

Christian Testorf

Profile

Results-oriented Managing Director with a proven track record of maximising profits and performance through a focus on continuous improvement.

Strong leadership skills demonstrated in diverse sectors. Able to create and deliver a strategic vision through the development of people, products, client relationships and business systems.

Extensive international experience spanning general management, sales & marketing, acquisitions, MBO and Board-level liaison with venture capitalists.

Achievements include:

- **Led major change to enable a book manufacturing company to adapt and grow in a tough market. Achieved transition with zero customer loss.**
 - **Transformed a state-owned communications company into a competitive private business, doubling t/o to £5m and raising gross margins.**
 - **Successfully delivered a change strategy within a manufacturing business which reduced the staff by 200 while enhancing customer service.**
 - **Quadrupled turnover to £12m and increased net profit six-fold by creating a strong service culture for an international packaging company.**
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Christian Testorf (2)

Career History

The Baird Group

Mar'03 – Mar '04

Specialists in book manufacturing, document management and magazine production. Turnover £50m and approx 500 staff

Managing Director, Biddles Ltd (book manufacturing)

Biddles is one of the best known text book manufacturers in the UK supplying the academic publishing sector. Turnover is approx £11.5m with 170 staff.

- Led major change to enable the business to adapt to challenging new market conditions. Increased turnover by £1m and paved the way for sustained growth in a competitive market.
- Managed successful closure of the Guildford site six months ahead of schedule. Set targets, oversaw building work and transferred all facilities to King's Lynn.
- Recruited 38 employees including senior managers. Set new objectives for the top team to raise level of marketing and quality both outside and within the company.
- Purchased new software and pre-press equipment to offer improved services to customers.
- Sold vision for Biddles to the top 20 customers, communicating and getting involved with customers daily during the transitional period. As a result, no customer was lost.

Documedia plc/Documedia Solutions Ltd

1999 – 2002

Specialists in the logistics of communication, facilities management, publishing and mail order. Turnover: £8.5m. Staff: 120. The company became ControlP plc in Jan 2002.

Managing & Board Director, Documedia (Cheltenham)

Led this former state-owned company back from the brink of collapse to become a thriving business with blue-chip clients. Responsible for group-wide IT resources.

- Delivered a critical strategy to retain clients and grow the business through a proactive approach to relationship-building, enhanced service and major investment in technology.
- Doubled turnover to £5m and raised gross margins from 39% to 48%.
- Identified new markets to maximise potential of equipment and skills-base. Grew e-publishing business from zero to £1m through astute targeting of estate agency market.
- Improved staff efficiency with new 24h-response culture and increased motivation through the introduction of competency, profiling and appraisal systems.
- Extensive VC experience, initially to justify funding then to prepare Documedia for market. Key role in rebranding and remarketing for flotation, communicating messages to clients.

Interim Management – See p.3 for full details

1996 – 1998

Ferguson International plc

1987 – 1996

Print/packaging and industrial conglomerate. T/o: £200m. Textile Division t/o: £45m, staff: 880.

Managing Director, Ferguson Textile Division

1994-1996

P&L responsibility for 4 companies (inc. Blue Ribbon Co.) with combined net profits of £4.2m.

- Devised and implemented a successful change strategy to eradicate duplication and improve performance in this newly consolidated division. Measures made an impact within 3 months.
- Reduced workforce by 200 while raising customer service standards. Turned each site into a 'centre of excellence' and consistently outperformed competitors through strength of service.
- Built a strong, centralised management team with new IT, finance, sales & marketing directors.

Elswick plc

1987-1994

Print/packaging and industrial conglomerate with t/o: £40m. Blue Ribbon t/o: £12m. Staff: 220.

Managing Director, Blue Ribbon Label Company Ltd

Promoted from **Sales & Marketing Manager** and **General Manager** to become MD in 1992.

- Increased turnover four-fold and net profit six-fold to £1.5m through the creation of a culture focused on customer service and continuous improvement.
- Developed organisation and people to handle 1,000 fast turnaround jobs per day. Restructured and introduced effective shift patterns, IT and training and development.
- Conducted MBO project in 1989 in partnership with 3i and Touche Ross (outbid by Elswick).
- Led acquisition of a loss-making complimentary business and steered it to profitability.
- Led product and marketing development to capitalise on rapidly changing customer-base. Negotiated major deals with top retail chains across Europe, e.g. £20m contract with M&S.

Christian Testorf (3)
Early Career & Interim Roles

Hudson's Bay Company (London) Ltd **1984 – 1987**
Marketing Manager, Europe

Successfully attracted European business to this auction house through a personalised approach that included lecture tours, conference presentations, hosting visits and one-to-one relationship building.

McMillan & Moore Ltd **1977-1984**
Rapid promotion from **Trader** to **Chairman's Deputy** of this fur, skin and hide merchant.

Interim Management Roles **1996 – 1998**

Foundation Team Building

External tutor/facilitator for this management training company which develops the leadership skills of senior executives in industry. Ongoing role taking 1-3 groups per year through a week-long course. (my involvement depends on my availability)

Design Installations (London)

Introduced professional business systems to this multi-media equipment company. Implemented accurate costing systems, a business plan, customer order process planning and gave general management support to take the business to profitability.

ABL (Leicester)

General management support on all aspects of this print & packaging business which was taken over by Britannia Labels and Print in June 1998.

Britannia Labels and Print (Leicester)

Interim Managing Director during the last six months of 1998.

KPMG (Leicester)

Supported by KPMG, evaluated accounts and assessed small to medium-sized print & packaging companies for MBI potential. Ongoing relationship with KPMG in Birmingham.

Alpha Jewels (London)

Sourced and engaged IT/Network Director capable of managing Alpha's European business systems.

David Charles (London)

Identified and evaluated Moroccan sub-contractors for this children's wear business.

Sullivan's Hotel (Australia)

Created successful business plan for an adventure/educational travel company to attract European travellers. Project spanned market research, competitor analysis, price and cost analysis etc.

MPV (Stuttgart, Germany)

Inspected raw merchandise for this fur dresser and dyer.

Education, Professional & Personal Details

Member of the Institute of Directors.

Member of TEC International Ltd (to Dec '01).

Diploma in Commercial Studies and 4 'A' level equivalents, Hamburg, 1977.

Diploma in Company Direction, Institute of Directors, 1993 – 1995.

Various courses in finance, strategic marketing, public speaking and personal development.

Languages: English & German (fluent). Basic Italian.

Born: 25 June, 1955. Married with one son, aged 16.

Leisure: Helicopter pilot lessons, scuba diving and keeping fit, (RAC-Member) the arts.