

RICHARD MANN

Head of Commercial

Stoke-on-Trent, UK | Open to UK-wide, international, office-based, and hybrid roles

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PROFILE

A results-driven Head of Commercial with twenty years of experience across product-led manufacturing, distribution, and international trade. I have built my career across the full commercial spectrum from national account management and global sourcing through to category leadership and senior commercial portfolio ownership.

I specialise in reversing margin erosion, redesigning pricing architecture, and delivering sustainable commercial transformation, and I am most effective in businesses where hands-on leadership, commercial discipline, and clarity of execution are what is needed.

Strong background in commercial P&L ownership, including founding and scaling a product business from a home-based start-up to £1.2m turnover and successful trade sale exit. Most effective where hands-on leadership, commercial discipline, and clarity of execution are required.

Led and developed commercial teams within. Particularly interested in 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

TECHNICAL & SYSTEMS CAPABILITIES

- ERP Systems (bespoke manufacturing systems)
- CRM (Salesforce)
- Advanced Excel for business intelligence and commercial analysis
- E-commerce platforms (WordPress/WooCommerce)
- Digital marketing platforms and SEO
- Google Analytics for data interpretation, forecasting, and pricing modelling

CAREER HISTORY

Head of Commercial Point One Consulting | 2024 – Present

Commercial advisory role providing strategic guidance to UK businesses and international organisations on market entry, business development, and commercial transformation. Work directly with C-suite and senior commercial teams across Europe and Asia.

Key Engagements:

- **International Market Entry (Europe/Asia):** Led UK market entry strategies for large international manufacturers, including commercial infrastructure design, pricing architecture, channel development, and route-to-market planning
- **International Business Development:** Delivered business development and growth strategies for multinational organisations, spanning market assessment, competitive positioning, and commercial execution across new territories
- **Product & Marketing Strategy (International):** Provided product development direction and marketing strategy for international clients, including portfolio planning, launch strategies, and go-to-market frameworks
- **Commercial Transformation (UK SME):** Directed margin recovery and commercial transformation projects for UK product businesses, delivering sustained improvement through pricing optimisation, cost engineering, and supplier renegotiation
- **Digital Commerce Development:** Built e-commerce platforms and digital marketing capabilities for product businesses, including website development, SEO strategy, and performance marketing implementation
- **Senior Commercial Advisory:** Advise founders, MDs, and C-suite executives on pricing strategy, supplier negotiation, product portfolio management, and commercial structure

Client base includes UK SME product businesses and large international organisations (Europe/Asia). Currently seeking a permanent Head of Commercial role to drive long-term transformation within a single organisation.

Director & Founder

TSD Ltd | 2021 – 2024

Founded and scaled a product-led trading business from a home-based start-up to c. £1.2m turnover, achieving a successful trade sale exit.

- Built business from home operation to 4 x 3PL warehouses with global sourcing across Europe and Asia
- Increased gross margins year-on-year through disciplined pricing, supplier negotiation, and cost management
- Full P&L ownership including pricing architecture, margin management, and working capital optimisation
- Recruited and managed 3-person team supporting B2B and B2C operations
- Managed commercial risk, stock investment, and cashflow across dual-channel distribution
- Successfully exited to trade buyer in 2024

General Manager – UK Commercial Operations

Tile Space Ltd | 2020 – 2021

Recruited to lead UK commercial operations for an international manufacturer during early-stage UK expansion.

- Contributed to a turnover increase of c. £500k within the first 12 months through website/e-commerce development and expansion of trade business
- Led UK pricing strategy, product range development, and route-to-market across trade and retail channels
- Built and led UK commercial and operational team with management responsibility for up to 10 staff
- Worked closely with parent business to align supply, pricing, and margin strategy
- Role concluded following successful establishment of UK commercial platform; transitioned to pursue ownership opportunity

Head of Product & Commercial Portfolio

Johnson Tiles | 2018 – 2020

Senior commercial leadership role within a large UK manufacturing business, with full ownership of commercial portfolio performance.

- Managed 4,000+ SKU product portfolio across trade and retail channels with 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 consistent gross margin improvement through pricing architecture redesign, improved trading agreements, and supplier renegotiation
- Led vendor and supplier management, product development, and range optimisation from concept through to launch
- Oversaw commercial forecasting, performance reporting, and senior stakeholder engagement

Global Sourcing & Commercial Manager

Johnson Tiles | 2009 – 2018

- Led global sourcing strategy across Europe, Asia, and South America
- Negotiated long-term supply and NPD agreements with international suppliers
- Implemented supplier audit and compliance system where none previously existed, establishing quality and risk management framework
- Delivered sustained cost reduction supporting margin objectives

National Accounts Manager

Johnson Tiles | 2007 – 2009

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

EDUCATION & QUALIFICATIONS

- **MSc Business Management** – Manchester Metropolitan University
- **Postgraduate Diploma in Engineering Business Management** – Warwick Business School
- **Postgraduate Diploma in Business Management** – Manchester Metropolitan University

ADDITIONAL INFORMATION

- Open to UK-wide and international roles, office-based or hybrid working arrangements
- Extensive experience in manufacturing and distribution environments with capabilities spanning international sourcing, business development, B2B and B2C e-commerce, and digital marketing strategy
- Strategic at senior leadership level, hands-on in commercial execution
- Track record of delivering commercial transformation