

Ed Carter is a seasoned retail industry professional with broad, cross-functional business development skills

- ❑ **Business Development** – direct experience setting up and growing new businesses (8 years)
- ❑ **Product Management** – B2B assortment planning, pricing, negotiation and analysis (9 years)
- ❑ **Customer Development** – customer-centric programs, marketing and analysis (6 years)
- ❑ **Tool Building** – creative problem solving using SQL, BRIO, Access, Excel, VBA, etc. (12 years)

Ed specializes in solving tough business problems by combining seriously creative thinking with robust, data driven investigation, frequently backed up with late nights working to transform his ideas into reality

Staples Projects

- 2007-Present STAPLES DATABASE MARKETING** **Customer Development**
Analytical Consultant conducting foundational customer analysis for core product categories and other aspects of customer behavior to help develop successful marketing strategies
- 2004-2007 SINGLE VIEW OF THE CUSTOMER** **Customer Development**
Business Value Consultant on multi-phase Staples US customer data integration project, specializing in linking complex new functionality to clear and achievable business benefits
- 2002-2004 STAPLES “CORPORATE ADVANTAGE”** **Business Dev / Product / Customer**
Business Project Manager (promoted to **Business Owner**) for planning and launching new Staples Canada delivery program targeting businesses with 8-50 employees (10 Reports)
- 2000-2002 STAPLES.DE / STAPLES.CO.UK** **Business Development**
Business Project Manager responsible for planning and launching Staples European e-commerce business. ‘Moon-lighted’ as data modeler to ensure scalable content strategy
- 1999-2000 OFFICE CENTRE / SIGMA INTEGRATION** **Product Management**
Business Consultant providing product matching, bidding and analysis expertise to Staples first European acquisition (51 stores in Germany, Netherlands and Portugal)
- 1999 IT CENTERS OF EXCELLENCE** **IT Strategy**
Business Consultant working directly with CIO and IS leadership to document current state of Staples world-wide IT organization and develop future-state proposal
- 1995-1999 MERCHANDISE ANALYSIS** **Product Management**
Business Analyst supporting VP of Merchandising and Category Managers for Staples Europe. Developed extensive Sales Analysis / Product Management tools using Access/VBA

Other Projects

- 2004-Present CAMBRIDGE GAMES FACTORY** **Business Development**
Owner / Manager for small card game publishing business (10 Team Members)

Experience & Education

- 2004-Present INDEPENDENT CONSULTANT / GAMES PUBLISHER** **Cambridge, MA**
- 1994—2004 STAPLES, INC** **Framingham, MA**
2003—2004 Senior Manager, Corporate Advantage
2002—2003 Merchandise Manager, Corporate Advantage
2000—2002 Project Manager, International Development
1999—2000 Business Consultant, Global Synergies
1997—1999 Senior Analyst, Staples Europe
1996—1997 Senior Merchandise Analyst, Staples UK
1995—1996 Merchandise Analyst, Staples UK
- 1989-1992 CAMBRIDGE UNIVERSITY (BA in Mathematics with honors)** **Cambridge, UK**
- Languages:** Fluent French, working German

Business Development

- **8 years of direct experience** setting up and growing new businesses in US, Canada and Europe
- **Launched Staples Canada “Corporate Advantage” office supplies channel** targeting businesses with 8 to 50 employees – unique business model applying US best practices to local research
- **Catalog only pilot to reduce time to market and upfront investment** – beat all its metrics and rolled out nation-wide after three months, a year ahead of schedule
- **'Jury rigged' order entry system to allow customer-centric pricing** – methodology used by Staples US delivery to create \$1+ billion preferred customer program
- **Launched Staples European e-commerce business** creating a scalable, internationalized web-platform allowing rapid roll out to new countries - now in 14 countries, 11 languages, 9 brands
- **Joined Staples UK in its first year** and helped grow it from 3 stores to over 40 in 4 years
- **Card game publishing business start up** focusing on using short print runs to try out games from brand new designers – successful pilot with 2 of first 4 games included in 2007 GAMES 100 list

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|---|--|---|
| <input type="checkbox"/> Strategic Growth Planning | <input type="checkbox"/> Concept Piloting / Testing | <input type="checkbox"/> Business Team Management |
| <input type="checkbox"/> Business Opportunity Investigation | <input type="checkbox"/> Market Research (Customer / Product) | <input type="checkbox"/> Creative / Lateral Thinking |
| <input type="checkbox"/> Competitive Landscape Assessment | <input type="checkbox"/> Brand Development / Targeting | <input type="checkbox"/> Brainstorming Facilitation |
| <input type="checkbox"/> Market Sizing / Segmentation | <input type="checkbox"/> User Experience Planning | <input type="checkbox"/> Cross-Channel Business Planning |
| <input type="checkbox"/> Customer Lifecycle Modeling | <input type="checkbox"/> Organizational Planning / Development | <input type="checkbox"/> System Development (Business Lead) |
| <input type="checkbox"/> Financial Modeling / ROI Analysis | <input type="checkbox"/> Order Capture / Fulfillment (Web / Phone) | <input type="checkbox"/> Multi-Lingual Project Management |

Product Management

- **Category bidding tool achieving \$7 Million in synergy savings** from vendor consolidation following Staples first European acquisition (51 stores in 3 countries)
- **Product matching and analysis to develop 6000 item assortment for Staples Germany** combining best selling items from existing Staples assortment with newly acquired Sigma stores
- **Global product cost comparison** used to reduce Staples Europe product costs by 14% in one year
- **Combined catalog merchandising / sales quote process** using shared competitor info to provide detailed insight into customer expectations for product assortment and pricing
- **Vendor partnership program**, secured \$300K vendor funding for \$2M “Corporate Advantage” pilot
- **Product lifecycle management** including developing & managing analysis tools for import forecasting, promotional planning, competitor pricing and obsolescence tracking
- **Card game product development team** working with over 30 independent game designers

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|---|--|---|
| <input type="checkbox"/> Product Insight Analysis and Reporting | <input type="checkbox"/> Competitor Price Shopping | <input type="checkbox"/> Category Bidding |
| <input type="checkbox"/> Product Pricing (Strategy & Tactics) | <input type="checkbox"/> Catalog / Website Merchandising | <input type="checkbox"/> Product Lifecycle Management |
| <input type="checkbox"/> Assortment Planning / Gap Analysis | <input type="checkbox"/> Vendor Strategy / Management | <input type="checkbox"/> New Product Development / Sourcing |
| <input type="checkbox"/> Global Cost Comparisons | <input type="checkbox"/> Vendor Funding Negotiation | |

Customer Development

- **Business owner for “Corporate Advantage” national roll-out**, with direct responsibility for merchandising, marketing, pricing, branding and website launch (10 Reports, \$1m Marketing Budget)
- **Combined sales quote / catalog merchandising process with shared competitor info** created highly competitive pricing (won 50% of quotes) while safe-guarding margin (1% above target)
- **Weekly customer profitability reviews to monitor business trends and drive sales growth** while maintaining gross margin targets using BRIO / Access / VBA for customer insight reporting
- **Launch marketing for Staples Europe’s first website in Germany** focusing on e-mail capture via sweepstakes, etc. and building awareness for site launch (3 reports, \$100K marketing)
- **Business / consumer sales algorithm** to split all product sales between customer groups – including cash transactions, etc. without identified customer data (previously believed to be impossible)
- **Focused customer insight analysis on ‘What problem do you want to solve?’**, instead of ‘What data do you want to see?’ to improve business relevance and actionability of results
- **Synthesis review of latest findings from other teams** (e.g., Customer Research, Usability) to provide context to help identify and understand trends in customer transaction data

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| <input type="checkbox"/> Customer Insight Analysis and Reporting | <input type="checkbox"/> Relationship Sales / Account Management | <input type="checkbox"/> Offer Strategy / Planning |
| <input type="checkbox"/> Small Business Customer Behavior | <input type="checkbox"/> Sales Quotes / Customer Based Pricing | <input type="checkbox"/> Email / Direct Marketing |
| <input type="checkbox"/> Marketing Planning and Execution | <input type="checkbox"/> Customer Profitability Reviews | <input type="checkbox"/> Print / Online Creative Briefing |

Tool Building

- **Scenario-Based Financial Planning Tool (Costs, Benefits, NPV and ROI)** to compare short and long term impact of different Project Roadmap approaches
- **Sales, Margin and Customer Profitability Reporting** combining data from many sources to give customized 360-degree view of business trends and performance
- **'Slice' model for customer analysis**, allowing structured reuse of queries, analysis templates, etc. as well as 'Real-time' data mining analysis by reducing drill down times from hours to minutes
- **Access / VBA customer data profiling and testing tools** to find and fix hundreds of issues with complex customer load (worked around for weaknesses in off-the-shelf tool supplied by vendor)
- **\$20M+ potential customer data integration benefits** from improved marketing, reduced software maintenance, simplified customer set-up, etc.
- **One-time mapping of Enterprise Customer hub to existing Marketing Database** to estimate dupe rate and potential data quality improvements – methodology used as basis for final system integration
- **SQL Recipe-Book for Customer List Pulls** cutting processing time to ~30 minutes and enabling business users to run their own extracts

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|---|--|---|
| <input type="checkbox"/> Business Needs Investigation (Discovery) | <input type="checkbox"/> 'Desktop' Application Development (SQL, BRIO, Access, Excel, VBA, etc.) | <input type="checkbox"/> Commercial Systems (Web / Order Entry) |
| <input type="checkbox"/> Cost / Benefit Modeling and Assessment | <input type="checkbox"/> Data Architecture and Modeling | <input type="checkbox"/> Content Management Strategy |
| <input type="checkbox"/> Business Requirements Gathering | <input type="checkbox"/> Internationalization | <input type="checkbox"/> Customer Data Integration |
| <input type="checkbox"/> User Acceptance Testing | | <input type="checkbox"/> Name & Address Cleansing |

Independent Consulting



CGF TOOLKIT is a broad set of business insight techniques and analytical tools which I've developed over the years to build winning business models quickly and cheaply.

These tools go back a long way – to June 1992 in Cambridge, UK when I launched my first games company twelve hours after completing my finals. I spent the next two years learning just how much I didn't know about setting up and running a business.

Since then I've had the privilege to spend a dozen years fixing that oversight while working in four languages and five countries for Staples, one of the fastest growing and most innovative companies in the world. If you're interested, I'd love to share them—just let me know!

Game Publishing



Cambridge Games Factory began in October 2004 in Cambridge, MA as a late night conversation at the MIT Strategic Games Society about the challenges for new designers to get proto-types into print.

- **Published our first four games within a year**, two of which (Glory To Rome, Sneeze) were included in the 2007 GAMES 100 list
- **Superb player feedback and reviews** – 370 ratings on boardgamegeek.com with 7.2 average score
- **Glory To Rome becoming established as a best selling 'geek' game** through viral marketing (reviewers, fan-sites, local game conventions, etc.) with minimal marketing investment
- **North American / European hobby distribution** set up in March '08 – currently selling games as fast as we can manufacture them
- **YES! We'd love to see your game idea** branding successfully positioning company as entry point for new designers to get their first games published (working with 30+ independent designers)

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|---|---------------------------------|---------------------------------|
| <input type="checkbox"/> Glory To Rome | <input type="checkbox"/> Sneeze | <input type="checkbox"/> Splat! |
| <input type="checkbox"/> Ice Pirates of Harbour Grace | <input type="checkbox"/> Aapep | |