

THE POWER LIST

1000

PEOPLE WHO
SHAPE THE
FOOD & DRINK
INDUSTRY

1



Matthew Barnes

CEO, Aldi UK

Last ranked: 12

Barnes is hot property. And is it any wonder? Sure, Aldi has just a 4.8% share, which makes it a relative minnow compared with Tesco's 29.1%. But when Dave Lewis tries to nod off at night, Aldi will loom large in his nightmares. He's not alone. For Aldi's transformation under Barnes (and Germany-bound joint MD Roman Heini) has wreaked havoc.

The very reason a price war is raging at all is because Aldi (and Lidl) have brought price points way down and dragged the major multiples with them. And it's costing them dear.

Asda has pledged to invest £1bn into lowering, or freezing, price points to compete with Aldi (although its boasts about how it's getting closer simply serve as a reminder of how much of an irritation Aldi has become to them.)

Morrisons did the same, pouring a billion into prices, and making price-matching Aldi (and Lidl) a key selling point of its Match & More loyalty scheme, but it didn't work. Morrisons endured a miserable Christmas and CEO Dalton Philips was sacked.

Sainsbury's announced £150m worth of price cuts and entered into a JV with Netto in a vain attempt to do something about Aldi poaching its customers, although £150m is nowhere near enough and the 15 Netto stores are nothing but an interesting, albeit promising, trial.

As for Tesco, when CEO Philip Clarke was sacked last year, the way he buried his head in the sand over the damage being done by the discounters was hailed as a key reason for his demise. And as well as cutting margins to cut prices, new CEO



“When Dave Lewis tries to nod off at night Aldi will loom large in his nightmares. And he's not alone”

Dave Lewis is now radically scaling down its range by up to 30% – a decision rooted in Aldi's strategy of simple, uncomplicated ranging.

In short, a great deal of what the big four are up to right now has been influenced by Aldi. And while the big four work themselves up into a lather, Barnes and

Heini cheerily insist two things: that they will never be beaten on price, and that any price war will only play into their hands.

So far, they are being proved right. Although the price gap is shrinking, a price gap remains. And although Aldi's sales have begun to slow down in recent months, it has very little to do with the price war. Barnes and Heini have insisted for at least two years that its dizzying sales hikes were never likely to be sustainable. Besides, those sales are still numbers that Aldi's rivals can only dream of – up 22.6% at last count. By contrast, over the same

period, the big four were all showing negative growth.

So Aldi may be smaller than its rivals, but it's by no means any less powerful for it. The big boys have gone toe to toe with Aldi but failed to land a single meaningful blow, while the discounter is punching above its weight and landing jab after jab.

So in 2015 the man who will take sole control at Aldi in April as its UK CEO is number one on our Power List: Aldi lifer Matthew Barnes, good humoured, smart, assured, and with a huge amount of skill and passion for grocery retail. Small wonder Morrisons is courting him.

2

NEW

Dave Lewis

Tesco CEO

Last ranked: –

Highlights of the new Tesco CEO's first four months in charge include, to name but a few, being parachuted in a month early on the back of haemorrhaging sales, discovering a £263m financial black hole, suspending nine of his senior executives over a serious fraud investigation and closing or pulling the plug on nearly 100 stores. Not exactly your typical honeymoon period.

Yet Tesco CEO Dave Lewis has already shown signs he is succeeding, where Philip Clarke so obviously failed, in the titanic task of fixing the leaking supertanker. His first focus was counterintuitive: sorting Tesco's availability. Recruiting extra shelf-stackers to fill the gaps immediately endeared him to frontline store staff. And while head office won't thank Lewis for his £250m savings programme – which includes jettisoning Tesco's final salary pension and even its iconic Cheshunt HQ – the ex-Unilever UK boss has impressed the City with his decisiveness.

Crucially Lewis has promised to reset the relationship between Tesco buyers and its suppliers to shift the emphasis from back margin to front margin and simplify the buying process. Hundreds of buyers are expected to leave as part of the shakeup.

And in August, shoppers will see the biggest evidence yet of the new strategy, with Tesco's range set to reduce by up to a third, as well as significant changes to its store layouts. In short, Lewis has been a busy man since taking over, probably busier than even he imagined. But he has shown he's more than prepared to wield his newfound power.



3

Paul Polman

CEO, Unilever

Last ranked: 1

At the pinnacle of our power rankings in 2013, Polman has faced an uphill struggle at Unilever ever since, reflected by his slide to number three. Sales in 2014 declined by 2.7% to £37.05bn, he announced in January this year, a figure below expectations, which led to shares dropping by 2.5%.

It won't have been buoyed further by the stark warning from Polman that these "challenging" conditions for the industry are unlikely to show significant improvement in the year ahead, with prospects in emerging markets also hampered by tough economic climates.

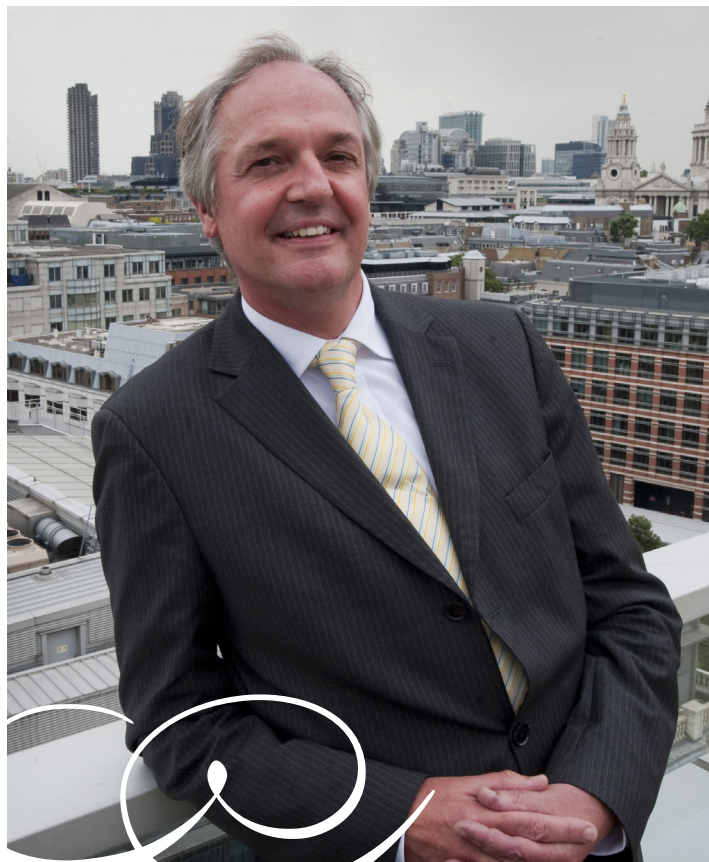
Yet despite this, the former P&G man Polman remains a dynamic figurehead at the



helm of the fmcg giant, and the dip in revenue fails to tell the whole story. Looking at the big picture, the group's profits are heading in the right direction, which suggests a strategic decision to focus on underlying profitability over and above increased volume.

And beyond the balance sheet, the group continues to pursue the ambitious goal, contained within the CEO's much lauded Sustainable Living Plan, to double in size, while reducing its environmental footprint.

It has also ramped up its social responsibility quota further with the launch of Project Sunlight, its sustainable living campaign, which it has backed with a series of lavishly produced TV ads. So it would be hard to disagree that the Dutch CEO remains a bold and forward thinking leader, unafraid to shake up the status quo, or to stand up to shareholders where needed to drive forward the business.



4

George Weston

CEO, ABF

Last ranked: 4

It's said that flour runs through the veins of the Weston family. If that's the case, George Weston may need a blood transfusion. ABP's Allied Bakeries business is in the thick of the bloody price war currently raging among the supermarkets, and Weston's sugar woes aren't going away either, with continuing volatility over prices and the health lobby identifying sugar as its latest public enemy number one.

So why is Weston's stock not falling? In the first place, one has to give credit to some of ABF's more resilient food businesses. On the tea front, Jon Jenkins (qv) is doing a cracking job with its Twinings brand, growing sales and share in a declining market (cf Unilever).



Patak's and Blue Dragon are also ticking along nicely. And the recently acquired Dorset Cereals brand has bolstered its presence in the cereal aisles, where Jordans continues to perform well.

We also understand that Weston is in the market for further acquisitions in the food space. And what will fund these acquisitions? Why, Primark, of course. With 29% year-on-year profit growth, the affordable fashion chain now accounts for 55% of the group's operating profits. And it's for this reason primarily that Weston maintains his position of power on our list.

Primark is the Aldi/Lidl of fashion, and it's even giving Sir Philip Green a bloody nose, while also plaguing Marks & Spencer's Marc Bolland (qv), not to mention Asda's George and Tesco's F&F. So even if bread and sugar are dragging him down at the moment, Weston has plenty of alternatives keeping him buoyant.

5

Andy Clarke

CEO, Asda

Last ranked: 7

Clarke kicked off the new year by warning his fellow supermarkets they were in for their toughest 12 months yet – and he is fully aware Asda will be no exception.

Asda hasn't suffered a monumental public meltdown (like Tesco), or issued the mother of all profit warnings (like Morrisons), or written off hundreds of millions of pounds (like Sainsbury's). And it's by running a stable and well-run business that Clarke has risen in our ranking. But it must be hugely frustrating for Clarke that his early moves to address the threat from the discounters have failed to result in a compelling uplift in sales.

Growth has been marginal at best, and sometimes worse.



With the big four, in the words of Barry Williams (qv), "printing money," Asda reported a 1.6% decline in third-quarter like-for-like sales in November.

At the time, Clarke insisted he was "pleased" with Asda's performance in a tough market, but behind closed doors he must be demanding more. That's the context for his deeply unpopular announcement of a store-level restructure last year, as part of a new five-year cost saving plan, and his more recent announcement of a stripped down board.

It's also worth noting that of the big four, Asda was the only one to increase market share over Q3. And Clarke also reported a 19.6% boost in online shopping. But his largest foes, the discounters, continue to drag sales away from Asda, and though Clarke is pouring millions into prices to win sales back, a price gap remains, making it a very costly, and potentially futile, exercise.



6



Ronny Gottschlich

UK MD, Lidl

Last ranked: 36

Lidl has had a brilliant year on all fronts. It's continued to revamp existing stores and open new ones, and is enjoying soaring sales, up 15.1% at last count, as it courts the middle classes with a vastly increased range of Deluxe goodies.

In catching up with Aldi, Gottschlich has also given free rein to a savvy and creative marketing department. It's deployed earned and social media to great effect, with ads in stores and in papers, as well as skewering rivals – not least in a memorable riposte to Morrisons' Match & More. Gottschlich also splashed out on a more conventional, but no less well received, ad campaign.

than strong sales of Heston Blumenthal's deluxe desserts over Christmas. Indeed festive trading figures – clocking up sales (excluding fuel) of £728m for the five weeks ending 3 January 2015, a year-on-year jump of 7% – are even more impressive against the haemorrhaging sales reported by his big four rivals.

Substantial growth in its online sales also shows Price is taking e-commerce seriously, with a new 80,000 sq ft bespoke dotcom fulfilment centre in Surrey opening in March. But you've also got to credit Price for simple tricks that keep customers on side: following on from the success of Waitrose Essential, he's introduced free tea and coffee in conjunction with a simple loyalty card.

The one concern (apart from ongoing tensions with Ocado) must be Tesco. Can it afford to keep matching its prices as Dave Lewis sharpens his pencil?

9



Richard Cousins

CEO, Compass

Last ranked: 11

Compass isn't a grocer, but when it comes to food and drink, there are few players more powerful than Cousins.

With strong growth in emerging markets and the US, Compass Group profits before tax jumped 5.4% to £1.15bn in 2014, despite the strong pound.

Conditions in its European and Japanese markets have also improved. And Compass pledged to remove 50 million calories from meals by 2020 to fight obesity.

A sign of how highly Cousins is regarded was the 8.3% bounce back in Tesco shares after he became a non-executive director in October (though he's ruled himself out of the chairman's job).

11



Marc Bolland

CEO, M&S

Last ranked: 13

Bolland is still struggling to lift clothing sales out of a downward spiral, and he's been plagued by online delivery issues, but after five years, strong new appointments on the womenswear side, a string of star-studded ad campaigns, and strong cashflow due to supplier rationalisation are easing analyst nerves – even if Christmas trade underwhelmed.

In the meantime, Bolland's earlier interventions on the food side – particularly the focus on distinctive and unique brands – are really bearing fruit. Aply led by Steve Rowe (qv), M&S recently announced plans to accelerate the already ambitious roll-out of its convenience stores.



8



Charles Wilson

Booker CEO

Last ranked: 9

Wilson has his finger on the pulse, typified by the introduction of his new Family Shopper fascia, a cross between a discounter and a supermarket but with the location and opening hours of a c-store. He plans to grow the estate to 400 inside four years.

Elsewhere, foodservice is growing, Premier continues to thrive (with over 3,000 stores), while Booker posted positive third-quarter like-for-like sales growth in January and overtook P&H to become the UK's biggest wholesaler. And while sales at newly acquired Makro were down 6.5% as it exited loss making categories, it's back in profit after losing money for years.

10



Mike Coupe

CEO, Sainsbury's

Last ranked: 27

Coupe's promotion to CEO last summer was unanimously welcomed, but his timing couldn't have been worse.

With his predecessor leaving 'Justin' time, the inevitable comparisons between Man Utd managers were drawn when in his first quarter like-for-like sales slumped 2.8%.

The negative numbers have continued. In November, Coupe unveiled plans to cut back on store openings, make the most of underutilised space in larger stores, and continue to invest in price.

JS has also dropped Tesco from Brand Match, will halve Nectar reward values from April, and is making 500 office-based redundancies.

12

NEW

Richard Pennycook

Group CEO, The Co-operative Group

Last ranked: –

Peter Marks seemed to rule the Co-op like a rod of iron. But arguably Pennycook is more powerful: the first CEO in The Co-operative Group's 150-year history on the board of directors, following a much-needed overhaul of its corporate governance.

With a strong track record at Morrisons and in private equity, Pennycook has already steered The Co-op from the brink of collapse following the discovery of a £2.5bn black hole in its finances. With the disposals (including all but a 20% stake in The Co-operative Bank), Pennycook is now freed up to 'rebuild' the Co-op from the ground up, with food as his primary focus.

7



Mark Price

MD, Waitrose

Last ranked: 8

While his contemporaries at the big four prepare themselves for another year battling the discounters, Price has clearly made a virtue of his upmarket position. "We want to be everything the discounters are not," he says.

Waitrose customers are lapping it up: look no further



13



Ronald Kers

CEO, Müller Group

Last ranked: 35

Kers completed a meteoric rise to the top job at Müller Group in January 2015, when he took over as CEO from the retiring Heiner Kamps. The Dutchman, who also continues to oversee the Müller UK & Ireland business, presided over the acquisition of Wiseman Dairies and the Minsterley desserts factory in his time at the helm of the UK business, and has delivered a remarkable turnaround in the fortunes of the Müller brand portfolio since joining the company in 2012. In turnover terms, the UK business now represents around a third of the entire Müller group.

Continued volatility in the milk market saw Müller's farmgate milk price plummet during 2014, as it cited "record farm milk volumes and weak demand." The cuts prompted several farmer protests at its Market Drayton plant at the end of the year, but the processor managed to hold its price for February 2015. A proposed £80m acquisition of Dairy Crest's dairies (subject to approval by competition authorities) would see Müller pick up brands such as Friij, and the Milk & More doorstep delivery service, which would further strengthen its position as a formidable competitor to Arla during 2015.

14

NEW

Andy Higginson

Chairman, Morrisons

Last ranked: -

Higginson was fast-tracked into the chairman's seat in January and wasted no time flexing his muscles as he showed CEO Dalton Philips the exit.

While praising the recent focus on price-cutting, Higginson has indicated that Morrisons needs to be more focused on sorting its supermarkets rather than trying to compete in growth markets such as convenience and online.

It's now in the plain-talking Lancastrian's powers to appoint a CEO. Until he does so there's a power vacuum at Morrisons. And it's a big decision, with some analysts even suggesting the supermarket may be dead and buried.

15

NEW

Chris North

UK CEO, Amazon

Last ranked: -

Amazon's UK growth has slowed and the possibility of launching a full-scale grocery offer remains just that. Nevertheless, it's already signed up lots of ambient suppliers. It's also seducing customers with its subscribe and save model, which offers savings to customers who commit to regular purchases of grocery.

Though there is still no sign of Amazon trialling AmazonFresh (its fresh grocery delivery service) in the UK, it has widened trials in the US and established a beachhead in Germany. In the meantime, none of the big grocers will be sleeping soundly as they await the latest moves by North.

16



Rakesh Kapoor

CEO, Reckitt Benckiser

Last ranked: 16

Shares in Reckitt Benckiser have never been higher as Kapoor continues to focus his efforts on consumer brands such as Dettol and Durex following the demerger of the pharma division. However, RB has not been immune to the slowdown in emerging markets – which has also hit rivals Unilever, Diageo and PZ Cussons – with full-year growth to come in at the lower end of the range. And a fine of £540k in January from the Financial Conduct Authority for delayed disclosure of share deals by two senior executives [one of which is understood to be Kapoor himself] has also taken some of the shine off the company's image.



17



Martin Glenn

CEO, United Biscuits

Last ranked: 21

Glenn is not one to shy away from big decisions. He pulled out of an Aldi supply contract (“It’s a fool’s errand to supply a product that is effectively cannibalising sales from the brand”) and scrapped a previously introduced healthier recipe for Digestives that cost the previous management £10m to develop. Bringing all sweet lines under the McVitie’s masterbrand, and savoury lines under Jacob’s, Glenn also backed both with serious marketing spend.

Convenience sales have been a key focus for Glenn, introducing a dedicated direct 60-strong sales force, new pack sizes and new price points to capitalise on the c-store boom. These moves brought £18m growth in the brand – in a biscuit market down £57m overall. He’s also made some shrewd investments to grow his international reach.

In short, Glenn has been swift, decisive and bold, and transformed the fortunes of United Biscuits in barely 18 months, achieving not only a successful exit for its private equity owners but huge investment moving forward. If he continues to deliver like this, he should have no trouble keeping new owner Yildiz, which splashed out £2bn for UB, sweet.



18

NEW

Jason Tarry

UK and group head of commercial, Tesco

Last ranked: –

Some labelled him a fish out of water after his promotion in December, but Tarry’s appointment was “inspired,” say industry veterans who know him.

“He is a top bloke with good experience in Tesco and the grocery business,” says one supplier. “Those who dismiss him as not having a food background haven’t done their homework.”

It won’t be easy replacing John Scouler, but F&F boss Tarry has 25 years under his belt at Tesco in food and non-food roles, and while trying to build bridges with suppliers he is also leading a complete rethink and rationalisation of Tesco’s offer.

19



Ivan Menezes

CEO, Diageo

Last ranked: 38

If the Power List were only based on market caps, the boss of Diageo would feature far higher on this list. But having replaced Paul Walsh as CEO, Menezes is looking like the fall guy: the plummeting rouble and faltering consumer confidence in Russia have added to a decline in whisky sales in China and other emerging markets, with pre-tax profits tumbling 23% to £1.6bn. Closer to home, Western Europe is also proving challenging as successful innovation and the continued growth of Smirnoff is offset by poor Guinness sales. There’s even talk the black stuff will be sold off. And Diageo is also under fire over late payments.

20



Alan Clark

CEO, SAB Miller

Last ranked: 25

Peroni – SAB Miller’s biggest beer in the UK – continues to grow at an incredible lick, while commanding by far the highest price of the top 10 lagers.

The world’s largest brewer is also a force to be reckoned with in several global markets, notably in Southern Africa. But having inherited command from the late Graham Mackay, Clark is under enormous pressure from a rampant AB InBev.

Clark’s overtures to number-three brewer Heineken were widely seen as an attempt to shake off its larger rival. With Heineken spurning its advances last September, could SAB soon be gobbled up?

21

NEW

Dame Fiona Kendrick

Chairman and CEO, Nestlé UK

Last ranked: –

A Nestlé lifer, Kendrick took the top UK job in 2012 and immediately oversaw some of the firm's biggest-ever manufacturing projects, including a £500m spend on its UK facilities.

Under her leadership many of Nestlé's most important categories are booming, with Buxton and San Pellegrino enjoying strong double-digit growth, and coffee sales (notably through Dolce Gusto and Nespresso) in similarly impressive form.

A formidable operator, the respect Kendrick has earned from industry peers saw her elected president of the FDF last November, and she was included in the Queen's Birthday Honours in January.

22

NEW

Andrew Moore

CMO, Asda

Last ranked: –

Moore joined Asda in 2008 as director of George, and it's consistently been a bright spot during an otherwise flat few years in terms of growth.

His promotion last month – part of a restructure announced by Andy Clarke last month – means that as well as George and general merchandise, Moore takes responsibility for food.

It's a big job, and the likeable Moore will have his work cut out to achieve parity with the discounters on price, but with COO Mark Ibbotson moving to the US (p69), Moore has emerged as the biggest winner. If he can have the same effect in food as he has in fashion, who knows where it might lead?



24

↑

Richard Evans

President, W Europe/S.Africa, PepsiCo

Last ranked: 39

Evans built Trivial Pursuit into a 80s icon as the game's business unit director for Europe some 30 years ago. There's nothing trivial about what he's been doing at PepsiCo, either – as recognised by his promotion a year ago to run the whole of Europe from its Geneva HQ.

Closer to his Berkshire home, Evans has consistently achieved growth in the recession, not only through its on-trend Quaker Oats brand but via Pepsi Max and Walkers – its most potent brands but ones that operate in a potentially incendiary environment. Ironically only Tropicana has really suffered in the war on sugar.

23

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Tim Steiner

CEO, Ocado

Last ranked: 22

Steiner has adjusted well to the departure of his Ocado co-founder Jason Gissing in February last year, leading the online supermarket to solid growth. In the seven days to Christmas, its customer fulfilment centres processed almost 40% more items for Ocado.com and Morrisons.com than over the same period last year. And in this week's full year results, Steiner announced a £7.2m profit – Ocado's first annual profit since it started operating 15 years ago.

Despite a sceptical analyst community, Ocado's share price is still sky high, thanks to the former Goldman Sachs banker's skilful negotiations, continued innovation and ambitious plans for the future of online retailing, in which data on each individual consumer's dietary needs, health quirks and household budgets will be used to personalise the experience.

One potential weak spot is a break clause in its Waitrose contract in 2017. And some analysts have suggested the Morrisons CEO may also opt out of what was a very lucrative deal for Ocado. Yet, whatever the outcome, Ocado has enhanced its reputation as a world class online retail operation and expansion in the UK and globally may not be too far away, either.

25

NEW

Steve Rowe

Executive director of food, M&S

Last ranked: –

Rowe's drive, infectious enthusiasm and attention to detail have not gone unnoticed: he won The Grocer Cup last year. And no wonder. An ambitious Simply Food store expansion programme was recently accelerated. And a makeover of the department stores, with artisanal bakeries, high-end delis, fresh produce showcased in farmers' market-style wooden crates, and distinctive and unique brands, has helped deliver 20 consecutive quarters of like-for-like growth. Indeed food was once again the saving grace in an otherwise lacklustre Christmas for M&S, with sales up 2.8% in Q3, and rocketing by a very healthy 17% over the Christmas week.

26

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Jim McCarthy

CEO, Poundland

Last ranked: 44

An experienced and worldly-wise retailer, McCarthy has taken Poundland to heights no one expected, and the latest example was its £750m flotation last March. Its valuation shot up to £925m following frenzied early trading.

That's because Europe's biggest fixed price retailer continues to grow, reporting a 12% increase in half-year profits to £9.3m last November, solidifying its position as one of the best-performing stocks in fmcg.

If Poundland sold more groceries, we would rank McCarthy higher still. But the former Sainsbury's exec is certainly showing the grocers a trick or two. No wonder Morrisons is courting him.

27

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Patrick Coveney

CEO, Greencore

Last ranked: 49

After successfully integrating Uniq's desserts business, Greencore was unfortunately (and falsely) sucked into Horsegate in 2013, but by refocusing operations away from tainted ready meals and into booming food to go, sales, profits and its share price have all soared. It's won heaps of new business and invested £30m on new plant and machinery in the UK. But it's cracking the US that sees Coveney rising up the ranks. A successful template has been established on the East Coast to service Starbucks and 7-Eleven with food to go. He's now rolling it out on the West Coast, helped by a £27m investment, and with more to come.

28



Barry Williams

CCO, Asda

Last ranked: 40

The new year brought a promotion for Williams, replacing Steve Smith as Asda's chief customer officer, with responsibility for Asda's marketing, customer insight, store proposition and health strategies.

CEO Andy Clarke said Williams' "absolute focus on doing the right things for our customers meant he was the natural choice" for the role.

Industry insiders also suggest that Williams, who has developed an excellent reputation among suppliers (and colleagues) as its commercial director (or CMO) for food, is being groomed for bigger and better things in a role that will stretch and broaden his perspective.



31



Irwin Lee

UK & Ireland MD, P&G

Last ranked: 46

While many of its core household sectors are still in the doldrums and subject to fierce competition from the discounters, Lee has done a great job navigating P&G through a double-dip recession and coming out the other side, as he puts it, in charge of a "vibrant, energetic, high morale organisation" that's moved successfully into hair-care and toothpaste at the same time.

He's also proved he can work with the discounters, identifying them early as an opportunity as well as a threat if managed correctly. His next task: to disconnect Duracell, Iams and other P&G disposals, without affecting the core.

30



Malcolm Walker

CEO, Iceland

Last ranked: 15

After years of growth, Iceland's sales are thawing. Or to put it in the words of chairman and CEO Walker, in a speech last week: "The last two, three years have been so tough and our profits this year are about half, so we are in deep s***."

It's not hard to see why: the rise of the discounters and the resultant supermarket price war means even hefty price cuts have not gained traction or resulted in a boost to footfall.

The result: sales down 0.4% to £598m in the 12 weeks to 4 January, according to Kantar Worldpanel. Even offering shoppers lobsters for a fiver – taking a leaf out of Aldi and Lidl's book – failed to boost "bloody awful" Christmas trading.

One bright spot appears to be the launch of Iceland's new fascia, the Food Warehouse.

"We now have six and they are going like a train," says Walker. "The trouble is we have 850 of the other ones to sort out but I am sure we will. We have done it twice, three times before so of course we are going to do it. What happens when you get to this point is the excitement comes back into the business and it really is exciting, there is a big challenge in front of us."

And who would put it past Walker to do it all again?

33

NEW

Stuart Quickenden

UK MD, Boston Consulting Group

Last ranked: –

Coming out of nowhere is a relatively unknown quantity that nevertheless has powerful and serious implications for literally thousands of suppliers who deal with Tesco – not to mention Tesco's commercial teams. Led by president and CEO Lesser, management consultancy BCG has been appointed by Tesco to carry out a root and branch assessment of its ranging across 40 categories. Using Dunnhumby data, and with a licence to simplify the range – and potentially cut out its buyers from the listing process – the end result is expected to see up to 30% of Tesco's range delisted ready for a late August back-to-school refit of Tesco's shop.

29

NEW

John Rogers

CFO, Sainsbury's

Last ranked: –

Sainsbury's has had a tough time of it lately, but Rogers is considered an excellent CFO and has been tipped to take the top job (or another CEO role elsewhere).

In the meantime, he's been helping CEO Mike Coupe (qv) with its balance sheet restructuring, and is the only other director on the executive board. Promoted to CFO in 2010, Rogers has been an outspoken critic of business rates and, since Justin King left, his prowess with the media has also come to the fore.

His stewardship as he engineered the buyout of RBS from its Sainsbury's Bank jv was widely praised, and he's also assumed responsibility for property.

32



Jonathan Warburton

Chairman, Warburtons

Last ranked: 30

A fifth-generation Warburton, Jonathan is steering the business through tough times – its bread sales were down £50m last year as shoppers turned their backs on traditional sliced loaves.

But Warburton has been consistently ahead of the curve when it comes to evolving trends like gluten free, and has enjoyed such strong growth in 'sandwich alternatives' like wraps and thins it plans to invest £20m in a new plant in Burnley, Lancashire, to provide extra capacity.

Now he's teaming up with Sylvester Stallone for a new ad campaign. And if anyone can save bread against the odds, it's Sly – with Jonathan right beside him, of course.

34



Zameer Choudrey

CEO, Bestway

Last ranked: 68

The CEO of Britain's second-largest cash & carry firm has shot up the Power List.

It's not so much the fact that Bestway remains in growth, though it most certainly is, thanks to selective acquisitions and symbol group sign-ups.

Choudrey's elevation is down to his £620m acquisition of The Co-operative Group's highly profitable pharmacy business.

Choudrey has bided his time looking for a complementary acquisition to its wholesale grocery business, and in pharmacies it may well have tapped a lucrative growth opportunity.

If it delivers as he expects, he will rise further.



35



David Forde
MD, Heineken

Last ranked: 51

Forde has been with the brewer for 26 years, but he's anything but stuck in his ways. As well as skilled category management (in the on as much as the off-trade), his relentless drive to innovate has seen Heineken thrive in a challenging market, notably through beer products like Foster's Gold, Foster's Radler and Desperados.

Under Forde Heineken has also got to grips with cider as a category, diversifying and experimenting with flavour combinations such as Dark Fruit, helping the Strongbow brand grow 10.3% in value over 2014.

However, he's culled a couple of products too, notably White Lightning, in a drive by Heineken to demonstrate its support for the government's responsibility deal, with Forde telling The Grocer it had become a "problem brand" and that Heineken was a "very responsible" brewer, highlighting its ad campaign that urged drinkers to 'Dance More, Drink Slow.'

Forde is also investing heavily in the UK, building a new £58m plant in Hereford to bring all of Heineken's cider production under one roof, with more investment planned around the UK later this year to keep Heineken moving forward.

36



Ranjit Singh

CEO, 2 Sisters Food Group

Last ranked: 5

A bumpy 2014 saw the Birmingham-based food giant report losses of £143m as "transformational" restructuring costs took a heavy toll on the balance sheet. 2 Sisters also became embroiled in a campylobacter media storm after two poultry processing plants were exposed by The Guardian newspaper for alleged hygiene breaches. However, subsequent investigations into both plants, ordered by health secretary Jeremy Hunt, found no improvements were required. Nonetheless, Singh will be hoping new management talent, including former Adams Foods CEO Ian Toal, will ensure a less volatile 2015 for the Chicken King.

37



Matt Hill

Zone president, Heinz Europe

Last ranked: 33

Since the acquisition of Heinz by Berkshire Hathaway and 3G Capital in 2013, Hill's skilled turnaround of its UK operations have not gone unrecognised: he's now running the whole of Europe, and carrying out a fairly brutal restructure of its operations.

He needs to. Beans sales are now flat, but soup is in decline, WeightWatchers is a big worry, while the sale of table sauces (ketchup notwithstanding) isn't exactly booming.

Where Hill is involved, however, there will always be a commitment to innovate in terms of NPD and marketing, whether that's moving into gluten free or offering personalised soups.

38

NEW

Paul Mills-Hicks

Food director, Sainsbury's

Last ranked: -

Mills-Hicks was promoted to this new role in May last year as part of a wider management reshuffle ahead of Coupe's appointment as CEO. Effectively in Coupe's role, Sainsbury's supply chain, own-label, space & formats and food category teams all report to him. He's spent more than 10 years at Sainsbury's in roles including executive assistant to Justin King and director of trading finance. This could be his most challenging role yet in a period of intense change for the sector. He's already waded into the milk price war debate, explaining what it pays its milk farmers in ads that bravely included a list of what its rivals pay too.

39



Simon Litherland

CEO, Britvic

Last ranked: 45

The past couple of years have been quite a ride for Britvic CEO Simon Litherland. In September 2012, the then GB head – only recently recruited from Diageo – found himself surplus to requirements after Britvic accepted a takeover bid from AG Barr.

A disastrous £25m Robinsons Fruit Shoot recall had placed Britvic on the back foot, and the share price was in the doldrums. But seizing the moment afforded by the deal's referral to the competition authorities – and CEO Paul Moody's departure – Litherland countered Barr's proposals with an alternative strategy that mapped out Britvic's future as a firmly independent player, but with its fortunes vastly improved through – among other measures – the closure of its Chelmsford HQ and spring water factory in Huddersfield.

Litherland's proposals were warmly welcomed by shareholders, and having seized power, the soft drinks firm has been quietly re-establishing itself as one of the sector's top performing stocks in 2014.

Sales slowed in the summer and Robinsons volumes are under pressure, but the Zimbabwe-born CEO has impressed the City by improving profit margins and delivering product innovation.

40



Arora Brothers

Co-founders, B&M

Last ranked: 58

It was another big year for the three Arora brothers – Simon, Bobby and Robin – who made over £1bn from the flotation of B&M Bargains, the variety discount chain they started in 1978, in the summer.

The brothers registered their office in Luxembourg and used the listing to support ambitious expansion plans across Europe, following the acquisition of German discounter JA Woll.

They kept going in the UK, too, opening their 400th B&M store this year, selling its typical blend of toys, furniture and – in recent times – grocery. It makes B&M a powerful player in the discount world, and chairman Sir Terry Leahy is quite useful too.

41

NEW

Janet McCollum

CEO, Moy Park

Last ranked: –

Moy Park's CEO is the first woman to head Northern Ireland's biggest company, and oversaw a successful World Cup campaign (tied in with the sponsorship deal of Moy's Brazilian parent, Marfrig) in 2014 that boosted its profile on the global stage.

And continued strong demand for locally sourced poultry is set to ensure Moy and McCollum's status as key strategic partners for the UK supermarkets during the year ahead.

But all eyes are on McCollum as she preps Moy Park for what could be one of UK food and drink's highest-profile IPOs this year. She's ready and waiting for the market conditions to be right.

42



Steve Murrells

CEO retail, The Co-operative Group

Last ranked: 59

As the wider group lurched from one toe-curling crisis to another over the past 18 months, The Co-operative Group Food boss Murrells has just got on with the job: turning around a business that, while perfectly positioned to tap the convenience trend, has underperformed for years.

Murrells has focused on basics – overhauling store operations, rolling out a new store format, lowering prices, improving range – and built an almost completely new team to execute his plans.

It's working: like-for-like sales for the year to 31 December 2014 were up 0.5%, or 3.5% in its core convenience estate.





43

Christine Tacon

GCA

Last ranked: 78

It's taken a while, but the Groceries Code Adjudicator finally went on the attack this week, launching an investigation into Tesco that is expected to take up to nine months and could result in a hefty fine for the retailer.

It's been a busy couple of weeks for Tacon, starting with her appearance on the recent and now infamous Tesco episode of Panorama, where she explained how she was, effectively, hamstrung by being unable to fine offenders.

Days later, the government swung into action, appalled not by the treatment meted out to suppliers by Tesco over the years – treatment that led to GSCOP, and the position of GCA, existing in the first place – but the brouhaha over the plight of dairy farmers (one of the few areas where Tesco appears whiter than white, and taking Tacon on to turf over which she has no say).

Tacon is now set to be granted the power to fine retailers up to 1% of their domestic turnover for serious breaches of the Groceries Supply Code of Practice and, as of Thursday morning, she has Tesco in her sights. As a result she has rocketed up the Power List – and depending on the outcome of her first investigation, next year could see her move higher still.

44

NEW

Sean Upson

Partner, *Stewarts Law*

Last ranked: –

Stewarts is the largest litigation-only law firm in the UK. And it's set its sights on Tesco. Stewarts is bringing a lawsuit against the retailer in the wake of the infamous £263m overstatement in its accounts.

It could be a very costly exercise for Tesco. And it isn't hanging around, either – it's intent on bringing its case before a judge inside six months, rather than waiting for the Serious Fraud Office to conclude its inquiry.

Upson and his team will allege directors and senior management knew or were reckless as to whether Tesco's statements to the market were untrue or misleading and/or dishonestly concealed its true position.

45

Tony Reed

CEO, *One Stop*

Last ranked: 77

Since March 2011 Reed has transformed One Stop from a 'Tesco shadow brand' to a convenience store chain in its own right. Following a series of acquisitions, the chain now boasts more than 700 company-owned stores, which it has been steadily revamping by introducing extended chilled ranges and additional services. Last year, it launched a franchise offer – a move that really shook the independent retail sector. It already has 90 stores and as well as attracting non-affiliated indies, has also taken on some high-profile indie symbol retailers from the likes of Londis and Premier. A Tesco lifer, Reed's influence spreads beyond One Stop to Cheshunt.

46

NEW

Paul Schaafsma

GM UK & Ireland, *Accolade Wines*

Last ranked: –

As the boss of the biggest wine company in the UK, Schaafsma is in a powerful position to influence what the UK drinks.

But he's also been looking inwards to make sure Accolade doesn't just get sucked into the promotional vortex, radically shaking up the structure of the company in a "right-sizing" move.

His actions appear to be paying off. In a category with flat sales and falling volumes, Accolade has been cleaning up, with all three of its major brands – Hardys, Echo Falls and Kumala – seeing healthy growth, a three-year deal signed with Tesco, and the launch of its own online retail service, Hardys 1853 Club.

47

Roger White

CEO, *AG Barr*

Last ranked: 17

By the time the Competition Commission eventually gave the thumbs up to AG Barr's long-awaited merger with Britvic, the latter had got cold feet, so CEO Roger White never had the chance to lead the soft drinks juggernaut that would have resulted.

It didn't totally matter – White declared Barr "stronger, fitter and more ambitious" after announcing a profit increase of 9.6% for 2013. It's since announced a deal (in September) to bring the all-American juice drink brand Snapple to the UK and this week bought cocktail mixer business Funkin for up to £21m – a move that takes Barr into the more adult alcoholic drinks mixer sector.

48

Paul Lindley

Entrepreneur

Last ranked: 31

Lindley thinks big and brave. After the huge success of Ella's Kitchen and its £103m sale to Hain Celestial, Lindley is back with Paddy's Bathroom, a range of toddler-friendly bathroom products, which is launching Stateside first (in 500 Target stores) before going into Tesco in the UK, with other retailers set to follow.

As well as attractive, colourful packaging, central to the proposition is a socially beneficial agenda. It's at the heart of everything he does – hence the Drop by Drop campaign, which provides clean water to villages in Rwanda.

Oh, and he's still running Hain's global babyfood business. Part-time, obviously.

49

NEW

Ibrahim Najafi

CEO, *R&R*

Last ranked: –

Najafi is not short of ambition. Within a year of taking the helm of the Yorkshire-based supplier in 2013, the former R&R factory manager has targeted sales of more than €1bn through rapid international expansion (currently revenues are just over €700m a year) and an IPO is understood to be a distinct possibility.

The maker of ice cream for brands such as Nestlé, Cadbury and Ribena is certainly going about it the right way. Having snapped up Lancashire-based Fredericks Dairies in 2013, a £250m swoop for Australian business Peters Food Group in 2014 cemented its position in yet another global territory.

50



Ken McMeikan

CEO, Brakes

Last ranked: 75

McMeikan – and his five-year plan – has lifted food-service giant Brakes out of debt, boosted total sales and increased pre-tax profits. McMeikan is now rolling out multi-temperature delivery vehicles, and has introduced e-commerce. But most important was the recent acquisition of Fresh Direct, giving Brakes access to next day deliveries nationwide.

51



Steve Pappas

MD, Costco

Last ranked: 88

Previously hampered by property and planning issues, Costco is now fast boosting its UK presence – it opened its 26th UK depot last August and has plans to open a purpose-built DC in Northamptonshire this year. Last summer, it also opened its first UK forecourt selling the UK's cheapest fuel to members – further forecourts are expected this year.

52



Hubert Patricot

European president, CCE

Last ranked: 24

Like it or lump it, Coca-Cola is the anti-hero of the war on sugar, and amid all the negative publicity, sales have been hit. That's prompted the embattled Patricot and his Atlanta partners to adopt traffic-light labelling in the UK – a decision that was not taken lightly – and to launch lower sugar Coke Life. Patricot now plans to roll it out across all his European territories.



53



Roger Whiteside

CEO, Greggs

Last ranked: 98

When Whiteside took over Greggs in 2013, predecessor Ken McMeikan was seen as a tough act to follow. Clearly, Whiteside didn't get the memo and quickly set about dismantling much of what McMeikan had been working towards. McMeikan had looked to expand and diversify the high street baker, introducing a popular wholesale arm to supply frozen products to Iceland, as

well as trialling new formats, like the posh Greggs Moment outlets, which were the polar opposite of a typical Greggs. However, sales had gone into decline. So, upon his arrival, Whiteside's approach was to get back to basics and play to Greggs' strengths. That meant limiting the wholesale arm, axing the experimental formats and reburying the tired existing estate rather than build new stores. His reward has been to take a distracted business that had started to struggle and make it strong again, a decisive performance that sends him rocketing up the Power List in 2015.

54

NEW

Christopher Rogers

MD, Costa

Last ranked: –

When Whitbread appointed Christopher Rogers as MD in 2012, the assumption was the coffee shop chain would be spun off into a separate IPO, and that now looks likely to happen after Whitbread bought back Life Coffee Cafés. Until then, Costa continues to expand aggressively on high streets, in shopping precincts, through c-store franchises and abroad.

55



Hans Roelofs

CEO, Refresco Gerber

Last ranked: 65

Whether it's a massive takeover bid for Refresco Gerber, or a stock market flotation, rumours around the €2bn soft drink and fruit juice bottler suggest Roelofs will have his hands full over the next 12 months trying to find the right option for the business. Blackstone is just one of a number of private equity suitors said to be weighing up a mega deal. Watch this space.

56

NEW

Peter Gioertz-Carlson

Executive vice president,

Arla Foods UK

Last ranked: –

Gioertz-Carlson succeeded Peter Lauritzen last year. Members of the dairy co-op bore the brunt of a collapse in milk prices during 2014, while job losses were announced in November. On a more positive note, Arla bagged an improved milk contract with Morrisons in January, while Lactofree and Anchor cheese recorded strong sales growth.

57



Adam Couch

CEO, Cranswick

Last ranked: 66

Couch delivered a perky year for Cranswick in 2014, steering the pork giant to a decent 11.4% uplift in pre-tax profits for the six months to 30 September. Couch also went upmarket with the purchase of Hull-based Benson Park – lauded by analysts as a good diversification move – which saw Cranswick take its first tentative steps into the premium poultry category.

58

NEW

Mark Taylor

UK property director, Aldi

Last ranked: –

Like Lidl's property man Danny Hazlehurst (qv), his chief rival when it comes to snapping up sites, Taylor has been charged with doubling the size of the Aldi estate, the only difference being he has a target to hit – approximately 500 sites by 2022. It's a tall order, but with landlords aware Aldi will be a solid tenant for years to come, he may not struggle to achieve it.

59

NEW

Ugo Arizani

Head of consumer and retail, Qatar Investment Authority

Last ranked: –

Since a failed takeover bid in 2008, the Qatar Investment Authority has held 26% of Sainsbury's shares. They haven't performed well: QIA is down £1.4bn. What next? Well, polar opposite theories persist, that newly appointed Arizani will cut its losses, or launch another bid. Given Sainsbury's recent financials, it may be more successful.



60

NEW

Mary Barnard

UK president, Mondelez

Last ranked: –

Barnard has a ton of experience marketing power brands after a career working with Hovis, PepsiCo and Walkers, among others. According to Mondelez that made her a "perfect fit" for its newly created Northern Europe division when she started in October, having previously been MD of the Nordics. However, she endured a tricky start, walking into what she describes as a "pivotal time" for the company only for the Cadbury owner to find itself dragged into the growing issue of late payment of suppliers. Barnard has also had to handle some sticky questions from consumers who were upset that Mondelez reformulated its iconic Cadbury Cream Egg, as well as dropping the famous half dozen pack down to just five. But the first woman at the helm of the famous chocolate empire can also point to a £75m investment in its historic Bourneville HQ as a sign of intent, and sales of Cadbury Dairy Milk continue to fly, five years on from the controversial takeover.



61



Fiona Dawson

Global president, Mars Food

Last ranked: 37

Dawson took up her new global role last month, leading a portfolio of Mars stalwarts including Uncle Ben's and Dolmio. Formerly head of the UK chocolate business, Dawson has been at Mars since joining as a graduate in 1988, and is a former winner of The Grocer Cup following her leadership, as IGD president, in response to the growing obesity epidemic.

62

NEW

Andy Duncan

CEO, Camelot UK

Last ranked: –

Camelot has more than 47,000 terminals in the UK, and with average takings of £8,000 a year on lottery tickets alone, they're in high demand. MD since 2011, Duncan was credited with turning around the long-term decline of its flagship game Lotto. Following the retirement of long-serving CEO Dianne Thompson last year, his challenge is to keep it up.

63



Paul Conway

Vice chairman, Cargill

Last ranked: 32

A sharp fall in commodities prices meant Cargill had a mixed 2014, but under Conway the commodities giant remains a force to be reckoned with, reporting a 41% jump in quarterly profits to \$784m in January. Conway is increasingly focusing on China, where a spate of food safety scandals is opening up new opportunities for the company.

64

NEW

Tristram Stuart

Food waste campaigner

Last ranked: -

Young and charismatic, Stuart is the perfect person to make food waste an appealing issue to the masses. The author and campaigner's charity Feedback has already spun off three national campaigns, including The Gleaning Network UK, which featured on a TV documentary starring Jamie Oliver just this month, and its profile is only growing.

65

NEW

Eric Herd

CEO, Farmfoods

Last ranked: -

The biggest recluse in the business? Very possibly. Yet just because Herd is quiet doesn't mean he isn't making big moves in the frozen food sector. Last year, a fierce investment in price points saw customers flood in and Farmfoods' sales rocket by over 40%, even higher than Aldi's like-for-like sales increases, putting the wind up larger rival Iceland.



Credit: Photo by James Shaw/REX

66

NEW

Mary Berry / Paul Hollywood

Celebrity bakers

Last ranked: -

With the huge success of the Great British Bake Off, drawing in more than 10 million viewers per episode to its 2014 series, this unlikely pair have put baking back on the map – and baking products have hit new heights of popularity with UK shoppers.

Supermarkets now devote several bays to home baking products and existing bakery

players like Dr Oetker have seen sales skyrocket.

Even brand new entrants to the category like Poundland have cashed in. The fixed price discounter hired celebrity baker Jane Asher to promote a range of bakery products from scales to cake mix, all priced at £1, which rapidly became its biggest and fastest selling range ever.

With Berry the new Delia, and Hollywood baking's answer to George Clooney, there is no doubt the pair have sparked a bakery renaissance. And with a sixth series of GBBO heading to the BBC it looks likely to continue.

67



David Salkeld

CEO, Symington's

Last ranked: 48

Salkeld has steered Symington's through a period of rapid expansion, snapping up Ragu and Chicken Tonight from Unilever in 2011 and ready meal maker Tanfield Foods last October. Now eyes are on his next move, with whispers linking Symington's to a sale or float. One priority will be fixing a 7% profit drop in its annual accounts despite a 5% sales boost.

68



Peter Blakemore

MD, AF Blakemore

Last ranked: 67

Led by Blakemore, Spar's biggest wholesaler recorded a 7.4% increase in profit last year, alongside a 5% increase in sales, after reaping the rewards of a newly introduced price reduction strategy and the acquisition of two of its smaller rivals, Lowries and BA Cash & Carry. Blakemore is also investing in online, new hires and building a new export arm.

69



Mark Allen

CEO, Dairy Crest

Last ranked: 63

Allen may shed a tear over the loss of brands such as Friij as part of Dairy Crest's proposed sale of its dairies business to Müller, but there are reasons to be cheerful, too. The divestment will allow Dairy Crest to concentrate on its profitable butter and cheese division, and has been widely lauded as potentially "transformational" by analysts (though see p10).

70

NEW

Ian Macdonald

Chairman, SACN

Last ranked: -

The prof from Nottingham chairs SACN's carbohydrates working group, which dropped a bombshell on the industry last summer by calling for the recommended daily limit of sugar intake to be halved. With SACN's potentially seismic final report due out in the spring, Macdonald has so far shown he is anything but a patsy for the food and drink industry.

71



Gavin Darby

CEO, Premier Foods

Last ranked: 55

Streamlining its supply base and setting up jvs for Hovis and its powders business, Darby had just completed a £1.1bn restructuring plan last March when a profit warning from Morrisons triggered a 75% decline in its share price. But despite falling powder brand sales and an outcry over its treatment of suppliers, its shares are up in 2015 as the sales decline slows.

72

NEW

Danny Hazlehurst

UK property director, Lidl

Last ranked: –

As the big four freeze their previously relentless advance or start selling off existing stores, the discounters keep speeding up. Tasked with rapidly acquiring new stores for Lidl, Hazlehurst is thought to be focusing on the South East. However, MD Ronny Gottschlich is acutely aware of the importance of getting the site right, and with high demand, it won't be easy.



73

NEW

Diana Hunter

CEO, Conviviality Retail

Last ranked: –

Proving there's still life in the off-licence sector with the right model, Conviviality Retail, which owns the lively Bargain Booze chain, reported a 46% increase in half-year profits last month following its 2013 flotation. This week's acquisition of GT News will add another 37 stores. It's also developing new formats, and launched a mobile loyalty scheme app.

75

NEW

Chris Mould

Chairman, The Trussell Trust

Last ranked: –

Powerful if only for his willingness to speak out about the depressing state of food poverty that exists in the UK, Mould proved himself to be an outspoken advocate for food banks during evidence to the Panel on the Independence of the Voluntary Sector in June last year. He spoke, ominously, of a conversation with "someone in power" who warned him to think more carefully about

how he framed the Trust's figures.

Despite meeting such hostility on occasion, Mould has overseen a rapid growth in the demand for food banks since he took the reins in 2007, which fed fewer than 30,000 people a year when he started, and are estimated to feed more than a million this year.

And in the coming months there'll be a growing need for the industry to pay attention to his insights, in particular in regards to the redistribution of surplus food, and the ways in which retailers can partner with charities to help alleviate food poverty in the UK.

78

NEW

Bernard Deryckere

CEO, Alpro Europe

Last ranked: –

Alpro's meteoric rise since it was founded in 1980 has accelerated under Deryckere in 2014, with a raft of NPD hitting chillers to capitalise on growing demand for dairy alternatives. The brand's soya-based drink is now the third bestselling dairy drink in the UK, on the back of a 28.3% hike in value sales to £74m [Nielsen 52 w/e 11 October 2014].

79

NEW

Per Bank

CEO, Netto

Last ranked: –

Three years after leaving the UK with a £778m cheque in its pocket courtesy of Asda's acquisition of its UK operation, Netto, led by CEO Bank, surprised everyone by returning in November, in partnership with Sainsbury's. Its footprint is absolutely tiny, just 15 stores to begin with, but if it can make an acquisition of its own, it could be a force to be reckoned with.

74

NEW

Kevin Brennan

CEO, Quorn

Last ranked: –

Quorn has been transformed since PE firm Exponent snapped it up for £205m in 2011. A lot of credit for that has to go to Brennan, achieving strong domestic and international growth on the back of (among other things) a five-fold increase in NPD, and an eightfold increase in advertising, even signing up Olympic hero Mo Farah. There's even talk of an IPO.

76

NEW

Debbie Robinson

MD, Spar

Last ranked: –

Since Robinson joined Spar as MD in 2011, the symbol group has been steadily moving forwards, rolling out new and improved store formats and better quality own-label ranges. It's also chalking up record service levels. And strong Christmas trading figures (up 3.5% on a like-for-like basis) put the symbol group on a strong footing for 2015.

77

NEW

Professor Chris Elliott

Academic

Last ranked: –

The professor of food safety and director of the Institute for Global Food Security at Queen's University Belfast led a year-long review of the UK's food system following the horsemeat scandal in 2013. His recommendations, including the establishment of a food crime unit, are now being implemented by the government and FSA, and he remains much in demand.

80

NEW

Giles Brook

CEO, Vita Coco

Last ranked: –

Brook is a wanted man: it was he who brought about the explosion of coconut water in the UK, launching Vita Coco in 2010, and building sales to £23.7m through superb execution. Also the founder of healthy snack brand Bear, his entrepreneurial spirit saw Brook crowned the Entrepreneur of the Year at The Grocer Gold Awards in 2014.



84

NEW

Tim Mead
CEO, Yeo Valley

Last ranked: –

Over the last 25 years, Mead has grown Yeo Valley from a £3m ‘hobby’ on the side of the family farm to a £300m operation delivering branded as well as own-label milk, yoghurt, butter and ice cream, and is surely Britain’s most successful organic entrepreneur.

He’s also proved a canny investor (he started professional life working at Yeo as an accountant), with his fingers in lots of pies, including the ready-to-eat bircher muesli cereal supplier Moma, and the up and coming yoghurt business The Collective.

Mead is never dull and is outspoken on industry issues like Tesco (he’s a fan) or 89p for four pints of milk (he’s not), and along the way he’s taken Yeo Valley from the small time to the big time, promoting the virtues of British business, while remaining fiercely independent and impervious to the overtures of acquisitive multinationals.

81



David Milner
CEO, Tyrrells

Last ranked: 79

Since being snapped up by Bahraini private-equity fund Investcorp for £100m in 2013, Tyrrells’ sales have rocketed by 20% in the UK – almost double the category average and almost double that globally. And there’s been no let up for Milner as Tyrrells signed its biggest ever export deal, with Australian retailer Coles, while Milner targets complementary acquisitions.

82



Robert Watson
CEO, Hilton

Last ranked: 81

Lower meat prices and unfavourable currency movements put a dampener on Hilton’s revenues in 2014, but the company’s status as one of Tesco’s most important strategic partners – responsible for packing its own-label meat – remains unchallenged and was recently expanded by Watson with a new, exclusive deal involving bigger volumes.

83

NEW

Jamie Oliver
Celebrity chef

Last ranked: –

Oliver’s campaigning spirit has dwindled in recent years, along with his involvement with supermarkets, but he returns after a three-year absence courtesy of wonky veg. Teaming up with his old school pal Jimmy Doherty, Oliver has led Asda to trial the sale of misshapen fresh produce after condemning the “criminal” levels of food waste in his new C4 series.

85

NEW

Andrew Cracknell
CEO, Noble Foods

Last ranked: –

Cracknell wasted little time establishing himself after taking over from Peter Thornton in January 2014. He relocated shell egg packing operations from Scotland and Lincolnshire to a new facility in Oxfordshire and then snapped up processor Mantons in his first few months. Sales of The Happy Egg Co also broke \$10m in the US for the first time last year.

86

NEW

John Lynn

Managing director, MRH

Last ranked: –

Petrol has never played a bigger role in grocery, and top of the independent forecourt tree is MRH, which added more sites to its estate than any of its competitors in 2014 – even the highly acquisitive Euro Garages. But it also trimmed the fat, too, carrying out rationalisation, including the disposal of its commercial fuels arm. Both moves have made it stronger.



92

NEW

Trevor Strain

Group finance director, Morrisons

Last ranked: –

Strain had big shoes to fill when replacing Richard Pennycook in 2012, but has been quietly impressive, despite the troubles currently afflicting Morrisons. Strain has an ambitious plan to realise £1bn of savings over three years and is making solid progress. According to new chairman Andy Higginson, Strain is a future CEO in the making.

87

NEW

Nick Candler

COO, Pret A Manger

Last ranked: –

Record sales and a record number of store openings are just two of the achievements that Candler can point to since taking over as chief operating officer last year. Although heavy interest payments are crippling its profits, Pret, which has over 350 outlets in the UK, and around 80 split between America and Hong Kong, is also planning an expansion drive in France.

89

NEW

Edward Perry & Dale Penfold

Co-founders, Cook

Last ranked: –

When Perry and Penfold launched Cook in 1997, it was a new one for the industry. Posh frozen food just hadn't been done before. But Cook quickly found a niche and has grown ever since, from that standing start to over 70 stores as well as franchises in supermarkets like Budgens. Still small, then, but its success was enough to prompt M&S to

introduce its first range of frozen ready meals last year. And while Cook has developed a cosy middle class image, it has also shown itself to be agile and modern, trialling online in the form of click & collect and home delivery. It also redesigned its website, revamped its branding, and more expansion is on the cards after an enjoyable leap in pre-tax profits of 40% last year and a perky sales hike of 12.2%. Cook plans to start by expanding its home delivery service, which it will roll out across London after trials in South West London saw deliveries account for a fifth of sales.

93

NEW

Jon Jenkins

MD, Twinings UK & Ireland

Last ranked: –

Tea is off the boil (the category is down 2.3%), but ABF's Twinings bagged a 5% hike last year. Credit Jenkins: leading a reinvigorating of the market through premiumisation, innovation and diversification, he unveiled its "biggest NPD to date" last year with 16 loose leaf blends for retail and foodservice. A £10m campaign to back it up was announced this week.

88



Ben Clarke

CEO, Burton's

Last ranked: 47

Clarke was foiled in his attempts to acquire United Biscuits, and recent UK sales have been sluggish. But the recruitment of Stephen Carson as international business development director is an important development as Clarke looks to accelerate exports. He's also announced a £5m investment at its 'Cookie Centre of Excellence' production site in Blackpool.

90



Edwin Booth

Chairman, Booths

Last ranked: 95

Booths is set to expand its home delivery service this year – after successfully trialling it last year – and promises more stores, hinting intriguingly that Booths will even go down south. At any rate, the fifth generation Booth is in expansive mode on the marketing front, planning to attract new shoppers across the country with a targeted marketing campaign.

91

NEW

James Lancaster

Founder and chief executive, McColl's

Last ranked: –

Having floated McColl's on the Stock Exchange for £200m in 2014, Lancaster is well positioned to take further advantage of the burgeoning convenience market. McColl's has grown to become the second largest player in the sector and this year said total sales rose 4.7% in the six weeks to 11 January after trading "resiliently."

94

NEW

Laurence Hene

Head of retail, Ocado

Last ranked: –

Hene originally joined Ocado in 2009 as head of corporate finance and investor relations, but since 2011 he's been responsible for the trading, merchandising, own brand, marketing, creative and customer experience teams at the online grocer, and has been driving a lot of the innovative developments there. He is very well respected by suppliers.

95



Steve Lewis

CEO, Majestic

Last ranked: 73

Lowering its margins, Lewis was able to grow Majestic's like-for-like sales over the all-important Christmas period, but its share price has tanked after heavy investment in prices hit the bottom line. Still, Lewis is planning ahead, opening a new distribution centre in Hertfordshire last July, twice the size of the previous one, designed to "future proof" the operation.

96

NEW

Ian York

CEO, Poundstretcher

Last ranked: -

York is a new entrant to discount retailing but not to the food and drink industry. At the sharp end of negotiations for 17 years at Premier Foods, he now plans to put his experience into action at Poundstretcher. His mission is to take on the Wilkos, B&Ms and Home Bargains of this world, and with bright sales growth over Christmas, York is off to a solid start.

97

NEW

Mark Fox

UK CEO, Starbucks

Last ranked: -

It's got loads of stores but Starbucks is losing money in the UK – and that's not just been down to 'fees.' Recent sales figures show a continuing slump. However, having moved its European HQ back to the UK, in 2013 Fox was brought in to improve its performance and – bringing 20 years retail experience to bear – plans to open 300 new stores.



Credit: Photo by Christopher James/REX

100

NEW

David Handley

Chairman, Farmers for Action

Last ranked: -

The Monmouthshire dairy farmer has been at the forefront of supplier protests against retailers and processors as average farmgate milk prices plunged by a quarter in a year. Handley presented FoA's own solution to price volatility last October, which led Iceland to guarantee its farmers a milk price linked to the cost of production during the same month.

98

NEW

Mohsin Issa

MD, Euro Garages

Last ranked: -

Issa has proved you don't have to be an oil giant or a supermarket to succeed in forecourt retail. With its mix of food to go (Greggs, Subway and Starbucks), top up grocery and car wash/fuel, Euro acquired 48 new forecourts to boost sales by 47% (to £646m). Having secured strong financial backing, he's now targeting £1bn and plans to create 1,750 jobs in 2015.

99

NEW

James Hill

CEO, Findus Group

Last ranked: -

Under Hill, Findus posted its second consecutive year of growth this week, generating EBITDA of £91m for the full year 2014 – up 4% year on year. Along with its recent acquisitions of Belgian brand Lutosa and the Spanish La Cocinera frozen ready-to-eat meals business from Nestlé, it signals a comeback for the group after testing times in the wake of Horsegate.

Power list methodology

Building The Grocer Power List is an exhaustive process. Opinions are quietly sought from industry experts and a wide range of factors are taken into account in order to determine who makes the top 100. From market cap to market momentum, to personal reputation and media attention, and, of course, influence – not just on their own business but on the wider industry as a whole. And, as with last time out, everyone featured in the top 100 is based in the UK.