

# MARTIN CARTER

## UK-Based | Focused Commercial & Retail Leader

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### PROFILE

Strategic and results-driven commercial leader with over 40 years' experience driving revenue growth, operational improvement and turnaround across **multi-site retail, distribution and consumer-facing environments** in the UK, Europe and MEA.

Highly experienced in taking accountability for commercial performance, budgets and KPIs, reviewing underperforming operations, and implementing evidence-based improvement or exit decisions. Recognised for leading teams through change with clarity and purpose, balancing **commercial discipline with people-first leadership**. Now seeking to apply this experience in a **Director of Retail** role delivering sustainable profit alongside organisational impact.

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### CORE SKILLS & COMPETENCIES

Retail & Commercial Transformation | Multi-Site Operations | P&L Ownership & Budget Control | Portfolio Review & Optimisation | KPI & Performance Management | Customer Experience & Visual Standards | Stock Flow & Margin Management | Governance & Compliance Awareness | Leadership of Paid & Volunteer Teams | Change Management | Executive Collaboration

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### CAREER HIGHLIGHTS

- Led turnaround and growth strategies across **complex, multi-site retail and trade operations**, delivering sustained commercial improvement.
- Built, restructured and led teams from small local units to **400+ headcount**, maintaining engagement through periods of change.
- Consistently delivered **double-digit YoY growth** through disciplined forecasting, cost control and performance management.
- Trusted to make **tough, evidence-led decisions** on investment, improvement or closure to strengthen overall portfolio performance.

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### PROFESSIONAL EXPERIENCE

#### Sales & Brand Director (Consultant)

Mallard Consultancy Services / Helo4Brands | 2018 – Present

- Led the commercial integration of MCS with Helo4Brands, creating a scalable multi-brand platform operating across the UK, Baltics, DACH and MEA.
- Took accountability for commercial results, budgets, forecasting and KPIs across multiple retail and distribution channels.
- Reviewed underperforming partners and routes to market, recommending reinvestment, restructuring or exit to improve overall profitability.
- Worked closely with senior leadership to align commercial and retail activity with wider organisational strategy.

*Contract now reaching natural conclusion; seeking a permanent senior leadership role.*

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#### Consultant – EMEA Sales Director

MAXCases | Feb 2024 – Present

- Developed and executed a turnaround and growth strategy for an underperforming product portfolio serving education and institutional customers.
- Scaled revenue from **£200K to £1.1M in 14 months** by improving range focus, stock discipline, pricing governance and frontline enablement.
- Introduced structured performance reporting and forecasting cadence to improve visibility, accountability and margin control.

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## EMEA Business Manager

ZAGG International | Jan 2022 – Jan 2024

- Expanded and stabilised retail and distribution performance across Europe and MENA, increasing revenue from **\$750K to \$2.2M**.
- Implemented joint business planning and KPI reviews, improving sell-through, stock rotation and promotional effectiveness.

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## Country Manager – UK & Ireland

PanzerGlass | Jan 2019 – Nov 2021

- Built a profitable UK retail operation from launch, delivering **£1.2M revenue within two years**.
- Led recruitment, coaching and performance management of retail-facing teams.
- Improved in-store execution through clearer visual standards, pricing discipline and promotional planning.

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## Country Manager (Consultant) – UK, Europe & Middle East

Bullitt Group | May 2016 – Oct 2018

- Delivered a successful turnaround, growing sales from **\$1.8M to \$9M**.
- Reviewed product and channel performance, exiting low-return activity and refocusing resources on profitable routes to market.

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## Earlier Senior Leadership Roles

- Head of UK Distribution – Motorola Mobile Devices
- Interim Managing Director – PC Friend
- Sales & Operations Director – Kangaroo Poo
- Sales Director – Phone People

These roles provided hands-on experience running complex operations, managing cost bases, teams, governance and commercial risk.

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## EDUCATION & ADDITIONAL INFORMATION

- BSc (Hons) Electronic Engineering
- 10 O Levels | 5 A Levels
- Private Pilot's Licence (PPL)

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References available on request