

MONICA YIANAKIS

CONTACT DETAILS

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GOVERNANCE STATEMENT

As a strategically agile leader, I have extensive Marketing and Brand expertise globally across both FMCG and Retail industries. I have a truly global lens on the Export business landscape having finished my education in Singapore, worked across Europe and driven several businesses across multiple markets. This is partnered with my passion for people, strong interpersonal skills and a drive for making a real commercial impact.

I am a collaborative business leader who has both reported to Boards and had significant experience working with Boards. Due to my diverse experience, I am constantly energised by the way the world is evolving and all the opportunities that these changes present. I am looking to work with entities who are looking to make a positive impact on this evolving world.

KEY SKILLS & EXPERIENCE

- Two years reporting in to a Board and multiple years working with Boards prior
- Marketing, Brand and Design Led Thinking expertise (17 years)
- Extensive International and Export experience (particularly UK, Europe, Asia & Australia)
- Solid FMCG and Retail industry experience (18 years and 7 years respectively)
- Strong People Focus
- IOD Member since 2021, on-going education including Governance Essentials
- AcademyEx: Leading Beyond Sustainability (Starting Sept '23)

EXECUTIVE EXPERIENCE

Jan '22 – Current **BOBUX INTERNATIONAL LTD & MUNRO FOOTWEAR GROUP**
Chief Executive Officer

Responsibilities

- o Lead Bobux International Ltd; a fast-growing New Zealand business in the export sector, selling over 600k pairs of children's shoes annually in over 40 countries.
- o Set the strategic direction to achieve the financial deliverables.
- o Report to the Bobux Board which included the two founders, a Chair and subject matter experts.
- o Responsible for managing all aspects of the business and leading ~40 Employees across multiple markets. This includes head office in New Zealand, production in Indonesia, warehouses and 3PL's globally and both distribution and wholesale partners globally (primarily Australia, UK, Europe, and USA).
- o Responsible for driving team culture and engagement, including fostering team development & wellbeing.
- o Work closely with key export partners NZTE, Kea, German Chamber of Commerce & British Business Association.

Key Achievements

- o Delivered \$22M Sales (+14% vs previous year) and EBIT growth of 5% vs previous year for the Financial Year 2022 (April-Mar '22).
- o Conducted a solid Business Review and from this, worked with the Board to build a three-year Strategic Plan to grow the high-potential Bobux business and double the profit delivery by 2025.
- o Re-built the full team and set the drumbeat to improve the culture and step change engagement.
- o Spent time with our customers, partners and agents in local markets (Australia, UK and Italy) as well as leading multiple Global Sales Conferences sharing upcoming season activity. Visited our Operations partners in Indonesia to rebuild relationships following COVID.
- o Built a Bobux Brand Bible, Range Architecture and Innovation Pipeline to take Bobux into the future.
- o Negotiated significant cost price savings, and combined with price increases identified by the creation of a Price Architecture, improved our GrossMargin by 4%.

- o Led the business through receivership with McGrathNicol in April 2023 which led to the acquisition by Munro Footwear Group (MFG) in May 2023.
- o As Bobux CEO, re-built the Bobux business under MFG ownership and successfully transitioned the Bobux brand across into the MFG stables. Evolved the Bobux Head Office to become Munro NZ Office focused on building the NZ Business for Munro going forwards.

Feb '20 – Dec '21

LION PTY LTD (New Zealand)

Retail Director

Responsibilities

- o Led Lion Liquor Retail as a stand-alone business unit charged with delivering an EBIT and Lion share target.
- o Champion a high growth culture across a network of 25 stores and a team of ~200 employees.
- o Led the development and implementation of the Business Strategy for outstanding commercial delivery.
- o Charged with leading in Retail Excellence; delivering industry best retail standards and feeding back to Lion via test and learn scenarios.
- o Proposed the sale process of Lion Liquor Retail to the Board as part of a wider consolidation strategy for Lion. Led the communications with the wider team and worked with sales agents to sell the stores for the best commercial delivery.

Key Achievements

- o Rebuilt the Business Vision, Strategy and Roadmap and communicated across the wider business that led to a +\$500k EBIT delivery in 2020 – the first EBIT delivered by this business in five years.
- o Thrived through COVID-19 lockdowns; an unprecedented level of demand on our website (2020 sales of \$2.7M vs \$95k for 2019) required quick action, focused acceleration of marketing and a new DC setup within 36hours.
- o Rebuilt a team culture back from engagement levels of 75% to 91% through clear vision, strategy and structure.
- o Key Note Speaker at the online NZ conference 'Women in Leadership' in December 2020.
- o Led team to open new LiquorKing Mt Eden store (March 2021).

Oct '17 - Feb '20

LION PTY LTD (New Zealand)

Head of Lion Ventures

Responsibilities

- o Led the Lion Ventures team of five to deliver new commercial territories that drive new avenues of growth for Lion through acquisition, creation or partnerships.
- o Set the strategic framework for New Avenues for Growth on the Lion NZ Business Strategy which was shared with the Lion Board. Responsible for the development and implementation of the strategy for Lion Ventures.
- o Ensure the Ventures culture and way of working reflects an agile, start-up mentality.
- o Drive thought provocation and test & learn mentality across Lion, influencing the Board and the wider Lion culture.

Key Achievements

- o Launched the YOWO platform (a digital subscription platform that connects remote workers with workspaces around NZ) in May 2019. Established scale across Venues and Members, generated significant media coverage across launch and held several Community events across 2019.
- o Key Note Speaker at the PWC NZ Herald Talk in May 2019, talking to 500+ people about the Gig Economy; the Future of Work with significant media coverage around the event.
- o Opened "The Humble Canteen" (a wellness café) in March 2020 which was named one of the 'Best New Café Openings in 2020' by Denizen Magazine.
- o Led the Lion trial of Design Led Thinking and in 2019 moved the entire Ventures team to be fully agile.
- o Influenced the wider Lion Culture with the Sunrise Speaker Series that featured speakers including Kathryn Wilson, Kevin Kenrick, Alexia Hilbertidou and Frances Valentine.

Nov '16 – Oct '17

Maternity Leave

Mar '16 – Nov '16

LION PTY LTD (New Zealand)

Business Development – New Ventures

Responsibilities

- o Led strategic identification and evaluation of new growth avenues for Lion NZ in-line with our vision to increase share of Adult Social Occasions. Avenues included new markets, new channels (including D2C and e-commerce) and businesses (to partner or acquire) that answer to Lion's vision and establish future revenue streams.

- o Drove momentum and scalability on key projects; set strategic direction and recommend resourcing once avenue clearly scoped.

Key Achievements

- o Created Strategic Plan for key pillar 'New Avenues for Growth' for the 2017 NZ Business Plan. Included full landscape review, identification of prioritised territories and five-year roadmap.
- o Led test and trial explorations of channels and built Business Case for an \$11M opportunity across the Coffee market, that led to the acquisition of the Havana Coffee Works Business.
- o Conducted a market overview with strategic and resourcing recommendations around D2C e-commerce strategy. Fostered partnerships with Fairfax, Facebook, Pinterest, Uber and NZME.

Nov '14 – Feb '16

FRUCOR BEVERAGES LTD (New Zealand)

Marketing Manager – GOODNESS / SIMPLE GOODNESS & VITALITY

Responsibilities

- o Full ownership of the Goodness Portfolio (largest portfolio in the Frucor Business) worth \$176m RSV.
- o Responsible as 2IC to Acting Marketing Director and lead a team of six high potential marketers.
- o Ownership of the vision and strategic direction for the portfolio, managing the full marketing mix to deliver agreed commercials with full responsibility for the P&L and \$4m annual marketing spend.
- o Responsible for the Juice, Water, Milk and Functional portfolios, as well as responsibility for 'Better for Me' innovation

Key Achievements

- o As 2IC, held a seat on the Operational Leadership Team (senior cross-functional team charged with in-year delivery) and represented Marketing frequently with the NZ Directors, Sugar Steering Committee and similar forums.
- o Strengthened the Frucor-Suntory relationship by representing Frucor at the Brand Ambassador Conference in Japan, attending the US Innovation Tour with the domestic Suntory Marketing Team and working closely with their Global Marketing Team in developing new Global Brands (see Ovi below).
- o Established the future vision for the Goodness Portfolio – identified as the largest source of future growth for Frucor. Set the 3year roadmap with clear brand directions and a 'Better For Me' innovation pipeline.
- o Step-changed in-year commercial performance within Goodness Portfolio through:
 - Launch of Suntory brand Ovi supported with \$2m ratecard through-the-line campaign including TV, Outdoor, Videos online, Digital Influencer Activity, and heavy Path-to-Purchase presence.
 - Fresh-up: Launched 1L PET offer built on consumer insight into the on-the-go channel, drove \$2.7m NSV in 2015
 - Just Juice: Drove Just Juice 50% Less Sugar renovation to accelerate growth of +23.9% MAT.
 - McCoy: Re-launched 'The Real McCoy' with dramatic new artwork to best position the brand for future growth.

May '14 – Nov '14

Maternity Leave

Feb '12 – May '14

FRUCOR BEVERAGES LTD (New Zealand)

Marketing Manager – HYDRATION & LIFESTYLE

Responsibilities

- o Ownership of the full P&L, the strategic direction and all elements of the Marketing Mix for the Hydration & Lifestyle Category (worth \$85m RSV) to achieve commercial targets.
- o Responsible for the Water (h2go, Mizone, NZ Natural), Sports (Gatorade), Milk (Wave, V Iced Coffee, Up&Go) and Functional (G Force, Dilmah Iced Tea) portfolios.
- o Coach team of three to ensure they achieve positive personal development and career progression.

Key Achievements

- o Reversed Hydration & Lifestyle portfolio performance from two consecutive years of double digit decline to +31% annual net sales growth (MAT to end-2013).
- o Lead the Hydration & Lifestyle Category Team to deliver:
 - Water: Developed long term roadmap with clear vision and differentiated brand positions. Re-branded h2go Pure and re-launch of h2go Zero, supported by a \$1.5m ratecard through-the-line campaign (Outdoor, PR, social activity and digital videos).
 - Sports: Introduced the Gatorade Brand to the NZ Market in June '12 and led the "Official NZ Gatorade Launch", which included the NZ Visit by Usain Bolt. This generated \$1.8m value of Media Coverage, touched an estimated 35m people and drove a run rate increase of +70% vs pre-launch. Drove on-going Gatorade program with renovations and brand support (ATL (Ratecard \$800k) and BTL).

Apr '11-Feb '12

FRUCOR BEVERAGES LTD (New Zealand)
Senior Brand Manager – HYDRATION (Water & Sports Portfolio)

Responsibilities

- o Led and managed the full marketing mix of h2go, Mizone and NZ Natural to achieve portfolio targets.
- o Drove portfolio growth through the development and execution of annual three-year strategic brand plans.
- o Full P&L ownership and responsible for managing annual marketing spend of \$1.1m.
- o Coached direct report, Water Brand Manager, to achieve development in the role.

Key Achievements

- o Commissioned Quantitative Need State Research to understand consumer needs driving the Hydration Market and how brands could be shaped to best meet these needs.
- o Developed a Category Vision and implemented the strategies to grow our total water portfolio.
- o Launched h2go Cash Caps Summer Promotion (Dec11- Feb12) supported by a \$300k Ratecard Radio and Social Campaign resulting in 22% value growth vs quarter year ago.
“h2go Cash Caps” campaign was a FMCG Finalist in both NZ Marketing Awards and CAANZ Effie Awards.

May '10-Mar '11

FRUCOR BEVERAGES LTD (New Zealand)
Senior Brand Manager – MIZONE

Jan-Dec 2009

CEREAL PARTNERS WORLDWIDE (CPW) - NESTLE & GENERAL MILLS JV (Switzerland)
Associate Marketing Manager – GLOBAL NEW PRODUCTS

Mar '06-Oct '08

CEREAL PARTNERS WORLDWIDE (CPW) - NESTLE & GENERAL MILLS JV (UK)
Brand Manager – NESTLE CHEERIOS

QUALIFICATIONS

2000 – 2003

**Double Degree: GPA: A-
BCom (Marketing) & BSc (Psychology)**
University of Auckland, New Zealand

ACHIEVEMENTS

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| 2019 | PWC Herald Key Note Speaker |
| 2017 | IDEO “Storytelling for Influence” Course |
| 2015 | Selected to be the Frucor representative on the Suntory Innovation USA Tour |
| 2013 | FMCG Finalist: NZ Marketing Awards |
| 2012 | Marketer of the Year (Frucor)
FMCG Finalist: NZ Marketing Awards & CAANZ Effie Awards |
| 2007 | CPUK Nestle Brand Manager of the Year (Cheerios). |
| 2005 | Runner-up in the Rookie Marketer of the Year (NZ Marketing Awards) |

PERSONAL INTERESTS

- o Active Lifestyle (Gym, Snowboarding, Cross-Country Walking Trips, Camping)
- o On-going Education (AcademyEx, Institute of Directors)
- o Community Involvement (Hallyburton Trust, Auckland City Mission)
- o Travel
- o House Renovations

REFEREES AVAILABLE ON REQUEST
