



# Arnaud Couvreur

Perth, Western Australia | Australian Citizen

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**TARGET ROLES:** General Manager | Chief Operating Officer | Executive Director

**CORE EXPERTISE:** Cross-Sector Operations Leadership | P&L Accountability | Stakeholder Management | Business Transformation | Strategic Planning

## PROFESSIONAL SUMMARY

French-Australian executive with 20+ years transforming organisations across profit, non-profit, and membership sectors. Proven expertise leading complex stakeholder environments, managing €8M+ operations with full P&L accountability, and delivering sustained revenue growth through strategic business development. Founded and scaled national industry organisations in France (2,450 companies, 80,000 employees), secured multi-million euro national and European-level grants through collective bargaining leadership, and directed negotiations with five trade unions and government ministers. Since relocating to Australia (2015), built diverse operational leadership experience across hospitality, technology, supply chain, and bilateral trade. DBA-qualified leader combining organisational transformation capability with operational excellence and sophisticated stakeholder management across cultures.

## CORE COMPETENCIES

**Strategic Leadership:** Organisational Transformation | Business Development | Strategic Planning | Change Management | P&L Accountability (€8M+) | Commercial Strategy | Revenue Growth

**Operational Excellence:** Operations Management | P&L Management | Supply Chain Leadership | Quality Systems (ISO/NATA) | Process Optimisation | Financial Management | Performance Improvement | ERP Implementation

**Stakeholder Engagement:** Government Relations | Diplomatic Coordination | Industrial Relations | Collective Bargaining | Cross-Cultural Leadership | Board Governance | Membership Organisations

**Specialised Expertise:** Bilateral Trade Facilitation | Digital Transformation | Grant Acquisition | Team Leadership | Crisis Management | Workplace Relations | Training & Development

## PROFESSIONAL EXPERIENCE

### AUSTRALIAN EXPERIENCE: CROSS-SECTOR OPERATIONAL LEADERSHIP (2016 - 2025)

#### WA HEAD OF CHAPTER (8-month fixed-term contract)

**French Australian Chamber of Commerce and Industry (FACCI) | Perth, WA | Bilateral Trade & Commerce**

**February 2025 - October 2025**

Led Western Australian operations for bilateral trade and commerce organisation, strengthening French-Australian business relationships through high-level diplomatic engagement and strategic partnerships.

- Strategic Partnerships & Diplomacy: Developed relationships with government ministers and diplomatic representatives while organising ministerial visits, consular events, and official receptions requiring cultural protocol expertise
- Revenue & Business Development: Led membership recruitment and sponsorship acquisition strategies while facilitating trade opportunities and business partnerships between French and Australian organisations
- Market Intelligence: Prepared strategic market analysis and competitive intelligence for board decision-making, supporting organisational growth objectives

#### CO-FOUNDER | BUSINESS DEVELOPER | PROJECT DIRECTOR

**ERP Power (trading as OTOOL) | Perth, WA | Technology & Business Systems | August 2023 - January 2025**

Co-founded technology startup with Profluid Managing Director to commercialise manufacturing ERP solution, leading complete business strategy, operations, and product development.

- Startup Leadership: Co-founded company with comprehensive business strategy development, brand positioning, and market entry planning
- Revenue Generation: Developed and executed sales and marketing strategies delivering \$100K first-year revenue
- Financial Management: Managed all financial operations including budgeting, accounting, cash flow, and investor relations
- Team Building: Recruited and managed distributed international development teams
- Product Development: Led CRM strategy development and technology solution delivery as Project Director
- Strategic Transition: Departed amicably following strategic partnership differences, transitioning to bilateral trade leadership role with FACCI

## **SALES & SUPPLY CHAIN MANAGER | ERP PROJECT MANAGER**

### **Profluid | Wangara, WA | Mining, Energy, Water, Infrastructure, Defence | March 2022 - January 2024**

Partnered with executive leadership on growth strategy while managing sales operations, global supply chain, and ERP implementation for engineering services provider.

- Strategic Advisory & Contract Management: Collaborated on growth strategy and operational effectiveness while overseeing delivery of contracts valued up to \$5M AUD with major clients including Lynas, Clough, and Mitsui
- Supply Chain & Procurement Excellence: Managed worldwide supply chain operations and negotiated freight contracts up to \$800K AUD, ensuring ISO, NATA, and defence sector compliance requirements
- Revenue Optimisation & Technology: Led sales department transformation, customer experience enhancement, and designed comprehensive ERP solutions improving process efficiency
- Grant Acquisition & Quality Systems: Successfully secured WA Government grants for digital transformation and business capability development
- Strategic Transition: Accepted co-founding opportunity with Managing Director to commercialise ERP solution

## **BUSINESS DEVELOPER | GENERAL MANAGER**

### **CEO Institute Skylounge | West Perth, WA - Wild Bakery | Fremantle, WA - Hospitality and Foods Operations**

#### **December 2020 - March 2022**

Led two hospitality operations sequentially, delivering strategic transformation, revenue growth, and operational excellence while preparing both businesses for operational transformation and ownership transition.

- CEO Institute - Revenue Transformation: Delivered 30%+ income growth by transforming private members' club into public venue, redesigning food and beverage menu, and establishing musical event partnerships with Perth bands
- Wild Bakery - Operational Excellence: Increased net margin on pastry department and grew gross income through business strategy consolidation and enhanced production and sales efficiency
- Quality & Performance Management: Established quality standards, performance metrics, and rebuilt operational teams across both venues ensuring service excellence and WHS compliance
- P&L & Financial Leadership: Managed complete financial operations including budgeting, cash flow, and profitability accountability for both concurrent operations

## **FINANCIAL AUDITOR | NIGHT MANAGER**

### **ACCOR Pullman | Bunker Bay, WA | Hospitality - Resort 5-star rating | September 2019 - December 2020**

Conducted comprehensive revenue auditing and served as operational manager on duty for luxury resort property.

- Revenue Audit Leadership: Performed complete audit of resort revenues (\$25+ million annually) ensuring financial accuracy and compliance
- Night Management: Served as manager on duty with full operational responsibility for guest services, team coordination, and incident management

## **OWNER & MANAGING DIRECTOR | BUSINESS DEVELOPER**

### **Par L'Ouest | Perth, WA (trading as Hexagone on Hay Street & The Crêperie by Hexagone) | Food & Beverage**

#### **December 2016 - July 2019**

Founded and operated French restaurants, managing all aspects of business development, operations, and financial management.

- Business Development: Led comprehensive branding, marketing, and restaurant operations for French cuisine establishment
- Financial Management: Oversaw accounting operations, budget monitoring, and profitability management
- Team Leadership: Recruited, trained, and managed service and kitchen teams ensuring operational excellence
- Market Positioning: Established brand presence in Perth hospitality market
- Business Closure: Business Closure: Operations ceased in 2019 due to personal family circumstances

## **CAREER TRANSITION & PROFESSIONAL DEVELOPMENT (2015 - 2016)**

Relocated to Australia, completed MBA in Tourism and Hospitality Management (Excelia Business School, UNWTO TedQual), and completed Boutique Hotel Manager internship in Burgundy, transitioning 15-year senior executive career from France to Australian context.

## **FRANCE: SENIOR EXECUTIVE LEADERSHIP (2000 - 2014)**

### **FOUNDER | CHIEF EXECUTIVE**

#### **UNIDIS (formerly UNIPAS) Paris, France | Industrial Relations | Pulp & Paper Industries | May 2010 - December 2014**

Founded and led national employer organisation serving pulp and paper industry, creating comprehensive five-entity ecosystem providing industrial relations, training, health/safety, and member services.

- Organisational Creation & Revenue Growth: Founded UNIDIS as strategic evolution of UNIPAS, designing five-entity ecosystem structure and increasing organisational income by 300% through diversified revenue streams and strategic partnerships. Founded and developed commercial Branch (UNIDIS Stratégie & Avenir)

- Executive Leadership & National Negotiations: Led operations management with €8 million annual budget while directing collective bargaining with five major trade unions representing 2,450 companies and 80,000 employees
- Stakeholder Relations & Board Leadership: Served as organisational public face managing relationships with government ministers, trade union leaders, and media while serving on 13+ national and European organisations overseeing €100+ million in training and professional development funds
- Multi-Million Grant Acquisition: Secured multi-million euro funding through collective bargaining leadership, including €550K Health, Safety and Well-Being at Work Prize (June 2010) and European Social Fund grants supporting workplace transformation, equality and diversity initiatives, and vocational training programs (2011-2015)
- Member Services & Strategic Development: Provided workplace relations advisory services, industrial tribunal representation, and developed growth strategies for profit and non-profit organisations across industrial sectors

## GENERAL SECRETARY

### UNIPAS | Paris, France | Industrial Relations | Pulp & Paper Industries | July 2006 - May 2010

Led national collective bargaining as chief employers' representative while managing organisational operations and member advocacy services.

- National Negotiations & Stakeholder Management: Directed collective bargaining as principal employers' representative in multi-party negotiations while managing strategic relationships with government ministers, trade unions, and national employers' organisations
- Operations Leadership & Member Advocacy: Led team management and organisational operations while assisting members with workplace relations matters and providing industrial tribunal representation
- Training Strategy & Organisational Growth: Defined and supervised national professional training and educational strategy development, leading to founding of UNIDIS (2010)

#### Earlier UNIPAS Positions:

- Deputy General Secretary (July 2005 - July 2006)
- Director of Labour and Employment (September 2002 - June 2005)
- Legal Advisor in Labour and Employment Law (September 2000 - September 2002)

## GENERAL SECRETARY (CONCURRENT APPOINTMENTS)

### GPSF (Screen-Printing Industry Association) | SGIEIC (Pens Manufacturing Industry Association) | Paris, France | 2002 - 2014

Simultaneously led two national industry associations while serving in UNIPAS/UNIDIS leadership roles, demonstrating portfolio management capability.

- Revenue Transformation & Organisational Leadership: Increased GPSF income by 200% (preventing organisational bankruptcy) while developing and managing budgets, P&L, and membership growth strategies for both associations
- Collective Bargaining: Served as public spokesperson for national-level negotiations while building sustainable organisational models, diversifying revenue streams, and providing strategic guidance and advocacy

## EDUCATION & PROFESSIONAL QUALIFICATIONS

- Doctorate of Business Administration (DBA), European City University, Paris 2024 | Major: Hospitality and Business Management
- MSc Tourism and Hospitality Management, Excelia Business School, La Rochelle, 2016 | UNWTO TedQual Certification
- Industrial Relations Certificate | INTEPF National Institute, Lyon, 2012
- Master in Law, University of Nantes, 2000 | Major: French and European Labour Law
- Master in Human Resources | Conservatoire National des Arts et Métiers, Nantes, 1997 | Major: Sociology of Organisations

## BOARD & COMMITTEE EXPERIENCE

- Board Member and Committee Member | National & European Employers' Organisations | France - Belgium | 2005-2014 | 13+ organisations including MEDEF, INRS, CNAM-TS, AFIFOR, OPCA 3+, CEPI (see full list: <https://www.linkedin.com/in/arnocouvreur/details/organizations/>)
- Co-Managing Director and Board Member (Volunteer) | Designers Anonymes | Paris, France | 2002-2015
- Dual Governance Experience: As General Secretary and CEO of UNIDIS, GPSF, and SGIEIC, governed boards directly from executive management perspective whilst simultaneously serving as board member on French and European committees.

## PROFESSIONAL AFFILIATIONS & ADDITIONAL INFORMATION

Dual French-Australian Citizenship (Australian citizen 2022) | CEO Institute WA Member (Syndicate 81) | Internationally Mobile | Available Immediately | Odoo ERP functional certification V16 | RGL WA Unrestricted Approved Manager Card | Driver's Licence C & R | Professional References Available