

# CHARTERIS

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**Andrew McMillan**

## CURRICULUM VITAE

### Summary

Andrew McMillan specialises in helping organisations deliver a differentiated customer experience through their employees. When appropriate, this can also be harnessed to enhance sales performance.

Andrew is a highly experienced leader with an engaging personality enabling him to influence at all levels within an organisation. He has great strength in establishing strategic direction and transforming strategy into operational execution. Andrew has had extensive retail experience at John Lewis both on the shopfloor and latterly the head office environment with responsibility for customer service across the department store division. Andrew joined Charteris as a Principal Consultant in 2008 and has successfully transferred his experience into the government and finance sectors as well as continuing in retail.

### Key Skills

- Developing business strategy with clarity and simplicity to ensure it is operationally viable
- Developing operating plans from strategic thinking
- Communicating and leading the operational implementation of business change
- Engaging employees at all levels to ensure commitment to change
- Turning managers into leaders
- Strong public presentation skills
- Known for finding a creative solution to problems
- Developing the selling skills and confidence of employees

### Experience

Andrew started his career as a management trainee with the John Lewis Partnership at Brent Cross. He quickly moved up through the management ranks and led a number of selling teams in different branches culminating in managing the furniture floor in the flagship Oxford Street branch.

From there he moved to the head office to take charge of the department stores' customer-centric Intelligence Team. They act as an internal business consultancy reporting on competitive strategy, product differentiation and value, catchment area demographics for new branches and customer service.

In 2000 Andrew was asked to lead on customer service for the department store division. The role not only saw him manage chain-wide customer complaints but develop JLP's market-leading culture and attitude towards customer service and sales with the 20,000 customer-facing Partners in 26 John Lewis shops across the UK. That customer-driven culture is something that has now become synonymous with the John Lewis brand and during his tenure John Lewis won awards for customer service from Which?, Verdict and Retail Week and were frequently cited in the media as a leading customer oriented organisation.

While at John Lewis, Andrew advised many other non-competing organisations on their customer service strategy and became recognised as an expert in the field. Andrew has spoken on the subject at conferences worldwide and has had many articles published in specialist publications and the national press. He also is chair of the Customer Experience Committee for the British Council of Shopping Centres.

Since joining Charteris, in addition to retail and finance, much of Andrew's work has been in the public sector and he has helped a number of local authorities develop their strategy to deliver a distinct and differentiated customer experience. He has also worked with a number of NHS Trusts to define and develop their patient experience in line with the aspirations set out in Lord Darzi's NHS Next Stage Review final report.