

James Lindsay

CHIEF EXECUTIVE /
MANAGING DIRECTOR

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A commercially astute senior executive operating at board level in a diverse competitive market with a successful track record of improving the bottom line across corporate real estate, prime commercial property and entertainment sectors. Takes full entrepreneurial ownership of every role and is acknowledged as having laid the foundations for creating a major change of emphasis and building market confidence in UK prime real estate, retail, leisure, food and entertainment sectors. An inspiring hands-on leader who builds relationships with stakeholders and communicates persuasively across all levels within the business. A proactive, versatile senior executive, who effectively combines extensive experience in business development, brand and asset management, operational leadership and customer service with keen strategic insight and strong business acumen to provide perspective, maximising return on investment and adding significant long-term value.

Core Competencies

Business Development	Entrepreneurial Approach	Brand Management
Financial Management	Commercial Acumen	Intellectual Property
Commercial Real Estate	Asset Management	Operations Management
Strategic Leadership	Change Management	Planning and Organisation
Stakeholder Engagement	Relationship Building	Communication
People Management	Teamwork/ Collaboration	Corporate Governance

Selected Career Highlights

- Created the Trafford and Meadowhall Centre Brands. The emphasis was to evolve the customer, stakeholder and retailer perception at the heart of decision making, ensuring brand positioning, marketing, performance and value and to establish best in practise service level provisions. In Westfield this was to adapt a global brand into the UK retail model
- Restored The Royal Vauxhall Tavern business to profitability, reversing a 4-year loss-trading position and achieving within 3 years a 44% uplift with turnover by year-end 2017 increasing to £1.54million. An increase of 12% year on year
- Instigated, led and successfully achieved a multi-million-pound deal for the sale of RVT Enterprises UK Ltd and retained the Intellectual Property rights for Royal Vauxhall Tavern with a 5-year lease to continue trading the RVT business
- Exercised full P&L accountability for the £2billion Westfield commercial property portfolio of 10 shopping centres, successfully growing retail sales across the portfolio from £760million to £1.4billion, increasing non-rental sales income from £1.8million to £7.6million, and boosting asset value from £677million to £2.1billion
- Delivered a £54million rent roll for opening of the Trafford Centre, more than double the £24million rental expectation
- Pioneered a business partnership with The Office of Fair Trading, the first in the UK's retail and shopping centre industry, creating a fair trading zone with 300 national retailers serving more than 30 million customers a year
- Established the Trafford Centre Recruitment and Training Foundation, partnering with over 200 national retailers for re-skilling 6,000 industrial sector workers to NVQ level to equip them for retail, catering and customer service jobs

Career Summary

👤 CHIEF EXECUTIVE and COMPANY SECRETARY
📄 The Royal Vauxhall Tavern; www.vauxhalltavern.com



2014 – present

- Providing strategic leadership and ongoing operational management for the iconic London entertainment venue, as former owner holding a 5-year lease to continue trading following the successful freehold sale of the business
- Restoring commercial viability through restructuring the business, achieving a turnaround from a loss-making position to 6-figure pre-tax profits at year-end 2017, increase total sales by 44% to £1.54m with year on year sales increased 12%
- Setting strategy, policy and budgets, monitoring and controlling spending, and overseeing all aspects of the business
- Expanding and strengthening the entertainment programme, gaining recognition from top artists as a venue of choice
- Driving substantial business growth through maintaining a consistent focus on fiscal reporting, profit delivery and operational standards of excellence in a Grade II listed building operating in a diverse competitive market
- Winner of the 2016 Outstanding Business Achievement Industry

 DIRECTOR / JOINT VENTURE PARTNER
 RVT Enterprises UK Ltd / RVT Management Ltd



2005 – 2014

- Served as silent partner in RVT Management Ltd, the operating company running The Royal Vauxhall Tavern business, the freehold of which was owned by RVT Enterprises UK Ltd
- Managing Partner of recruitment at ACR, I led the management, consultancy and recruitment services to the retail and commercial property industry across the UK, Europe and UAE, responsible for headhunting and senior level positions
- Exercised P&L accountability for £65million as Managing Director of a £720million portfolio comprising 9 shopping centres with 240,000 square metres of commercial retail space
- Revitalised the commercially-deficient York Designer Outlet, with retail sales of £80million, through reviewing and developing strategy and securing Winter Wonderland from York City Centre for integration into the Outlet
- Oversaw retail offering of the Olympic Park Megastore and 4 additional retail units within the Olympic Park during the 2012 games, successfully generating extremely high footfall traffic and overall retail sales of £90million
- Accomplished the multi-million-pound sale of The Royal Vauxhall Tavern and RVT Enterprises UK Ltd in 2014 following several years of losses at the Tavern and a Directors' disagreement on the direction the business was going, and embarked on developing and executing The Royal Vauxhall Tavern turnaround strategy

 DIRECTOR: SHOPPING CENTRE MANAGEMENT, RETAIL AND MARKETING
 Westfield Shopping Centres UK; www.westfieldcorp.com



2001 – 2005

- Facilitated exceptional growth and stability for a £2billion commercial property portfolio comprising 10 shopping centres with a P&L account of £200million, through directing management, acquisition, disposal and development.
- As a head of department with 14 managers and 200 directly employed staff, I was a member of the Westfield UK Executive Committee reporting to the Westfield Board.
- Increased portfolio retail sales by 92% from £760million to £1.4billion, and achieved P&L growth in excess of 38%
- Led the acquisition and due diligence procedure for the £1billion, 95,000-square-metre retail shopping centre Merryhill, whilst identifying and restructuring £11million un-forecasted revenue equating to more than 40%
- Returned £3million to retailers in respect of service charges overpaid prior to 2001
- Prepared, delivered and managed an annual budget of £27million for facilities management, encompassing hard and soft services and operational and marketing budgets
- Initiated ground-breaking customer service programmes and introduced commercial programmes for a range of UK market, retail and catering concepts, thereby further increasing footfall, boosted retail sales, improved commercial income and strengthened profit retention across the UK commercial properties
- Advised 900 retailers on sales movements, and implemented new strategies to support under-performing retailers
- Improved the change management process across property management, facilities management, security, safety, cleaning, retail, catering and operations

 BUSINESS DIRECTOR
 Trafford Centre Ltd; www.traffordcentre.co.uk



1995 – 2001

- Served as one of 4 people making and implementing all strategic decisions during 4 years of design and development and 2 years' initial operational trading of this landmark commercial development offering a combined retail, leisure and catering concept not previously delivered in the UK market. Reported to the Peel Holdings Board.
- Facilitated growth, continuity and stability for the £1.2billion property through devising the strategic plan, setting goals, determining business direction, and astutely managing a £70million P&L account. Delivered a £54million rent roll for opening of the Trafford Centre, more than double the £24million rental expectation set by the Peel Holdings board.
- Provided a widely-acclaimed customer service programme including a 'top hat and tails meet and greet' initiative to more than 30 million customers a year, and introduced live on-stage performances with international A-list artists
- Pioneered and managed an innovative and successful business partnership with The Office of Fair Trading
- Launched a recruitment and training foundation partnership encompassing induction and customer service training of 7,000 Trafford Centre employees
- Widened gap with competitors and achieved the highest level of retail sales in any major UK commercial development
- Secured Investors in People accreditation, becoming the first in the shopping centre sector in the UK to do so

 MANAGING DIRECTOR
 Meadowhall Centre Ltd; www.meadowhall.co.uk



1989 – 1995

- Developed and drove retail, commercial and operational strategy for an £800million 120,000-square-metre regional shopping centre with 280 retailers, controlling a £52million P&L account reporting to Stadium Developments Board.
- Recruited, trained, mentored and retained a strong management team and 200 directly-employed staff.