

**Game-changing CFO/COO leader with transformation, M&A and ASX expertise.**

**Purpose and passion is to elevate the growth potential of people and the organisation. Does this by nurturing individuals, challenging them, understanding their fears and giving them the confidence to step forward to be the best they can be.**

**Extensive experience increasing EBITDA and generating multimillion dollar revenue streams across Food & Beverage, FMCG, Advertising & Marketing, Retail, and Services sectors.**

**With deep expertise in turning around struggling teams and businesses and scaling them for growth, operates as a collaborative leader in the management of multinational, complex, fast-paced, multi-cultural environments with revenues to $4.5Bil. Direct experience leading global finance teams, cross-functional and cross-divisional teams of up to 100**

**SENIOR MANAGEMENT EXECUTIVE**

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**New Zealand Quality Waters Ltd**

Non-alcoholic multi beverage business based in New Zealand with revenues of $50million and 80+ employees

Chief Operating Officer

Led, streamlined, scaled and turned around loss-making business, built the export market and handed the business to Singapore owners after securing remaining 49% ownership. Had full P&L accountability for operations in NZ

**Key achievements:**

Turned-around the business from losses to break-even by month 9 and sustainable profits from month 10 onward

Increased production efficiency by 60%

Increased sales by 27%

Launched two new brands, NZO and Waiz with exports to Australia, Hong Kong, Thailand, Cambodia and Singapore

Successfully grew the business through a period of extreme cash constraints

**JAN 2015 – JUN 2016**

Operational and Commercial Partnering with Boards, CEOs and Executive Leadership Teams to drive growth

Transformation & Change Management

Strategy formulation and execution

Brand and Business Development

Planning & Analysis

Financial Control

Statutory & Management Reporting

M&A, investor relations

Treasury / Forex / Hedging / Financing

Risk and Compliance Management

Planning & Analysis

Energised and Inspiring Leader

Talent Acquirer & Developer

Highly developed communicator

Thought leader pioneer

Outcome focused

Level headed, adaptable, flexible and collaborative style

Pleasantly sceptical

Positive & Persistent

Courageous and adept with Ambiguity

Innovative strategic thinker

**KEY STRENGTHS**

**L2 Management Consulting**

Executive consultancy enabling CFOs, CEOs and their organisation to realise their potential

CEO/CFO Advisor and Enabler

Virtual and Interim CFO services

Business diagnostic to enhance all areas of the business

CEO & CFO mentoring

**JUL 2016 – present**

**PROFESSIONAL EXPERIENCE**

Page 1 of 3

**JAN 2015 – JUN 2016**

Excel, Word, &

PowerPoint

Outlook

Digital/social media

Data Analytics

SAP & SAP-Bus 1

Oracle, JDEdwards

BCC & NetSuite

Dynamics, Sun

Xero & MYOB

**ROBERT J LANCUBA**

**MAICD**

Australian Institute of Company

Directors

**Executive leadership**

London Business School

**CPA**

CPA Australia

**Bachelor of Business**

UTS, Sydney



Technology Skills

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Education/Qualification

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**NESTLE, Oceania**

**JAN 2007 – DEC 2012**

World’s largest food manufacturer with turnover of A$120billion globally….. A$4.5 billion, 4000 employees and multiple facilities in

Oceania (Australia, NZ and PNG and Fiji). Household brands such as Nescafe, Nespresso, Milo, Kit-Kat and Uncle Tobys.

Head of Finance

Strategic co-pilot to Director and Executive Leadership Team, including the following roles:

Head of Finance – Operations & Supply Chain, Turnover of $A4.5billion

Head of Finance – Nutrition Division, Turnover of A$200million

Head of Finance – Food Division, Turnover of A$500million

2010 – 2012

2008 – 2009

2007 – 2008

**Key achievements:**

Spearheaded company-wide restructuring programmes that reduced costs by 28% ($40million)

Led a global cross functional team who relocated the production of Maggi 2 Minute Noodles from Melbourne to Malaysia, resulting in an increase in sales of 12% and 30% in profit pa ($10million)

Increased profit by $4million pa by driving efficiency and structural changes in Warehousing

Over achieved profit targets 4 years running by driving regular gap-closing initiatives

Aligned the factory Finance teams (x14) who had operated in the silo of the factory and harmonised systems, skills, reporting and processes

Page 2 of 3

**PRIMO SMALLGOODS**

**FEB 2013 – AUG 2013**

One of Australia’s largest food and smallgoods PE owned manufactures with revenues of $1.5billion and facilities in Australia & NZ. Primo

products include bacon, hams, salamis, prosciutto, fresh meats and salads

Group Commercial Manager *(Contract)*

Recruited to establish the Commercial Finance function for the Group. Responsible for analysis, decision support, budgeting and forecasting and assisting the business to close performance gaps. Recruited and developed the team, set up processes and procedures to align the function to the core needs of the business

**Key achievements:**

Step changed the weekly and month-end management accounts reporting process

Reduced costs by $25m pa by developing strategies to restructure the manufacturing process

Implemented a new rigorous and inclusive forecasting and planning process

**HARD ROCK CAFE**

**AUG 2013 – DEC 2013**

A global phenomenon and iconic brand, with 177 restaurants, hotels and casinos. Revenues in Australia of $30million with restaurant

and retail store venues in Sydney and Gold Coast.

Chief Financial Officer & GM *(Interim)*

Recruited to support the acquisition of the business from Liquidator, raise capital funding for the acquisition and working capital, set up the Finance function, financial reporting, budgets and SAP-B1 accounting system

**Key achievements:**

Successfully raised $3.5million funding for working capital and growth

Established the finance function, recruited staff, set up cash-flow and financial statements reporting

Grew profit by 30% by negotiating new deals and introducing new supply chain management processes

**MILLENNIUM SERVICES GROUP LIMITED**

**FEB 2014 – DEC 2014**

ASX publicly listed cleaning, security and integrated service group in the retail shopping centre, commercial property and government sector. Revenues of $150million and 2,000+ employees

Chief Financial Officer *(Interim)*

Joined the Group as direct report to the Board. Initially hired to restructure and streamline the business to prepare it for trade sale or IPO. Led all negotiations with potential buyers (including private equity firms and large corporates) and advisers on IPO.

**Key achievements**

Restructured and geared the business up for IPO by cleaning up the balance sheet, preparing due diligence pack, and introducing new governance policies and internal controls

Re-engineered the finance and reporting function

Initiated monthly meetings with area managers to drive sales, profit and forecasts and close gaps

Increased profit by 10% by driving the renegotiation and restructure of underperforming sites

**CAMPBELL ARNOTTS LIMITED**

**FEB 2004 – DEC 2006**

Australia’s largest manufacture of biscuits, soup and snack food with revenue of $2.0 Billion and 1,500 employees across Asia Pacific.

Financial Controller

Asia Pacific head office role managing the financial and management accounting function, including 4 direct reports, Management/Board/Statutory reporting, reporting to US parent company under US GAAP, Forecast and Planning, Compliance, Audit, Property, Tax, Insurance, Legal, Treasury and Forex hedging

**Key achievements:**

Reduced month-end reporting from 7 to 5 days by introducing new streamlined processes and procedures in the close process

Improved forecast accuracy by changing behaviour that increased rigour and responsibility

Drove the implementation of IFRS and adoption of new standards in the statutory accounts

Introduced Sarbanes-Oxley by driving a company-wide project to educate and realign responsibilities for new requirements

Page 3 of 3

Leadership, Accounting, Tax CPA Australia

Lean Nestle

**PROFESSIONAL DEVELOPMENT**

**Ongoing 20 hours pa**

**2012**

Value Creation Nestle

**2011**

Coaching Mastery Nestle

**2010**

Inspiring Leadership Nestle

**2009**

Good to Great Leadership Arnott’s

**2006**

**MILLWARD BROWN & WPP GROUP**

**1995 – 2003**

One of the largest advertising market research consultancies, with turnover in excess of A$300 million pa and 2000 employees in Asia

Pacific. Owned by WPP Group plc, parent to companies such as advertising agencies J Walter Thompson and Young & Rubicam.

Chief Financial Officer, Asia Pacific

Strategic and commercial CFO role driving expansion of the business and leading the finance, IT, HR, Admin, Legal and Risk functions for Asia Pacific. Non-Executive Director of Newspoll Pty Ltd.

**Key achievements:**

Expanded $28 million company into a $300 million business spanning Asia Pacific by acquiring businesses, establishing new offices and implementing country teams with local P&L responsibility

Championed 2 new acquisitions in Thailand & Singapore by analysing various potential acquisitions, negotiating with owners and managing the due diligence and integration process

Implemented new global accounting and HR systems throughout Asia Pacific region

Established and developed a regional finance team that serviced the Asia Pacific region

Increased profit by 20% ($10.5million) through procurement initiatives