

RICHARD MANN

Head of Commercial

Stoke-on-Trent, UK | Open to hybrid roles within the Midlands/North West, UK-wide roles with flexible working arrangements, and international opportunities.

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PROFILE

Head of Commercial with 20+ years' experience leading pricing, margin, product portfolio performance, and commercial structure within product-led manufacturing and distribution businesses.

Strong background in commercial transformation, including reversing margin erosion through pricing architecture redesign, supplier renegotiation, and cost re-engineering. Most effective in mid-market (£10–25m) and PE-backed environments where hands-on leadership, commercial discipline, and clarity of execution are required.

Led and developed commercial teams of up to 10 direct reports within a large manufacturing environment.

Particularly interested in product-led manufacturing or distribution businesses requiring commercial transformation, margin recovery, or pricing discipline.

COMMERCIAL STRENGTHS

- Commercial Strategy & P&L Ownership
- Pricing Architecture & Margin Recovery
- Product Portfolio & Lifecycle Management
- Vendor & Supplier Management
- Product Development & Range Optimisation
- Supplier Negotiation & Cost Re-engineering
- Business Development & Go-to-Market Strategy
- Commercial Forecasting & Performance Reporting
- Trade, Distribution & E-commerce Pricing Models
- Senior Stakeholder & Board-level Reporting

CAREER HISTORY

Director

Point One Consulting UK Ltd | 2023 – Present

- Established an independent commercial consultancy following the sale of previous business interests, providing hands-on commercial support to SME product and distribution businesses.
- Provide commercial leadership across pricing strategy, margin management, supplier negotiation, product positioning, and commercial structure
- Lead business development activity, including opportunity identification, pipeline creation, client acquisition, and commercial positioning
- Support founders and MDs with go-to-market strategy, proposition development, and market entry decisions
- Oversee website development and digital marketing activity as part of broader commercial and go-to-market strategy, working with external specialists where appropriate
- Intentionally maintain a small portfolio model to remain commercially current while evaluating a return to a permanent Head of Commercial role

Context: Continuous employment post-exit. Now actively seeking a single, long-term Head of Commercial role.

Director

Premier Porcelain (TSD Ltd) | 2021 – 2023

Founder and Director of a product-led trading business.

- Full P&L ownership including pricing, margin, supplier negotiation, and working capital
- Built and scaled the business to c. £1.2m turnover
- Led sourcing across Europe and Asia
- Managed commercial risk, stock investment, and cashflow

Outcome: Built a commercially viable business and sold business interests in 2023.

General Manager – UK Commercial Operations

Tile Space Ltd | 2020 – 2021

- Recruited to lead UK commercial operations for an international manufacturer during an early-stage UK expansion.
- Oversaw accelerated UK revenue growth, adding c. £1m turnover within the first 12 months
- Led UK pricing, product range, and route-to-market strategy across trade and retail
- Built and led the UK commercial and operational team, with management responsibility for up to 10 staff
- Worked closely with the parent business to align supply, pricing, and margin strategy

Exit rationale: Role concluded following establishment of the UK commercial platform and decision to pursue ownership opportunity (Premier Porcelain).

Head of Product & Commercial Portfolio

Johnson Tiles | 2018 – 2020

- Senior commercial leadership role within a large UK manufacturing business.
- Ownership of a 4,000+ SKU product portfolio across trade and retail channels
- Annual commercial buying responsibility of c. £15m
- Led and developed commercial and sourcing teams (up to 10 direct reports)
- Reversed multi-year margin erosion, delivering 5–7% gross margin improvement through pricing architecture redesign, improved trading agreements, and supplier renegotiation
- Led vendor and supplier management and product development, overseeing range optimisation from concept through to launch

Global Sourcing & Commercial Manager

Johnson Tiles | 2009 – 2018

- Led global sourcing strategy across Europe and Asia
- Negotiated long-term supply and NPD agreements
- Delivered sustained cost reduction supporting margin objective

National Accounts Manager

Johnson Tiles | 2007 – 2009

- Managed national accounts including B&Q, Topps Tiles, and Travis Perkins
- Revenue responsibility of c. £20m
- Developed strong grounding in pricing, category management, and customer economics

EDUCATION

- MSc (Master of Science) Manchester Metropolitan University

ADDITIONAL INFORMATION

- Open to UK and international roles
- Experience across manufacturing, distribution, trade, and e-commerce pricing models
- Comfortable operating at senior leadership level while remaining hands-on commercially