



Summary

A leading multichannel strategy and implementation consultant and interim, with a proven track record of successful engagements for both B2C and B2B clients, in multiple sectors including grocery, general merchandise, fashion and FMCG/CPG.

Clients varied in size and complexity from 3 of world top 10 retailers and leading global brands to eCommerce VC start-up. Engagements in UK, East & West Europe, US, China, Russia and other CIS countries, India and Australia.

Specialist in making the bridge between strategy and implementation, from Board level to shop-floor, supplemented by specialist IT knowledge.

Hands-on approach, not just advising but also working as an ongoing member of client teams.

Consulting Engagement History

(August 2014 – ongoing); Mars Petcare, leading FMCG/CPG

General subject matter expert consulting in support of Mars Petcare's strategy to become the best partner in its category for its retailer clients selling through online channels.



Developed global digital-retailer 360-degree assessment scorecard, for rapid assessment of all aspects of CPG-to-client relationship for digital-retailer clients, piloted in China, global rollout ongoing



Created a detailed merchandising playbook for use in Mars Petcare's complex global B2B2C context.



Created global merchandising framework as part of Mars' wider Digital Maturity Strategy



(April 2014 – June 2015); Metro Cash and Carry; EU based world top 10 wholesaler/retailer

Created the framework and roadmap for the Digital Commerce stream within Metro's overall Digital Readiness strategy.

Led the team developing detailed end-to-end business requirements for 7 Digital Commerce concepts across 6 major country markets (including personally writing over 70000 words of requirements)



(January 2013 – June 2014); Dr. Martens, leading global fashion brand; interim Global eCommerce Director



Turned around a completely failed Hybris implementation, on time and under budget.



Laid the foundations for global eCommerce.

Piloted international ecommerce site in France: sales run-rate already f/c to be >£1M, +85% YoY.

Created rollout template for further international sites, and delivered first such in Netherlands.

24% increase YoY in conversion on mature/existing country websites (UK, US)

Restructured the team and established global/central control vs local-trading principles.

Established good practice management of trading and operations.

Introduced tools such as reviews/recommendations and personalisation.

Shaped the strategic stance with respect to selling the brand via other online channels/partners.

Catalyst for the introduction into Dr Martens of a consumer-centric approach based around personas.



(April 2014 – July 2014); Eldorado, Leading Ukraine consumer electronics retailer

Multichannel development and strategy health-check, helping triple online sales in the last year, rising to 10% of total turnover.



(February 2014 – ongoing); IMRG, the UK's internet retail association

Whitepapers on B2B eCommerce, High Street vs Digital, International e-Commerce, others in progress



(July 2013 – September 2013); Leading Kazakhstan business group

Consultancy regarding strategic business development options to enter the online retail space.



-  **(May 2013 – July 2013); Leading Belarussian consumer electronics retailer**
Workshops with CEO + other senior management regarding multichannel concepts, implementation and strategy
-  **(May 2012 – December 2012); Technopolis, Leading Ukraine consumer electronics retailer**
Initial assessment of multichannel business development needs. Programme initiation. Strategic options review. Ongoing programme assurance.
Extended “endless aisle” range offer from in-store kiosks, reaching 5% of total sales within 1 year.
-  **(July 2010 – May 2012 + July 2013); Metro Cash and Carry; EU based world top 10 wholesaler/retailer**
 Multichannel business strategy, concept & implementation consulting across Europe and Asia.
 Onsite project launch workshops and full-lifecycle implementation in multiple geographies (Romania, Poland, Czech, Russia, China, Netherlands).
Concepts including both Food and non-Food / B2B and B2C.
Global IT business requirements development and solutions consulting.
-  **(June 2010 – September 2012); Travis Perkins plc: GBP 5Bn Builders Merchant and DIY retail group**
Preliminary multichannel strategy defined and presented to Executive Board jointly with CIO.
B2B pilot proposition, strategy definition and business requirements.
B2C eCommerce strategy and platform health-checks.
Led B2C (Wickes) eCommerce IT-solution and systems integrator selection process.
IT strategy, solution architecture and vendor selection.
-  **(3Q2011); Aussie Farmers Direct: Leading Australian home-delivered grocery retailer**
IT health-check and strategy realignment for transition from door-to-door/telephony to eCommerce.
Strategy presentation to Board and owners.
-  **(2Q2010); Carnation: Indian auto sector venture capital start-up (with Tata Consulting)**
Multichannel commerce strategy evaluation and re-shaping.
IT solution roadmap and prioritisation.
-  **(4Q2010) Leading European consumer electronics retailer**
Multichannel strategy “think-piece” and Exec presentation.
-  **(May 2010-Jun 2011); Makro Cash & Carry: GBP 700M UK cash & carry food/non-food**
eCommerce strategy & IT solution health-check; Board presentation.
Worked with Board to redefine eCommerce strategy and redesign project implementation approach.
Project design and support through to go-live, including vendor and systems integrator selection and full-lifecycle project implementation.
Ongoing member of eCommerce steering group including CEO, FD and CMO.
-  **(Jan-May 2010); Titan: leading Indian retail group – jewellery, watches, eyewear, fashion (with Tata Consulting)**
Complete eCommerce strategy across brands including Titan Watches, Tanishq jewellery, Fastrack.
IT implementation roadmap.
-  **(1Q2010); Target: US top 5 retailer (with Tata Consulting and Infosys Consulting multi-sourced team)**
Consulting: Organisational design for multichannel transformation and IT operations.
-  **(Aug 2009-May 2011); Tata Consultancy Services: top Indian offshore IT group**
eCommerce IT platform strategy, business & functional requirements; business development support.
Global pre-sales support for eCommerce (including US, India, Gulf, Europe). Client-facing presentations.



 (Aug 2005- Oct 2008): Tesco.com; world top 10 eCommerce and world top 5 retailer

Interim Head of Enterprise Architecture. Created vision for Next Generation Multichannel:
Alignment to corporate strategy; CEO level sponsorship; IT roadmap

Interim Programme Director. Management of GBP 25M portfolio of eCommerce projects in both Food and non-Food

Tesco Direct: created overall end-to-end business requirements; interim programme manager; business change manager; part of the original project creation core-team; full-lifecycle implementation project

Team member: Tesco marketplace conception

Early Career

2000-2005 UK IT Director for IKANO Financial Services (point-of-sale consumer credit for leading UK retailers), an independent part of the IKEA sphere; reporting to the MD; stabilisation and then re-platforming of all core systems

1999-2000 Interim Head of IT, Esporta Health & Fitness

1998-1999 IT Technical Manager, First Leisure plc

1997-1998 Group IT Technical Manager, Phones 4u

1987-1997 Various IT technical and management roles with Boots the Chemist, leading UK H&B retailer

Client Testimonials

"He is a true ecommerce expert, hands on, which has been extremely helpful from strategy to execution"
– Global eBusiness Leader, Mars Petcare

"...an intense strategy review. We were very happy with the final result."
– General Manager, Aussie Farmers Direct

"It would not be unfair to say that we would not have got... up and running without him"
- IT Director, Tesco.com

"Chris rapidly understood our business and issues, and quickly won the confidence of our Executive team."
– Finance Director, Makro UK

Publications

Jan 2013 *"The Multichannel Retail Handbook – a guide to planning, implementation, operation and enhancement"*
(Paperback ISBN 978-1-300-65266-3 or Kindle ASIN B00B0J8070)

May 2014 *"Wholesale in an Online World"* – whitepaper

July 2014 *"Competition or Collaboration between Digital and the High Street"* – whitepaper

Sept 2014 *"A Passport to International eCommerce"* – conference paper

Sept 2015 *"A Nation of Shopkeepers?"* – whitepaper on international/cross-border e-commerce

Contact & Links

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