

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.

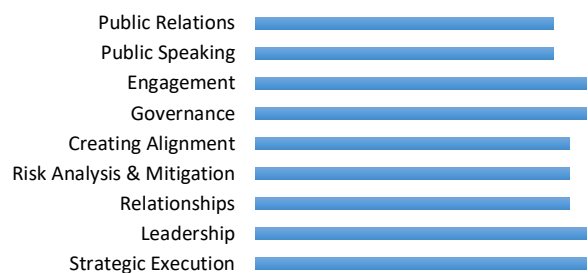
A devoted father, and a strong believer in the potential in people, he also willingly gives his time to third sector and community focused organisations.

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
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
Working to create an independent knowledge partnership for Jersey's future.		
COMMUNITY SAVINGS LIMITED	DIRECTOR	Apr 12 – Mar 18
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
Body established to provide a cohesive voice for the voluntary and community sector in Jersey.		

PROFESSIONAL DEVELOPMENT

IoD Chartered Director Programme
INSEAD, Fontainebleau, Paris
IESE Business School, Barcelona
INSEAD, Fontainebleau, Paris
IMD, Lausanne
HEC Paris
London Business School
Said Business School, Oxford
Cranfield School of Management
University of Stirling
Chartered Management Institute

CertIoD, DipIoD and Chartered Director.
Certificate in Corporate Governance
AMP –Advanced Management Programme
International Directors Programme
High Performance Leadership
Creating Value: Strategic Financial Management
Proteus
Retail Location Analysis
Human Resource Strategy
CORE: Co-operative Retailing in Europe
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 Foorum, 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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