

Colin Macleod

CDir, Flod, CMgr, FCMI, Chartered FCIPD, F Inst TT



PROFILE

A multi award-winning leader in the co-operative sector, Colin has real authenticity and a long track record of successful management. Educated to a very high level at the world's leading business schools, he is regarded as an inspiring and motivational manager with excellent interpersonal skills and deep strategic insight. Able to push performance improvement and growth in competitive markets, Colin has a history of delivering innovation and diversification, capitalising on the trust he and his Board have cemented in the brand. Respected in the British and European Co-operative sectors, he has led cross border assignments and is a renowned international speaker and published author on co-operation, neighbourhood retail and community economics.

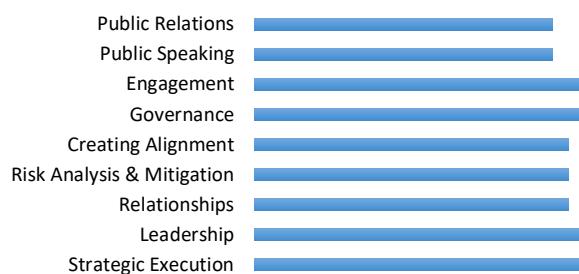
A devoted father, and a strong believer in the potential in people, he also willingly gives his time to third sector and community focused organisations.

His core values are co-operation, openness, recognition, empowerment and passion. And he tells co-operative stories on colinmacleod.co

ATTRIBUTES



SKILLS



CAREER HISTORY

THE CHANNEL ISLANDS CO-OPERATIVE SOCIETY LTD

Nov 1990 – Current

Channel Islands Co-operative is the best retailer in the islands, serving its members through 44 stores across Jersey and Guernsey. Significant interest Food, Medical, Pharmacy, Fuel, Non Food, End of Life Care and Travel markets. Enjoying a core market share of 35% supported by an industry leading membership proposition.

CHIEF EXECUTIVE OFFICER & BOARD DIRECTOR

Jun 2010 – Current

Responsibilities:

- Strategy: To provide the vision, direction, inspiration and governance to ensure the Society's success.
- Leadership: To build a culture that aligns with the Society's vision, mission, values and ethics, embraces diversity and results in high employee engagement and performance.
- Value creation: To build a culture of concern for value, creating a strong and lasting competitive advantage, supporting a Board which is highly effective, strategically focussed and learning.
- Building Relationships: To promote leading member, community and public relations in order to develop and protect a strong brand image.

Achievements:

- Grew sales from £158m to £210m despite a substantial increase in competition and the drawn out impacts of the economic downturn.
- Grew net asset value from £94m to £127m.
- Gently guided our Board, colleagues and community through the consequences and rationale of our decision to change our food supply chain and close local warehouses.
- Devised 'Vision 2020' – Compelling long term direction to develop and protect member value.
- Maintained member economic benefit at 4% on purchases throughout tenure.
- Developed and launched 'market fixing' Co-operative Medical Care, reducing the cost of primary healthcare for the island communities.



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CHIEF RETAIL OFFICER

Jan 2007 – Jun 2010

Responsibilities:

- To develop, implement and review the execution of strategic plans to develop and protect net profitability and member value.
- Develop cost effective sales across all retail trading, pharmacy and end of life care brands.
- To direct retail, trading, marketing, property and information technology platforms, ensuring collaboration and maximising the delivery of an effective support function.

Achievements:

- Increased Society sales from £126m to £158m and net asset value from £74m to £94m.
- Created and executed successful multi-layered strategic response to significant new market entrant.
- Designed and delivered diversification strategy into Care Sector, commencing with End of Life.
- Accelerated acquisition programme through the design and execution of a detailed locational strategy.
- Created new Travelmaker strategy taking the business from a sustained loss making position to a profit within a year. Net surplus has remained constant at 2.0% since.

HEAD OF OPERATIONS & HUMAN RESOURCES

Jan 2003 – Jan 2007

Responsibilities:

- Direct, through management and colleagues, the development of retail operations within the scope of the Society's mission and vision.
- Deliver short-term planning and budget development to support strategic business goals.

Achievements

- Grew stores sales from £104m to £126m in two years.
- Record profitability through the effective management of costs and retail availability.

EARLY CAREER

Nov 1990 – Oct 2003

- Head of Human Resources (2001 – 2003)
- Training and Personnel Development Manager (1998 – 2001)
- Variety of store based Management roles (1990 – 1998)

DIRECTORSHIPS

FEDERAL RETAIL & TRADING SERVICES LTD, MANCHESTER, UK

Formerly CRTG, FRTS is a subsidiary of the Co-operative Group and oversees federal relationships across all British Societies with specific accountability for buying and brand. Currently supervising c£10 billion buying service.

DIRECTOR (previously member CRTG Strategy Group)

Jan 11 – Current

Responsibilities:

- To support and challenge the Executive leadership team on behalf of all stakeholders.
- To contribute the development of effective strategic responses.
- To evaluate present and future opportunities and threats and risks in the external environment.

Achievements:

- Active support for the development of a strategic discussion in the Board.
- Leading an exploration of wider buying alliances on behalf of FRTS.
- Contribution to above market performance.

EURO COOP AISBL, BRUSSELS, BELGIUM

The voice of cooperative retailers in Europe. Euro Coop brings together the national associations of consumer cooperatives in 19 European countries and represents 4,500 local or regional cooperatives. Euro Coop's members account for €76 billion in annual turnover, serve 32 million members and employ 500,000 European citizens.

DIRECTOR & VICE PRESIDENT

Mar 16 - Current

Responsibilities:

- To promote and represent member interests and the goals of the ICA Blueprint

Achievements:

- Led collaboration exercise across Europe and assisted the launch of the Erasmus exchange scheme.



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COMMUNITY ROLES

JERSEY HOSPICE CARE	TRUSTEE	Jul 18 - Current
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Approached to lead the creation of the Channel Islands first end of life care facility for children.

JERSEY POLICY FORUM	DIRECTOR	Mar 16 – Aug 18
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Working to create an independent knowledge partnership for Jersey's future.

COMMUNITY SAVINGS LIMITED	DIRECTOR	Apr 12 – Mar 18
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Charity, which aims to support those in our community who are financially or socially disadvantaged.

JERSEY VOLUNTARY AND COMMUNITY SECTOR LTD	DIRECTOR	May 11 – Sep 17
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Body established to provide a cohesive voice for the voluntary and community sector in Jersey.

PROFESSIONAL DEVELOPMENT

IoD Chartered Director Programme	CertIoD, DipIoD and Chartered Director.
INSEAD, Fontainbleau, Paris	Certificate in Corporate Governance
IESE Business School, Barcelona	AMP –Advanced Management Programme
INSEAD, Fontainbleau, Paris	International Directors Programme
IMD, Lausanne	High Performance Leadership
HEC Paris	Creating Value: Strategic Financial Management
London Business School	Proteus
Said Business School, Oxford	Retail Location Analysis
Cranfield School of Management	Human Resource Strategy
University of Stirling	CORE: Co-operative Retailing in Europe
Chartered Management Institute	Post Graduate Diploma in Management

RECENT STUDY TOURS

Rotterdam, The Netherlands:

In store theatre, food to go and franchising.

Co-op Alliance 3.0, Co-op Italia:

Large store format development

Copenhagen, Denmark:

Co-op Denmark formats, focussing on European collaboration opportunities.

Stockholm, Sweden:

International convenience

S Group & HOK-Elanto, Helsinki Area, Finland

Exchange visit to explore co-operative structure, international buying groups and the strategic roadmap of loyalty in the wider Nordic area

Philadelphia & Pennsylvania, USA

Emergence of 'foodvenience' concept. Wawa's, Rutter's, Sheetz & Wegmans.

RECENT SPEAKING ENGAGEMENTS

European Co-operative Summit, Sofia

What is it to Belong?

Euro Coop General Assembly, Rotterdam

Membership Developments in British Movement

Consumer Co-operatives Worldwide, European Economic Committee, Brussels

Differentiating through trust

Coop Forum, Tartu, Southern Estonia

Keynote Speech on Community Focussed Retailing

Pollenating our Future – Growing Jersey's

Economy from the Inside Out

Panellist with world renowned community economist, Michael Shuman

National Retail Consumer Conference

'Dividend with a Difference' - Community engagement through neighbourhood retailing

RECENT AWARDS

IoD UK Director of the Year – Large Business

Guernsey Community Foundation Award

CIPD Best Health & Wellbeing Strategy

International Variety Award

IoD Jersey Director of the Year

CIPD Best Learning & Development Strategy

Large Business of the Year – Jersey Enterprise

Employer of the Year – Guernsey Awards for Achievement

HOBBIES & INTERESTS

I hold a Private Pilot's Licence and a Deep Scuba Diving Qualification. I enjoy experiencing new cultures, exploring and discovery. I am a devoted father and love watching my children finding their places in the world and teaching me who they are. I was proud to publish my first book for children "Meet Hammerhead & Captain StinkyPants" recently, raising over £40,000 for good causes.



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