

LEE BROWN

021 852 105 | leebrown1906@hotmail.com | www.linkedin.com/in/leebrown1906/ | Wellington, NZ

EXECUTIVE LEADER & COMMERCIAL MANAGER

Brings GM experience across industry sectors, with a focus on growth and revenue generation

Executive leader with extensive experience in driving commercial success, ensuring strategic growth and leading business transformation, across a range of organisations and industry sectors. Expertise extends to working within domestic and international markets, new product and service development and execution, and adding long-term brand value, through leveraging a range of sales strategies and deep marketing knowledge. Brings an energetic, positive and collaborative approach to leadership which has enabled significant growth metrics to be achieved.

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| + Leadership & Management | + Commercial Management | + Strategic Planning & Execution |
| + Sales, Marketing & Branding | + Product Development & Execution | + P&L Budget Management |
| + Stakeholder Management | + Board Reporting | + Advisory Board Member |
| + Project Management | + Supplier Agreements | + Events |

CAREER SUMMARY

Advisory Board Member | Grow Tourism | March 2024 - Current

Project Manager | Hospitality New Zealand | Feb 2023 - Current

General Manager | Havana Coffee Works (Lion NZ Ltd) | Dec 2019 - Aug 22

General Manager | Sprig & Fern Ltd | Jun 2017 - Dec 2019

Vice President - Sales & Marketing | Creative Instore Solutions (CIS) Pty Ltd | Feb 2017 - Jun 2017

Group Sales & Marketing Manager | Creative Instore Solutions (CIS) Pty Ltd | Jun 2015 - Jan 2017

Marketing & Communication Manager | Creative Instore Solutions (CIS) Pty Ltd | Jun 2013 - Jun 2015

Director of Marketing | British Telecom Australasia P/L | Nov 2008 - Oct 2012

Head of Marketing & Operations | British Telecom Australasia P/L | Jul 2007 - Nov 2008

Marketing & Service Operations Manager | British Telecom Australasia P/L | Jan 2004 - Jul 2007

FLAGSHIP ACCOMPLISHMENTS

- ✓ **Created, designed and drove the launch of the inaugural "Top 50 New Zealand Gastropub" event**, achieving 85 entries, generating 134 leads for our key sponsor and mobilising more than 500 consumer votes in a NZ first to drive consumers to hospitality venues.
- ✓ **Member of a two-person project team, orchestrated the development and execution of the inaugural Pacific Hospitality Forum**, collaborating with HNZ, THA, SPTO, and FHTA. Coordinated delegate agenda and activities, engaging 65+ industry members, while securing government funding and managing travel logistics to boost delegate attendance from up to 29 Pacific nations. Resulted in forging fruitful industry connections and ongoing collaboration to tackle sector challenges.
- ✓ **Designed, lead and managed the planning, execution and delivery of the Hospitality New Zealand Conference 2023, Trade Show and Awards for Excellence** resulting in the largest trade activation, in under 4 months, whilst generating profit.
- ✓ **Led the Havana Coffee Works team through the design, build and opening of a \$2M investment** to open a new 756m² site in Auckland which has doubled the national Havana Coffee Works team and production capacity.

- ✓ **Refocused Havana's NZ grocery strategy** resulting in Havana on-shelf market growth at 44.6% in the first 12 months of leadership, above total NZ MAT rate of 15%.
- ✓ **Negotiated supplier agreements and revisions across a range of services**, including raw materials (coffee beans), freight, IT and consumables, resulting in a COGS estimated saving of circa \$700K in 2022 budget year.
- ✓ **Drove café acquisition and contract negotiations**, and signing of contracts across all café customers nationally, with 12% customer growth in 2020, targeted 15% in 2021.
- ✓ **Led the creation and implementation of a national events and brand marketing program**, which strengthened brand presence and resulted in product placement in 50,000 new locations nationally across a calendar year.
- ✓ **Introduced new SKU sizing to grocery (500g)**, resulting in incremental circa \$600K revenue in Progressive and Foodstuffs North Island in 12-month cycle, without cannibalisation of any existing 200g revenue.
- ✓ **Established core operational KPIs** which led to a 37.5% reduction in trade waste costs.

EDUCATION

Master of Business Administration (MBA) International Marketing | Charles Sturt University | 2007

Bachelor of Business (Marketing) | Charles Sturt University | 2001

PROFESSIONAL EXPERIENCE

HOSPITALITY NEW ZEALAND

Feb 2023 - Current

A membership organisation that provides expert advice and guidance for hospitality and accommodation operations in Aotearoa New Zealand, the organisation's mission is to empower industry members with the tools, resources, partnerships, and knowledge to maximise their success and add value to their businesses.

Project Manager

Report to CEO

Responsible authority overseeing all projects, national events, and partnerships for Hospitality New Zealand (HNZ). Assumed a pivotal role in contracting sponsors, partners and trade interest to generate long term relationships that drive revenue and value for members. With an unwavering commitment to excellence, meticulously manage and execute a diverse range of initiatives, ranging from small-scale projects to large-scale events.

Achievements

- ✓ **Designed, lead and managed the planning, execution and delivery of the Hospitality New Zealand Conference 2023, Trade Show and Awards for Excellence** resulting in the largest trade activation, in under 4 months, whilst generating profit.
- ✓ **Spearheaded partnership initiatives for HNZ, resulting in the acquisition of partnership revenue totaling over \$250K**, strengthening the organisation's financial resources adeptly securing agreements that were previously loosely defined or uncertain, creating long-term member value.
- ✓ **Created, designed and drove the launch of the inaugural "Top 50 New Zealand Gastropub" event**, achieving 85 entries, generating 134 leads for our key sponsor and mobilising more than 500 consumer votes in a NZ first to drive consumers to hospitality venues.
- ✓ **Successfully initiated the decision-making process and business case and project for implementing Pardot**, resulting in a streamlined email marketing tool, enhanced data integrity, and long-term time savings, setting a precedent for efficient technology adoption within the organisation and creating a new business case process.
- ✓ **Revolutionised awards processes across multiple events by implementing AwardStage technology**, driving a 100% conversion to online entries reducing manual workload by up to 40 hours across programs, seamlessly facilitating remote judging, and boosting consumer vote participation, including 5000+ consumer votes for the first time in a HNZ event and ultimately ensuring fairness and equity in HNZ awards programs.

- ✓ **Member of a two-person project team, orchestrated the development and execution of the inaugural Pacific Hospitality Forum**, collaborating with HNZ, THA, SPTO, and FHTA. Coordinated delegate agenda and activities, engaging 65+ industry members, while securing government funding and managing travel logistics to boost delegate attendance from up to 29 Pacific nations. Resulted in forging fruitful industry connections and ongoing collaboration to tackle sector challenges.

HAVANA COFFEE WORKS (LION NZ LTD)

Dec 2019 – Aug 2022

Havana Coffee Works was purchased by Lion NZ in 2018 and uses bio-degradable packaging, ensuring social inequalities and environmental issues are addressed through REALTRADE relationships.

General Manager

Reported to Lion NZ Executive with 7 direct reports, an overall team of 40 and revenue budget of circa \$15M.

Responsible for all aspects of Havana Coffee Works and Coffee Imports Ltd, ensuring the strategic growth plan development, execution, and review of all brands to market requirements, both on and off premises, product review and development and raw material importing and sales. Accountable for overall growth of the business, profitability through P&L budget development and monitoring, creation and roll out of national sales and marketing strategies, food safety, staff management, IT and HR and expansion to multi-site operational capacity.

Achievements

- ✓ **Led the Havana Coffee Works team through the design, build and opening of a \$2M investment** to open a new 756m² site in Auckland which includes a production roastery, logistics, servicing and training hub, and espresso bar and doubled the national Havana Coffee Works team and production capacity.
- ✓ **Implemented MPI, Food Safety solutions in response to 2020 COVID-19 pandemic**; designed and implemented companywide pandemic Health & Safety protocols, whilst achieving all growth % and EBIT targets required by the Lion NZ, including not drawing any government subsidy or relief to maintain profitability.
- ✓ **Refocused Havana's NZ grocery strategy resulting in Havana on-shelf market growth at 44.6%** in the first 12 months of leadership, above total NZ MAT rate of 15%. Negotiated a comprehensive sales agency contract with KPIs and reduction of overall commission rate from 8.5% to 6.7% on all channels.
- ✓ **Negotiated supplier agreements and revisions across a range of services**, including raw materials (coffee beans), freight, IT, consumables resulting in a COGS estimated saving of circa \$700K in 2022 budget year.
- ✓ **Purchased and installed new roaster and implemented specialty roast development program availability**, saving energy, quantity of raw materials testing by 90% and installation of recipe consistency.
- ✓ **Designed a Limited Release blend program, enabling consumer education on premiumisation**, with sales of an additional 14,000 products at launch, resulting in 3x retailer basket uplift and increase margin at store, per year.
- ✓ **Drove café acquisition and contract negotiations**, signing of contracts across all café customers nationally, with 12% customer growth in 2020, targeted 15% in 2021, ensuring 74% of customers being under contract by 2021.
- ✓ **Led the creation and implementation of a national events and brand marketing program** including naming rights sponsorship for IronMan Group (Queenstown, Hawkes Bay and Auckland Marathons) to strengthen brand presence, leading to product placement in 50,000 new locations nationally across a calendar year.
- ✓ **Introduced new SKU sizing to grocery (500g Super Deluxe)**, resulting in incremental circa \$600K revenue in Progressive and Foodstuffs North Island in 12-month cycle, without impact on existing 200g revenue.

SPRIG & FERN LTD

Jun 2017 – Dec 2019

Sprig & Fern Brewery produces real craft beers and ciders at their brewery in Nelson, New Zealand. Their award-winning beers are 100% natural, brewed with no artificial additives and unpasteurised to retain maximum craft beer flavour.

General Manager

Reported to Company Shareholders with 8 direct reports, a team of 15 and \$3M in revenue.

Responsible for all aspects of Sprig & Fern group of companies' leadership, ensuring the success of craft products and overall growth of the business, including achievement of profitability through appropriate P&L budget setting and monitoring, creation and roll out of national sales and marketing strategies, staff management, IT and HR. Additionally, owned the relationship with all franchisees and landlords across the portfolio of Sprig & Fern venues.

Achievements

- ✓ **Oversaw final sign off and roll out of Sprig & Fern rebrand** within three months of role commencement, resulting in specific targeted product SKU uplift of over 50% of FY16/17.
- ✓ **Increased franchise numbers under the brand umbrella by 20%**, including launch into new geographic market.
- ✓ **Created and launched new brand and subsequent operating model "Little Sprig"** in first seven months of role, resulting in best revenue taking on opening day for new venue franchise owners.
- ✓ **Implemented and rolled out Personal Development Plans for all employees**, including establishing core operational KPIs which had a 37.5% reduction in trade waste costs.
- ✓ **Created and launched two new products, with increased the core product range by 5 SKUs** and opening new channels to market including becoming an approved supplier to the nation's largest grocery chain.
- ✓ **Undertook review of all products to market** from raw costs to pricing models and varied channels to market, adjusting where necessary to return profit on all product SKUs in all channels, deleting range where required.
- ✓ **Restructured the organisation to maximise efficiency and reduce headcount costs** per payroll month by 26.4% whilst maintaining shareholder required growth targets.

CREATIVE INSTORE SOLUTIONS (CIS) PTY LTD

Jun 2013 – Jun 2017

CIS is a global point of purchase design and manufacturing powerhouse that blends creativity with structural engineering to conceive sustainable designs which drive incremental sales.

Vice President – Sales & Marketing | Feb 2017 – Jun 2017

Reported to the lead Shareholder/ Company President, responsible for complete global sales and marketing for the CIS global group of companies. General Management duties in Australian Headquarters, including profitability, staff management, IT and HR. Overall responsibility all sales, marketing and strategic development programs, member of the Board Panel, overall P&L ownership, third party contract negotiations, pricing strategy, strategic investment planning and spend approval.

Achievements

- ✓ **Achieved profitability for company** following a multi-year period of unprofitability.
- ✓ **Increased sales win rate across all regions** to a range of between 40% and 78% per business development manager globally, reducing operational resource strain on lost bids.
- ✓ **Developed and implemented new North American sales and marketing strategy**, seeing top line increase of 170% in FY16/17.
- ✓ **Owned pricing strategy for group of companies**, including holding final sign off on every global opportunity.
- ✓ **Launched new major customer supply plan for new markets** including China, Brazil, Turkey, Kazakhstan & Pakistan, ensuring customer retention and triple digit revenue growth.
- ✓ **Created and presented Board reporting sales and marketing packages**, increasing forecasting accuracy to 87% across all regions having a significant impact on company cash flow and profitability.

Group Sales & Marketing Manager | Jun 2015 – Jan 2017

Reported to the Managing Director, responsible for global sales and marketing for the CIS global group of companies. After departure of company CEO gained responsibility for General Management duties in Australian Headquarters, including profitability, staff management, IT, HR and productivity.

Achievements

- ✓ **Developed and implemented Board approved Strategic Framework** and compiled 3-year plan.
- ✓ **Implemented new vertical and geographical go-to-market strategy** to diversify customer database and geographical penetration resulting in the USA regional revenue growth from 2% to 18% overall.
- ✓ **Transformed Sales team activities** including realignment of personnel, job descriptions, commission plan and remuneration in line with revised Strategic Framework, including personnel regional reallocation.
- ✓ **Reduced sales expenditure on new business acquisition by 40%** and made individual sales personnel accountable for win rate and cost of customer acquisition.
- ✓ **Increased sales win rate across all regions** from, in some instances, under 10% to 33%.
- ✓ **Designed, developed and produced data for Advisory Board reporting**, increasing forecasting accuracy to 85% across all regions.

Marketing & Communication Manager | Jun 2013 – Jun 2015

Reported to the CEO, responsible for the internal and external brand marketing & communications for the CIS global group of companies. Owned, developed and advanced the marketing and communications strategy in line with the corporate growth goals.

Achievements

- ✓ **Established all relevant forms of social media for executives and company**, including writing and implementing global social media policies and acting as content author across all platforms and websites.
- ✓ **Created and implemented new brand and product photography guidelines**, including a total website rebuild with social media integration, resulting in an exponential growth in page visits over three month launch period.
- ✓ **Drafted, reviewed and submitted entries to both trade and business awards globally**, most specifically resulting in the 2013 NSW Premiers Export Awards, progressing to the National Finals.
- ✓ **Cultivated a network of industry associates**, specifically for media conferences and speaking opportunities resulting in 300% ROI on advertising spend in FY 13/14.
- ✓ **Managed all PR activities including all media relationships globally**; crafted thought leadership articles in relevant publications, all CEO and Company Owner interviews and editorial columns in trade.

BRITISH TELECOM (BT) AUSTRALASIA P/L

Mar 2003 – Oct 2012

BT Australasia P/L is part of the BT plc. group and a leading networked IT services providers to global and regional multinational companies in APAC, providing unified communications services to business/wholesale customers.

Director of Marketing | Nov 2008 – Oct 2012

Owned, developed, implemented and measured marketing plans to drive a profitable and growing business in APAC Unified Communications BU within a multi-channel environment. Led, managed and coordinated activities, across all marketing disciplines as well as product ownership, sales channel and business operations strategies.

Achievements

- ✓ **Developed and implemented the Marketing strategies and plans for Asia Pacific**, which achieved revenue growth from circa GBP6M in 08/09 to GBP28M in 11/12 whilst maintaining product margins of 35%.
- ✓ **Designed and implemented go-to-market plan** including channel strategy for launch into new highly regulated geography, India; resulting in revenue ramp of 79% across first three months of 10/11 FY.
- ✓ **Maintained EBITDA of +20% YOY over 3 FY periods** whilst continuing to grow headcount, product and infrastructure. As a result, growth figures substantially outpaced the market, which had a CAGR of 12%.