

# Robert NICHOLLS

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<b>Operational Excellence</b> Business Needs Analysis   Strategic Business Planning	<b>Strategic Leadership</b> Workforce Engagement   Capability Development	<b>Organisational Transformation</b> Change Facilitation   Workforce Planning	<b>Financial Performance Management</b> Top Line Growth   Financial Controls
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## Professional Profile

Highly accomplished, results focused and commercially astute Operations Management professional; possesses a proven track record leading complex change and transformation projects. Provides strategic leadership to people and processes; identifies opportunities for improved operational efficiency and guides multi-functional teams across logistics, supply chain, security and safety. Takes responsibility of budgets and leads negotiations with suppliers and officials to deliver creative, cost-effective solutions, tangible results and increased profitability.

Exemplary leadership abilities including instilling a culture of development within diverse teams, resulting in an engaged, successful and loyal workforce, combined with the vision and talent for developing and executing winning strategies and inspiring teams to embrace change.

Skilled in streamlining existing operations, envisioning new concepts and future trends, and following through with development, direction, and accomplishment. Effective in high-profile executive roles within global markets leading revitalisation and growth for both small and large businesses in startup or turnaround situations.

## Core Competencies

Change Management Lead	Project/Program Management	Strategic Business Planning
SAP Change Management	Project Remediation Strategies	Enterprise Resource Planning
Business Transformation Lead	Project Portfolio Management	Senior Executive Development
Business Process Improvement	Business Needs Analysis	Succession Planning Strategies
Communication Strategies	Strategic Planning Facilitation	Workforce Planning Strategies
Organisational Development	Workshop Facilitation	Learning Management Systems
Workforce Engagement	Capability Development	Stakeholder Management

## Education | Accreditations | Memberships

<b>Master of Business Administration (MBA)</b>   Victoria University   Melbourne VIC	2012
<b>Diploma of Leadership &amp; Management</b>   Australian Institute of Management   Melbourne VIC	2011
<b>Company Directors Course</b>   Australian Institute of Company Directors   Melbourne VIC	1998
<b>Bachelor of Business and Commerce (Accounting)</b>   Victoria University   Melbourne VIC	1994

### Accreditations:

PRINCE2® Foundation | PRINCE2® Practitioner | PMI Agile Certified Practitioner (PMI-ACP)

### Memberships:

Australian Institute of Company Directors (AICD) | Australian Institute of Management (AIM)

## Experience Summary

<b>General Manager &amp; Director</b>   ABC Communications Limited   Melbourne VIC	11/2016 - Present
<b>Chief Executive Officer &amp; Director</b>   ABC Manufacturers Pty Ltd   Melbourne VIC	03/2012– 10/2016
<b>Operations Manager</b>   ABC Communications Limited   Melbourne VIC	01/2006 – 02/2012
<b>Financial Controller</b>   ABC Communications Limited   Melbourne VIC	11/1999 – 12/2005

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## Professional Experience

**General Manager & Director | ABC Communications Limited | Melbourne VIC** 11/2016 - Present

**Key Achievements:**

- Boosted revenue by 10% (approx. AU\$11M) for FY20, conducting market analysis to identify and secure a new rental business revenue stream;
- Reduced customer lead times from 10 to 2 days by geographically reprioritising customers, implementing Kanban and Visual Management techniques, enabling warehouse to operate more efficiently;
- Reduced annual manufacturing costs by 10%, increased productivity by 30% and reduced product cost by 10%, leveraging LEAN methodologies to create U-shaped workstations.

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**Chief Executive Officer & Director | ABC Manufacturers Pty Ltd | Melbourne VIC** 03/2012– 10/2016

**Key Achievements:**

- Increased revenue by 17% (approx. AU\$15M) for FY16 in first 8 months after acquisition of Hall Global Inc;
- Turned around ABC group from losses of AU\$3M/pa to profitability within 7 months of appointment;
- Reduced annual manufacturing costs by 11%, increased productivity by 35% and reduced product cost by 14%, leveraging LEAN methodologies to create U-shaped workstations.

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**Operations Manager | ABC Communications Limited | Melbourne VIC** 01/2006 – 02/2012

**Key Achievements:**

- Boosted revenue by 10% (approx. AU\$11M) for FY20, conducting market analysis to identify and secure a new rental business revenue stream;
- Reduced customer lead times from 10 to 2 days by geographically reprioritising customers, implementing Kanban techniques, enabling warehouse to operate more efficiently;
- Reduced annual manufacturing costs by 10%, increased productivity by 30% and reduced product cost by 10%, leveraging LEAN methodologies to create U-shaped workstations.

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**Financial Controller | ABC Communications Limited | Melbourne VIC** 11/1999 – 12/2005

**Key Achievements:**

- Reduced annual expenditure by \$2m via innovative budget processes and activity-based costing, developing financial literacy at management level, increasing strategic alignment and financial visibility;
- Improved cash turns by 35% from 55 to 36 days, increasing visibility and accounting of inventory aging, AR factoring and re-negotiating payable terms for trade suppliers;
- Delivered business savings on annual \$4m expenditure and an 80% profitable turnaround by commercialising the Promotional Trade Spend model to include GP and ROI by analysing accepted costs of doing business;
- Reduced reporting days from 15 to 3, developing financial literacy at management level, creating deeper engagement with budgeting process, formalising the accounts into a template and adding automation via SQL to minimise non-value add tasks.

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## Referees

1. **Mr Robert Jones** | Chief Executive Officer | ABC Communications Limited  
P: 02 0000 0000 | M: 0400 000 000 | E: robert.jones@abccommunications.com
2. **Mr Thomas Smitherson** | Director, Asia Pacific Operations | ABC Communications Limited  
P: 02 0000 0000 | M: 0400 000 000 | E: thomas.smitherson@abccommunications.com
3. **Mr William Rogers** | Chairman | ABC Manufacturers Limited  
P: 02 0000 0000 | M: 0400 000 000 | E: William.rogers@abcmanufacturers.com