

**JAMES LINDSAY**  
**CHIEF EXECUTIVE/MANAGING DIRECTOR**  
**PRIME COMMERCIAL PROPERTY, RETAIL & HOSPITALITY SECTOR**  
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A proficient industry leader in the commercial property, retail and hospitality sectors with proven strength of leadership displaying absolute delivery in operational service standards, fiscal reporting and profit achievement. Managing at senior level and driving the UK's most successful out of town mixed use retail centres, namely, the Westfield UK portfolio, Trafford and Meadowhall Centres and currently, my own company, Vauxhall Tavern London Ltd. The architect of prudent business strategies which changed the emphasis of retail and catering concepts in the UK maximising return on investments, establishing market confidence and forging new strategic partnerships with stakeholders and consumers operating in a business to business and business to consumer environment introducing and delivering successful business models.

#### Career Achievements

- Managed the Westfield £2bn commercial property portfolio of ten shopping centres, £200m P&L.
- Pioneered the Trafford Centre Recruitment Foundation working with over 200 national retailers to re-skill 6,000 industrial skill sector workers to retail, catering and customer service to NVQ level.
- Drive the retail and catering design of The Trafford Centre, designing The Orient restaurant and fast food strategy, securing all catering deals prior to opening, achieving £24m in catering deals.
- The freehold land under 50/50 ownership of the RVT business was sold in a multi-million pound development deal in November 2014.
- The current owners appointed my company as the lease operator to continue to trade the business.
- Increased retail sales across Westfield's 10 UK shopping centres from £760m to £1.3bn and increased asset value from £677m to £2.1bn.
- Maximised non rental income strategy at Westfield increasing sales from £1.8m to £7.6m.
- Led the acquisition and due diligence process for a £1bn regional shopping centre (Merryhill).
- Introduced an effective rental strategy for the Trafford Centre surpassing the £24m rental expectation. Delivered a £54m rent role on opening to the owner Peel Holdings.

**Vauxhall Tavern London Ltd – The Royal Vauxhall Tavern**  
**Chief Executive & Company Secretary**

**August 2014 to date**  
**[www.vauxhalltavern.com](http://www.vauxhalltavern.com)**

As former owner, turned operator who retains the lease hold interest, The Royal Vauxhall Tavern, one of London's most iconic licensed, cabaret, performance, club night venue and a film shoot location, reports the highest level of trading history of the venue, reversing a loss trading position, returning the business to be a commercially viable trading entity. Announcing year end results on 30 June 2016 reporting a 34% uplift in business year on year increasing turnover to £1.4m and reporting six figure pre-tax profits.

After the sale completed in late 2014, my company, Vauxhall Tavern London Ltd, was appointed as the lease operator to continue to trade The Royal Vauxhall Tavern which is now recognised by a number of credible artists as a preferred venue of choice. The venue is catalyst in driving the night and day time economy with the venue identified by the local authority and police as a model leader in combating anti-social behaviour which provides a diverse entertainment programme contributing to the night time economy. Outstanding Business Achievement Industry award winner 2016. Development expectation with the current owner has not been met and a new owner will be in place in early 2017.



**Royal Vauxhall Tavern freehold interest was sold in a multimillion pound development sale in November 2014.**

**Achievements & Additional Business Interests**

- Increase turnover by 85% over a 5 year period.
- Increase sales to 10,759 per m<sup>2</sup> through new business initiatives and return customer visits.
- Won the 2014 Time Out Love London Award Best Pub and listed as Time Out Top 100 destinations in London.
- Manage retail of the Olympic Park Megastore plus 4 other retail units inside the Olympic Park during the games.
- Manage, review and set strategy for an operationally deficient designer retail outlet with £80m retail sales.
- Secure York Winter Wonderland from York City Centre integrating into York Designer Outlet.
- Managing Director of a £720m, nine shopping centre portfolio, 2.6m sq ft commercial retail space, £65m P&L.

**ACR partners were the premier specialists in commercial property recruitment, specialising in Shopping Centre Management, Retail Property, Leisure, Office and Mixed use developments in the UK, Europe and UAE. My remit was to provide management, consultancy and recruitment services to the retail and commercial property industry with particular focus in service delivery for headhunting and senior level positions.**

**Managed a £2bn commercial property portfolio of ten shopping centres with £200m P&L.**

**The pinnacle of my career is owning my own company and with Westfield, a significant global player in the shopping centre industry. During my five years as Director of Shopping Centre Management, Retail and Marketing. The management division benefited from four years exceptional growth and stability through effective management, acquisition, disposal and development. My capabilities are demonstrated through achievements with Westfield whilst overseeing the multi-billion pound property portfolio and achieving one billion pound retail sales. Westfield company results reflect the position of assets under management reporting consistent incremental growth of the ten UK shopping centre portfolio.**

- Accountable for maximising the UK portfolio. Managed the departmental profit and loss account, drive profitability, manage income and report on all financial and treasury matters to the UK executive and board.
- Pioneered innovative ground breaking customer service programmes and introduced them to the UK market and the retail portfolio which contributed to the growth of customer return visits and increased retail sales.
- Created significant improvements introducing change management across multiple sectors including property management, facilities management, security, safety, cleaning, retail, catering and operations.
- Analyse and report on 900 retailer sales movements implementing strategies for under-performing retailers.
- Recruited, trained, mentored and retained management teams to ensure achievement of goals.
- Forecasted and delivered Westfield shopping centre management £200m profit & loss account.

**Westfield Portfolio Achievements**

- Increase portfolio retail sales from £760m to £1.4billion (+92%).
- Manage the £200m profit & loss account.
- P&L growth +38% during my period of assets under management.
- Increase non rental income to £4.6m (+ 84%)



- Increase car park revenue to £6.25m (+61%).
- Increase customer visits to 124m (+46%).
- Lead the acquisition and due diligence of Merryhill, a £1bn, 95,000m<sup>2</sup> retail centre; managing the restructuring and identifying £11m of unforecasted revenue (+40%).
- Forecast and manage the annual £27m facilities management, hard & soft services, operational and marketing budgets.
- Returned £3m to retailers in over paid service charges from Westfield prior to my appointment.
- Set unrivalled customer service programmes across the UK market increasing footfall, sales and profit.

**Trafford Centre Ltd**  
**Business Director**

**June 1995 to June 2001**  
**[www.traffordcentre.co.uk](http://www.traffordcentre.co.uk)**

**Direct and manage this unique outstanding landmark commercial development through four years in design and development and two years operationally, creating growth, continuity and stability. A £1.2billion property encompassing 185,000m<sup>2</sup> retail, 16,250 m<sup>2</sup> leisure and 13,950m<sup>2</sup> restaurants and catering with 300 retailers and managing a £70m profit & loss account.**

#### **Trafford Centre Achievements**

- Instrumental during four year project in design and development and two years initial operational trading of a landmark commercial development.
- Exceeded Peel Holdings expectation on rent, achieving double their vision (£54m: +100%).
- Increased retail sales, customer visits and successfully widened the gap with its competitors.
- Transformed Trafford Television profit and loss by increasing advertising and income streams.
- Devised the strategic plan, set goals and determined the company's direction – transforming the emphasis of retail shopping in the UK market ahead of competitors and boosted retailer's confidence.
- Leveraged a new partnership increasing the business market by pioneering a fair trading zone with 300 retailers and the Office of Fair Trading. A first achievement for the shopping centre industry.
- Launched a recruitment & training foundation encompassing Trafford Centre 7,000 employees
- Obtained Investors in People delivering another first for the shopping centre industry in the UK.
- Forecasted and delivered Trafford Centre £70m profit and loss account.

**Meadowhall Centre Ltd**  
**Managing Director**

**July 1989 to June 1995**  
**[www.meadowhall.co.uk](http://www.meadowhall.co.uk)**

**Managing Director of this greatly acknowledged leading out of town regional shopping centre, focusing on the retail, commercial and operational strategy for a 120,000m<sup>2</sup> retail destination centre with a £800m property, 280 retailers, managing a £52m profit & loss account.**

#### **Meadowhall Achievements**

- Implemented the retail, commercial and operational strategies resulting in significant achievements.
- Maximised and grew rental projections to £40m.
- Managed the final 18 months construction and the first five years of successful operational trading.
- Obtained ISO 9002 (a first for the shopping centre industry).
- Forecasted and delivered Meadowhall £52m profit and loss account



## James Lindsay – Strategic Approach, Commercial Recognition and Career Achievements

### Corporate/Commercial Property Management

- Manage the national £2bn retail and catering portfolio encompassing ten shopping centres, 4m sq ft retail space, £200m profit and loss account, providing an asset management infrastructure for 900 retailers.
- Westfield UK centre portfolio - Westfield Derby – 1<sup>st</sup> Westfield branded UK centre, Westfield London, Westfield Stratford, Westfield Merryhill, Belfast- Castle Court, Bury - Millgate, Guildford – Friary, Nottingham-Broadmarsh, Tunbridge Wells – Royal Victoria Place, Swindon-Brunel.
- Deliver large scale retail project set-ups, in particular operational management, ensuring the delivery of robust systems, policies and procedures.
- Manage the acquisition, disposal, and due diligence processes for Merryhill, Bury and Swindon.

### Financial, Forecasting & Treasury

- Increase retail sales from £760m to £1.4billion (+92%).
- Manage £200m profit and loss account, £27m recoverable costs, £8m non recoverable costs, £12m owners costs, £17m Capex costs. P&L growth (+38%) during my time in management.
- Maximise rental income to £135m (+74%), manage debt and reduce costs.
- Increase non rental income (commercialisation) from a nil base to £4.6m (+ 84%).
- Increase car park revenue from £2.9m to £6.25m (+61%).
- Deploy a debt management policy ensuring payment achieving 98% collection within 28 days.
- Responsible for approving monthly financial reports including detailed forecasting.
- Manage the shopping centre management division travel expenses policy.
- Introducing the operational service and maintenance business strategy model.

### Strategic Planning & Complex Decision Making

- Formulate, develop and executed retail, operational and brand strategies identity to facilitate growth and stability.
- Increase customer visits to 124m (+46%).
- Establish benchmarks and standards in order to measure effectiveness.
- Manage all aspects of commercial, general and operational strategic management policy.
- Prepare business cases, tender documentation and managed negotiation processes.
- Evaluate programme risk assessments and delivery-risk mitigation.
- Support centres in development, under construction and refurbishment.
- Direct media exposure as company spokesperson role for TV and media covering 20 years.
- Creation of 6,500+ new jobs, liaising with local authorities and local colleges who assisted to re-skill for retail through a recruitment and training foundation.

### Portfolio & Operational Management

- Manage £27m recoverable costs, £17m Capex costs for all the hard and soft service provisions.
- Implement operational service and procedures manuals across the portfolio.
- Develop and implement consistent operational and branding policies and standards.
- Commit to ensure health & safety, welfare of employees, contractors, retailers and customers.
- Enhance hard and soft service standards and output and reduce costs where possible.
- Maximise the buying power of all retail centres either through national or local purchasing.
- Introduce service and maintenance policies used to improve the current maintenance provision.
- Renegotiate national service and maintenance agreements.
- Develop an approved contractor list for general building and other associated works augmented by national materials and supply agreements.
- Manage the invitation to tender process.
- Improve service levels provided by existing in-house general maintenance teams with the introduction of career development training and working practices or move to outsourcing.



## Leadership & Change Management

- Deliver complex change management and business process projects (Merryhill).
- Lead the acquisition and due diligence of Merryhill, a £1bn, 95,000m<sup>2</sup> retail centre; managing the restructuring and identifying £11m of unforecasted revenue (+40%).
- Return underperforming centres to plan utilising crisis management and re-alignment.
- Identify potential risks to minimise the risk of failure of implementing change.
- Manage change management introductions, monitor and report accordingly.
- Stakeholder and joint venture partner communication indicates that people development is a key personal strength in my team.
- Ensure change management processes are multi-disciplinary, across all aspects of the business.
- Coach and mentor team and peer activity to achieve personal goals and objectives.

## Stakeholder, Retailer & Client Relationship Management

- Maintain sound joint venture, stakeholder and retailer relationships.
- Manage senior retailer relationships and develop one on one contact with the retailer top 20%.
- Determine overall company marketing strategy and measure marketing effectiveness.
- Champion high standards of customer service programmes across the portfolio.
- Instigate, manage and develop relationships with new and existing suppliers.
- Utilise communication skills and cultural awareness to create a strong team ethic.
- Manage the operational function of shopping centres, recruiting and rolling out policies and systems in the areas of hard and soft services and human resources.
- Chair bi-monthly global market review meetings with international peers, sharing local market knowledge, directly influencing and ensuring brand and management continuity worldwide.
- Manage Westfield's annual retail study tour introducing international and UK retailers to share market practice across the four countries (Australia, USA, NZ & UK).

## Corporate & Commercial Business Planning

- Implement and evaluate annual business plans outlining tactics that deliver strategy.
- Implement unique customer service programmes that will be recognised by retailers as adding real value to the business.
- Manage the national marketing activity deploying a £3m marketing programme.
- Manage the marketing concept to completion marketing process for the company and centres.
- Work with direct reports to establish strategic direction for their area of responsibility.
- Provide guidance and input into the development of each department's business plan section defining strategies that will achieve stated objectives.

## People Management, Motivation, Goal Setting and Reward Recognition

- Define and implement personnel structures in line with the growth and need of the business.
- Coached and mentored team and peers to achieve personal goals and objectives.
- Performance managed 14 direct reports and 200 employees to adopt a more strategic role.
- Define and implement personnel structures in line with the growth and needs of the business.
- Oversee the performance reviews process for the shopping centre management division.
- Work with HR to implement training and development initiatives for all centres and support office employees.
- Carry out training needs analysis for staff and coordinate training programmes.
- Provide staff with relevant training to deliver standards professionally and legislatively with their respective roles.

## Corporate Governance

- Validate and monitor the company's corporate governance processes, due diligence, statutory and regulatory audits demonstrating high standards of integrity whilst reducing exposure to the business.

