



Julie David

SKILLS

- P&L Management
- People, Leadership Development & Talent Management
- Customer Journey Management
- Business and Retail Strategy
- Executive Coaching
- Change Management
- Strategic Business Planning
- Business Process Improvement
- Global Franchising
- Luxury Brand Management
- Experiential Design
- Retail Design and Merchandising
- Marketing & PR

EDUCATION

Institute of Leadership & Management

ILM7 Post Grad Executive Coaching & Mentoring programme 2013 - 2015

London Business School

Business Finance 2002 - 2002

London Chamber of Commerce

Business French

University of Plymouth

Bachelor's Degree, BA (Hons) Business Studies

Ennis & Co Group are delighted to welcome Julie David as an Associate.

Julie is a passionate, inspirational business leader who holds a portfolio of over 35 years' experience across various sectors.

Her authentic leadership style focuses on both the employee and the customer, and she has a track record of delivering strong commercial results through coaching and mentoring high performing individuals and teams.

Julie has previously held senior roles in Jaguar Land Rover, Ford Motor Company, Volkswagen Group and most recently, Peugeot, DS Automobiles and Alfa Romeo as part of the Stellantis group. Julie has also run her own successful consultancy & coaching business.

Your career began in the aviation industry. What lessons did you learn there that can also be applied to the automotive sector?

I had two roles in aviation. My first experience was as an undergraduate on a 4-year commercial scheme as part of an international aerospace and defence group. Later in my career I also worked for Air France.

Those two experiences were completely different but in both roles I learned truly about the customer very quickly & have always been totally customer centric in my thinking ever since. However at 18, I had never really thought deeply about the needs of a customer until I joined that commercial setting.

In Defence there was a requirement for all disciplines across the business to work seamlessly together to achieve success in the high value contracts that they were bidding for. It was very highly governed, very critically detailed; there was a real need for absolute precision in timing & results delivery.

I also learned the end-to-end process of designing a product and bringing it to market. The engineering, production and the ownership journey had synergies between a defence product like a fighter jet, and a road vehicle.

In the commercial airline world, I learned the need to build trust in a brand. Airlines have the

same challenge as automotive brands around ensuring trust in their products and services, and the criticality of customer advocacy to drive positive brand opinion.

It also really taught me about product and pricing strategy linked to global supply & demand. In the airline world, if you don't sell the seat, it's lost post take-off. Whereas with a car, you've got the asset until you've sold it.

I also learned about how to drive customer loyalty, and the difference between a b2c and b2b strategy.

Most people think of airlines as selling a ticket directly to a passenger who wants to go on holiday for a week, however in the B2B space, I led strategic partnerships with global businesses who needed to move their teams around the world on a regular basis.

In your LinkedIn profile, you say that you are prepared to challenge the status quo to facilitate change. What change has had the biggest impact on you?

I do indeed try and hold people to account to facilitate change, and I apply the same challenge to myself.

When I became an independent consultant, I learned a lot more about myself, and how to approach things differently. I had to create the business from scratch, however I didn't have that immediate credibility in a new business, that previously had come from the years of experience I had whilst employed in large corporates.

Although I do not believe in relying on hierarchy, I think if you're in a senior leadership role, there's an element of trust from others that you should know what you're doing. But if you go in as an independent you've got to be able to connect very quickly with all the people in that business so that you can understand all elements of the business relevant to the brief and make your recommendations.

I'm naturally inquisitive anyway, so I get to the bottom of things quite quickly. But to do that, you've got to build trust with people. They must understand what it is you're trying to

achieve with them & that you empathise with them before they will give you the information you need. You might be going into a business where everyone is completely demotivated at all levels across the business. They likely won't believe you'll be able to help them, and it can be hard to know where to start.

Consultancy was some of the toughest work I ever did, because I had to bring an enormous amount of empathy and drive in equal balance, in order to very carefully get people engaged and have them trust me to open up and give me the answers I needed to get to an outcome. It's so important to ask the right questions in the right way.

I worked with a funeral business for a while, and at that time I had never even been to a funeral home before. Suddenly I was talking to people who deal with really stressful and upsetting situations every day, often in tragic circumstances supporting all the emergency services. They do all sorts of things that we would never dream of and at the same time are always trying to improve their employee & client experience.

It had a huge impact on the way I worked. I needed to build relationships, but always with an eye on results. The owner of the brief couldn't believe how much I found out about his business so quickly. He told me I knew more about the employees in his business & what mattered to them than he had over many years & he had no idea how I'd done it. But that's why engaging an independent person can be so beneficial.

This is not about job titles and hierarchy. It's about how you engage with human beings to facilitate improvements in capability, quality, engagement, and of course financial results. When I eventually returned to corporate, I was so much better equipped for my next roles.



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What do you think is the most important quality in a leader?

I feel I've learned a lot of great leadership qualities from those who have led me in my career, watching what works and what doesn't. But I've also worked hard to be the best I can be personally.

I think it's so important to be authentic. I'm just a normal person, a mother, a wife, a friend. I think being approachable, having humility and being able to connect with others and building trust is key.

But there also has to be a clarity of purpose and vision; making sure you take your team & your strategic partners on that journey. Sometimes you need to make tough decisions, big changes that affect the whole team and might cause strong emotional responses. But if you can explain the why so with absolute clarity and support them through the changes, you can transform a business.

I'm always very willing to learn why somebody might not be performing at their best. There might be something that hasn't been understood. They might have things going on in their personal lives that is creeping through into their work, or they may have had insufficient training for their role, but a lot of leaders are scared to ask questions to get to the bottom of it and then make the right decision. If you are not able to build the trust & understand the true position, you'll never get to the right decision, and that person may simply be labelled as a poor performer, which could cost them their role or alternatively the chance to move to something more appropriate.

If you've got a coaching style as a leader, then you're more likely to unlock that potential in people because you will take the time to build a rapport, you won't make a judgement and you'll give them time to develop. I'm passionate about inspiring and encouraging individuals and organisations to realise their potential. As a leader we have a duty to generously share our own experiences & our own fears to demonstrate anything is possible.

Your experience in Global Brand Franchising & Brand Management has covered many different types of businesses. What are the differences between working with an established luxury brand and an emerging brand?

When you work with an emerging brand, you're trying to create awareness because your brand is unknown to all your target market. Customers need a great experience to become brand advocates. You may want to be disruptive to stand out, perhaps do something different and unexpected. The brand also needs to be accessible to people where and how they live and work; both physically and digitally.

With a well-known luxury brand, customers already know the brand heritage and have very high expectations, so your challenge then is to maintain that level. You may need to be more discreet and give a very personalised experience, however accessibility to the brand could be different as the brand matures.

Brand perceptions can differ across the globe too and it's important to recognise that what is emerging in one market may be a well-established brand elsewhere as so many brands attempt to become truly globally recognised. Brands and their heritage can often resonate differently with customers from differing cultures. What is a strength in one market may need to be dialled down when activating the brand in another.

Brands should be globally defined, but activated in markets in a way that recognises and respects the local culture and market needs whilst still maintaining a consistent global brand image and level of customer experience.

What key advice would you give to someone just starting their career?

When you are at that stage in your career it's hard to imagine yourself in a senior role, but you should try to at least have a goal. It's very important to have both career and personal aspirations, which might include maintaining a work-life balance throughout your career which is something I certainly did not consider properly until much later in my career.

You should never doubt yourself and instead have the confidence to take on challenges one at a time. Aim for interesting jobs, don't strive for job titles, think about what you're really going to be doing in those roles every day. Never be afraid to take on the hardest jobs that no one else wants, the least glamorous, the most tricky, the most political, because by doing so you will show that you're prepared to take on anything and still drive positive outcomes. This will build your resilience for the future & also build your skill set which you can transfer to your next business challenge.

Listen, clarify with insightful questions, be generous with your time, and never stop wanting to learn and develop; you might be surprised by how fast you can grow.

To find out more about how Julie can help support your leaders and managers, please contact: salcombequays@gmail.com

