

60 SECONDS WITH AN ENTREPRENEUR...

CRAIG LETTON

Role: CEO

Company Name: MRM Global

Sector: Marketing Technology

Founded: 2001

Base: Edinburgh

Purpose: We help our customers increase their sales and reduce their waste through technology and on-demand production



Tell us a bit about your business? MRM Global is a high-growth marketing technology company that enables global drinks suppliers and distributors to increase sales and reduce waste by leveraging our BrandCreator technology to create on-demand, customised and compliant point of sale marketing. MRM Global's BrandCreator technology is used in 36 countries by the world's leading drinks brands and distributors including Bacardi, Carlsberg, Campari, Diageo, Molson Coors, William Grant, Proximo and Pernod Ricard.

How did you come up with your business idea? It was actually my father that came up with the idea to create a technology solution that would enable sales reps in the drinks industry to create marketing materials on the fly for their customers. I recognised the benefit this solution provided based on my own experience in consumer goods sales so pivoted the business to focus entirely on solving this problem on a global scale.

How did you come up with your company name? As a 2nd generation family business owner I inherited our previous name which I then shortened to an acronym.

What's been your biggest challenge to date? With our clients working in the hospitality industry we were massively impacted by the covid restrictions. Every lockdown brought an 80% reduction in revenue for our business which was highly challenging to deal with.

How has SE (or any other support organisation in the Scottish ecosystem) helped you on your journey? We've worked with SE as an account managed business for over a decade. SE have provided significant support in the development of our technology and have enabled us to increase our headcount significantly over the last few years.

What's been the highlight of the last year for you? Last year we really focused on strengthening our employee engagement and as a result of our building out our people team and intentionally investing in our people we grew our engagement score to 86% and reduced our gender pay gap to 0.8% which I'm really proud of.

What's your favourite thing about being an entrepreneur? The freedom and independence that comes with being your own boss.

What's the best thing about being an entrepreneur in Scotland? The benefit of being a really small country is that the entrepreneurial scene is really tight knit and everyone is really supportive.

What's the best piece of advice you ever received? The Chairman of Mackie's ice cream told me "You can either rationalise a business or grow it. You cannot do both at once." That advice came at the right time for me and was very instructive.

What has been your proudest achievement since starting your businesses? I've very proud of the way the team responded to the challenges created by Covid. It was an existential crisis for us and our team stepped up and worked incredibly hard to ensure the business survived. Not only did we survive but we actually grew our revenue 40% during those 2 years and won a lot of new business.

Is there anything on your business bucket list? Cracking the American market is at the top of the list and is something we are very close to achieving.

Who's been your biggest supporter? My wife has supported me through the many highs and lows of running MRM for the last 11 years. Without her support it would not have been possible.

How do you care for each other's wellbeing at work? Teamwork is one of our core values and I regularly see our team members looking after each other. We also have amazing managers. 96% of our employees recently told us in our recent engagement survey that their managers care about them as a person.

How do you start your day? I've got 3 young children so my day starts very early with getting them ready for their day.

What do you do for fun after a busy week? With a fast-growing business and 3 kids I don't have a huge amount of free time but when I do I'm usually doing Crossfit, mountain biking or skiing.

What's the best business book you've read? I've read so many it's hard to choose but my current favourite is "The hard thing about hard things" by Ben Horowitz.

Do you have a favourite TED Talk? Bob Keiller's talk on values is excellent.

What's your best tip for achieving a good life/work balance? I really enjoy what I do so don't see it as work and instead a critical part of my life. Exercise, eating healthily and spending plenty of time with my family is what I need to stay balanced.

What would you say is the secret to success? Relentless determination.

What's your big dream? Our vision is to become an industry leading global marketing tech company.

How would you like to be remembered? As someone that inspired and helped others.

Where can we find out more about your business? www.mrmglobal.com / www.linkedin.com/company/mrmglobal