

WARWICK RUSSELL

Business Advisor

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PROFILE

A highly experienced and qualified Chief Financial Officer and Director with a proven track record leading key strategic initiatives on a global and local scale to achieve positive financial results. Provides financial and commercial expertise and advice to successfully negotiate share acquisitions, finance packages, consortiums and partnerships to promote growth and expansion for organisations.

LEVEL AND CONTEXT:

Capable of increasing overall business performance by instigating key relationships in the national and international marketplace. Highly adept at managing complex financial assessments and forecasts for revenue, assets and operational budgets of over \$1.1B. Strong history working with growing and rapidly changing organisations, transforming these enterprises into highly profitable and productive businesses.

FOCUS:

With a broad global and local background I offer consultancy services to organisations in a variety of industries including manufacturing, agriculture and forestry, health, IT, electricity and utilities, construction, transport and warehousing, business services hire, export and business support.

BACKGROUND:

A proven history over the past 20 years leading organisations throughout New Zealand including Mighty River Power, Freightways, Vector and Auckland District Health Board, in addition to Directorship of privately owned small and medium enterprises. Extensive experience providing financial and commercial advice to these organisations ensuring long-term strategic plans provide a focus for growth and development that optimises profitability to the organisation.

KEY QUALIFICATIONS

1980

Chartered Accountant

Institute of Chartered Accountants

1987

Advanced Management Program

New Zealand Institute of Management

1977

Bachelor of Management Studies
Majored in accounting and economics

University of Waikato

CORE SKILLS

- Big picture and strategic vision demonstrated by over **20 years Senior Management experience** with a focus on continuous improvement and development for small, medium and large organisations
- **Confident and proactive leader** implementing constructive change processes that improve financial outcomes and profitability and promote growth and expansion for the business
- Expertise in **management accounting** with speciality areas including shareholder value, investment opportunities, cash flow analysis and taxation
- **Highly effective communicator** with strong relationship building skills with key stakeholders in the local and global marketplace
- Demonstrated success providing **quality outcomes** and improved system efficiencies in accordance with long-term business plans, goals and values
- Highly developed negotiating, analytical and problem-solving skills with a **hands-on inclusive leadership** style
- High level of **commercial acumen** initiating key strategic relationships creating consortiums, partnerships, and managing the acquisition of new business
- Proven experience implementing and developing **new business models** including pricing and cost models, shareholding structures and service level agreements
- **Strong negotiator and contract manager** leading key collaborative initiatives to future proof organisations and ensure continued growth

KEY PROJECTS

Directorships

- Instrumental in the acquisition and leadership of a number of private entities resulting in the growth, sale, and continued management of these organisations
- Previous Director for Skyrise Hire, promoting growth strategies that grew the business from 18 machines to 55 over a 12 month period, resulting in the successful sale of the company
- Previous Director for Mintt Corporation managing the acquisition and financing agreements of 3 plastics companies

Strategic Financial Initiatives

- Senior level experience leading and managing financial initiatives that cover a range of financial considerations including legal, property, secretarial, and governance issues
- Proven ability through Directorships and involvement with large scale organisations to identify and quantify risk issues
- Extensive experience providing strategic advice to Boards and addressing corporate affair issues in large organisations including Vector, Auckland District Health Board, Tappenden Holdings and Freightways

Commercial Contracts

- Highly experienced at negotiating commercial contracts with both suppliers and customers achieving cost-effective results
- Recently negotiated the Smart Metering Contracts in addition to data exchange agreements
- Consulted and agreed on commercial IT contracts developing a service level agreement to support current and future business objectives

EMPLOYMENT HISTORY

October 2010- Current
Managing Director

Smetric Consulting Group Limited

Providing consulting services to the SME sector to assist business owners in growing, improving and turning around their businesses

November 2008 – September 2010
Consultant

Mighty River Power Limited

Mighty River Power is an integrated energy generation, trading and retailing business

Context & Achievements:

- Provide strategic, financial and commercial advice on expenditure, investment, returns, technology options and shareholder values for the smart meter deployment project
- Key stake holder involved in the research, negotiation and potential establishment of a New Zealand retailer metering consortium
- Research and analyse current competition, industry and international trends, and future technologies to create best solution strategies and price positioning
- Led the budget process review, assisting the organisation with reporting and budget formats, integrating this with shareholder value
- Analyse pricing models providing input into shareholder value, structures and tracking of revenue
- Create strong working relationships with external providers including Accountants, , Lawyers, and industry retailers
- Provide training and mentoring to 2 support staff enabling them to develop accounting and analyst skills to support the organisation
- Established commercial metering service contracts negotiating cost-effective prices and terms in line with market expectations and associated pricing models
- Identified cost savings by challenging current supplier agreements and rates

February 2004 – September 2008
Director and Shareholder

Rivervista Holdings Limited

A personal entity acquiring small and medium businesses for future growth, development and sale

Context & Achievements:

- Reviewed over 200 prospective commercial entities for acquisition, financing and purchasing 4 of these
- Completed due diligence with 10 businesses investigating suitability for purchase
- Managed the Skyrise Hire business including the coaching and development of 3 staff, revenue management of \$1.5M and asset management of \$2.8M

- Managed the Mintt Corporation with revenue management of \$23M and asset management of \$13M
- Developed strong working relationships with our off-shore client base throughout Australia, US, Europe, China and Malaysia creating business models that encompassed foreign exchange rates

November 2004 – June 2005
Acting Chief Financial Officer

Auckland District Health Board

Context & Achievements:

- Led the strategic annual district plan to review the existing \$100M deficit and made key financial and operational recommendations to resolve this
- Identified root factors and implemented a new model to look at key performance indicators, productivity, funding and costs to the organisation
- Recommended key changes that resulted in a reduction of the deficit and a future plan towards achieving a \$0 deficit
- Successfully received plan acceptance by building strong working relationships with the Board, the Ministry of Health and the wider Senior Management team

April 1999 – June 2003
Chief Financial Officer

Vector Limited

Vector is a multi-network infrastructure company which owns and operates a range of energy and technology businesses and assets

Context & Achievements:

- Reviewed the financial operational performance creating a business plan and new business model to reduce costs and create revenue
- Collaborated with the Vector Board in the successful share acquisition of United Networks Limited raising a \$3.13B finance package and \$300M capital bond issue
- Key member of the leadership team on the Change Management Project resulting in significant improvement in earnings, culture, customer satisfaction and health and safety over a 3 year period
- Successfully developed and implemented an IT strategy resulting in the use of a number of new IT technologies and systems in addition to SAP improvements that were completed on time and to budget
- Implemented a robust revenue protection plan resulting in a \$5M cost saving per annum

May 1993 – March 1999
Director of Finance (*Sep 1997 – Mar 1999*)
Chief Financial Officer (*May 1993 – Sep 1997*)

**Tappenden Holdings Limited/
Freightways Limited**

Freightways is a provider of express package services with complementary business servicing the information management and business mail sectors

Context & Achievements:

- Established the investment portfolio including the rationalisation of the existing group into a simplified and efficient custodian group
- Developed innovative tax planning and tax efficiency models for the combined groups to maximise system efficiencies
- Successfully prepared the Freightways group of companies for the proposed public listing in 1994

PREVIOUS EMPLOYMENT

August 1991 – April 1993 **DB Group Limited**
General Manager Planning and Administration

February 1989 – August 1991 **NZFP Pulp and Paper and Packaging Divisions**
Financial Controller

February 1988 – January 1989 **Industrial Park Holdings Limited**
Financial Controller and Company Secretary

February 1978 – March 1988 **Winstone Limited Group**
Various Subsidiary Company Secretary and Accounting positions

TRAINING

2008 **Massachusetts Institute of Technology**
Entrepreneurship Centre Global Sales Strategies

2007 **Product Development Institute**
Product Innovation Programmes

2008 **Icehouse**
Global Retreat

2006 **Icehouse**
Owner Manager Growth Seminar

REFEREES

Referees are available upon request