



Emma Reed

Management Consultant with expertise in retail

📍 London, UK

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Languages

English (Fluent)

French (Work Proficiency)

German (Work Proficiency)

About

A highly experienced consultant with expertise and insight gained from 22 years in retail. Leads strategy and transformation projects in multi-channel businesses and start-ups. Delivers strategic growth through risk/opportunity assessment and implementing org. design, operating model, process and performance improvements.

BRANDS WORKED WITH

ASOS

Debenhams

First Friday

Koovs

Retail Remedy

Woolworths

Experience



● FREELANCE MANAGEMENT CONSULTANT

Retail Remedy | Jan 2013 - Jul 2017

Project Lead for various companies since Aug 2017

Structure transformation: Reviewed the operating model, org. design, job roles and process to support growth at A2V (wholesale gift manufacturer) from £12.5M to a target £35M in 2025. Recommended strategic priorities and led the corresponding transformation project. Growth strategy delivering 5:1 ROI:

Re-defined the company purpose and vision, delivering a profitable, sustainable growth strategy for Sarah Haran (online luxury accessories brand), including product optimisation, supply chain evaluation, planning and forecasting process, cost reduction and long term emission reduction targets.

Brand repositioning: Identified risk and opportunity at Cullifords (natural stone retailer) through product, process and practice evaluation. Managed the business transformation to ensure multi channel commercial outcomes, cost reduction, reduced stock-holding and to appeal to an emerging, eco-customer base.

Process improvement: Conducted a strategic review with Directors of Buying, Merchandising and Design at New Look, to discover factors affecting high levels of stock fragmentation and poor SKU availability. Made process recommendations to deliver a leaner product offer.



● Head of Menswear

Koovs | Jan 2013 - Jul 2017

Set up menswear in a fashion, ecommerce start-up for the Indian market, which floated on AIM in March 2014. Responsible for managing a London-based, menswear design team, and buyers and planners in Delhi. §Successfully determined and implemented the product strategy and working practice to deliver aggressive annual sales growth targets in excess of 180%.

§Launched the menswear private label, 8 exclusive brands and the international branded offer in July 2013, growing it to 4000 options, 45% of company sales (£8.8 million) by March 2017.

§Collaborated with heads of marketing and creative to ensure clear, cohesive website presentation and promotion of product.

§Increased profit margin by 18% over 4 years by reviewing all cost price factors in line with volume.



● BUYING AND MERCHANDISING CONSULTANT

First Friday | Jun 2011 - Jan 2013

Created and delivered a skills development programme: in collaboration with senior management at John Lewis, to fast-track buyer and merchandiser succession planning. Managed process improvement training: in buying and merchandising at Tesco, to accompany a new stock management system implementation.



● HEAD OF BUYING

ASOS | Sep 2005 - Aug 2010

Member of the Executive Board with responsibility for menswear. Accountable for range building, buying, merchandising, design, sourcing,

supply chain and the brand curation strategy. Grew menswear from 8% of total sales (£1.08 M) to 19% in 2010 (£42.8 M), and increased profit by 4% during this time. Coached and mentored buyers to become highly successful at creating profitable, commercial fashion ranges and to regularly achieve growth plans in excess of +300% over 5 consecutive years.



● **SENIOR BUYER**

Woolworths | Feb 2004 - Sep 2005

Responsible for boys' fashion, featuring in over 800 stores, turning over in excess of £160M per annum.



● **BUYER**

Debenhams | Mar 1995 - Feb 2004

Bought own label menswear ranges, including Designers@Debenhams

Education & Training

1986 - 1988

● **Maidstone Girls Grammar School**

3 A Levels, French, German and History

1984 - 1986

● **Maidstone Girls Grammar School**

9 O Levels,

null1992

● **University of Leeds**

Degree, BA (Hons) Modern Languages and Literature (French and German)

null1986

● **University of Cambridge**

Certificate, Business Sustainability Management