

Robert NICHOLLS

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| Operational Excellence Business Needs Analysis Strategic Business Planning | Strategic Leadership Workforce Engagement Capability Development | Organisational Transformation Change Facilitation Workforce Planning | Financial Performance Management 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 a fully engaged, successful and loyal workforce, combined with the vision and talent for developing and executing winning strategies and inspiring teams to embrace change and achieve a mission.

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

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|------------------------------|---------------------------------|--------------------------------|
| 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

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| Master of Business Administration (MBA) Victoria University Melbourne VIC | 2012 |
| Diploma of Leadership & Management Australian Institute of Management Melbourne VIC | 2011 |
| Company Directors Course Australian Institute of Company Directors Melbourne VIC | 1998 |
| Bachelor of Business and Commerce (Accounting) 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

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

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.

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.

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.

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.

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
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