 months.**
- **Delivered incremental top line growth** Asda + **58%; Morrison's +33%** through excellence in execution.

Training

- UCD Michael Smurfit Graduate Business School – Leadership Development Programme
- FrieslandCampina Academy - Leadership, Team Development, GSCOP
- Thomas International - Personal Profile Analysis Practitioner
- Unilever - Negotiation, Organisational Development, Coaching, Change Management
- Kantar Retail - Effective Evaluation

Education

- Lewes College of Technology – Advanced City and Guilds
- Brighton College of Technology – BTEC in Engineering
- Cardinal Newman School – GCSE'S

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