

James Lindsay

CHIEF EXECUTIVE / MANAGING DIRECTOR

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As a seasoned Chief Executive and Managing Director with the benefit of an exceptional career and a reputation as an inspirational and transformational leader who is driven by an unwavering focus on operational excellence. Acknowledged as having laid the foundations for a major change of emphasis in the prime commercial property, retail, food and entertainment concepts in the UK's most successful landmark commercial developments with direct responsibility in managing 15million sq ft of prime commercial property, with a combined value of £10billion and £450million operating P&L and 2,400 national retailers . At Westfield Corporation, The Peel Group and Stadium Developments, I reported at Board level and introduced ground breaking initiatives, setting industry standards in operational and service charge excellence, delivering stakeholders substantial return on investments.

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

- During my tenure as Director with assets under management, I have managed a combined £10billion prime commercial property value, 15million sq ft lettable space with a £450million P&L. and 2,400 national and independent retailers
- Delivered multi-billion pound large scale retail set up projects, Westfield London, Westfield Stratford, Westfield Derby, Merryhill in Birmingham, Trafford Centre in Manchester, Meadowhall in Sheffield and other centres in refurbishment, inputting concept and design, retail and catering strategies, operational management effectiveness and ensuring delivery of robust systems and procedures
- Initiated, 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 and restored commercial viability through restructuring the business, to 6-figure pre-tax profits in the last 3 trading years. 2018 pre-tax profits are forecast to double
- Director in the UK's most successful retail developments, Westfield, Trafford and Meadowhall, consistently increased property values, exceeded rental expectations, developed and implemented commercial operating strategies that maximised performance
- Exercised full P&L accountability for the £2billion Westfield commercial portfolio of 10 shopping centres totalling 5 million sq ft of prime commercial retail space, 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 and £200million P&L
- Created the Trafford Centre and Meadowhall Centre Brands with the prominence to evolve the stakeholder, retailer and customer perception at the heart of business, pioneering standards of operational excellence to all stakeholders
- Delivered a £54million rent roll for opening of the Trafford Centre, more than double the £24million rental expectation
- Established 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
- Pioneered the Trafford Centre Recruitment and Training Foundation, partnering with over 200 national retailers for re-skilling 7,000 industrial sector workers to NVQ level to equip them for retail, security, catering and customer service jobs

Career Summary

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



2014 – present

- Restoring commercial viability through restructuring the business, achieving a turnaround from a loss making position to 6-figure pre-tax profits in a 3 year trading periods, increase sales by 44% to £1.54m, year on year sales increased 19%
- Providing strategic leadership and ongoing operational management, driving substantial business growth through maintaining a consistent focus on strategy, fiscal reporting, profit delivery, operating standards and a diverse and eclectic entertainment programme
- Strengthening and expanding the entertainment programme, gaining recognition from top artists as a preferred venue of choice
- Prestigious 2018 industry award winners of Best Cabaret Venue, Best Cabaret Act, Best Club Host, Best Panto, Best Bar Staff and in 2016 we were awarded Outstanding Business Achievement Industry Award Winner
- Identified by red flag alert as a Gold health rating. Gold companies have strong balance sheets, excellent trading results and have an unblemished credit history. Trading with Gold companies is normally undertaken with complete confidence

 **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 was owned by RVT Enterprises UK Ltd and which I was a 50/50 J/V partner
- Accomplished the multi-million sale through a share purchase agreement to an international property company. RVT experienced 4 year consistent loss making and I executed the turnaround strategy, stabilising the business and returning the business commercially viable with six figure pre-tax profits within 3 years trading period.
- 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 commercial property positions
- Interim Managing Director for Warner Estates £720million portfolio, £65million P&L, comprising 9 shopping centres, 700 national retailers and 240,000 square metres of commercial retail space. Identified and recovered £800K in uncollected rent
- 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 and introducing a leisure destination to the retail offer
- 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 retail sales across the 5 retail units

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



2001 – 2005

- Facilitated exceptional growth and stability for the £2billion prime commercial property portfolio comprising 10 shopping centres totalling 5m sq ft prime commercial retail space with a P&L of £200million and 900+ national and independent retailer relationship management, through directing management, acquisition, disposal and development
- Head of department with 14 managers and 200 directly employed staff in London head office and across the portfolio. I was a member of the Westfield UK Executive Committee reporting to the Westfield Board.
- Set strategy and direction of the department liaising and briefing team and stakeholders on departments progress and movements
- 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 in agreement with the service charge retailer group
- Prepared, delivered and managed an annual budget of £27million for facilities management, encompassing hard and soft services, operational standards and marketing budgets following company portfolio standards reflecting RICS best practise.
- Initiated ground-breaking customer service programmes and introduced commercial programmes across the portfolio for a range of UK commercial markets, retail, catering, leisure and entertainment concepts, boosting retail sales, improved commercial income and strengthened profit retention across the UK commercial properties driving annual customer footfall surpassing 124million
- 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 delivering industry best practise and standards of operational and service charge excellence

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



1995 – 2001

- Served as Director making and implementing strategic decisions during four years of design, construction, development and management with a further 2 years' operational trading of this landmark commercial development offering a combined retail, leisure and catering concept not previously delivered in the UK market. Reported to Peel Holdings Board
- Facilitated growth, continuity and stability for the £1.2billion prime commercial property through devising the strategic plan, setting goals, determining business direction, and astutely managing a £70million P&L, 300 national retailers and 32million annual customer
- Lead, developed and managed the directly employed team, 11 direct reports and 300 staff
- Delivered a £54million rent roll for opening of The Trafford Centre, doubling the £24million rental expectation set by the Peel Holdings.
- 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 with Manchester Tec and Trafford Council encompassing induction and customer service training of 7,000 Trafford Centre employees reskilling industrial background to NVQ level standards
- Secured Investors in People accreditation, becoming the first in the shopping centre sector in the UK to be accredited

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



1989 – 1995

- Managed and implemented retail, commercial and operational strategy for the £800million 120,000-square-metre prime commercial property, with a £52million P&L, 280 national retailers, 28million annual customer visits. Lead, developed and managed 8 direct reports and 250 directly employed staff. Reported to Stadium Developments Board