



# Arnaud Couvreur

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**TARGET ROLES:** CEO | COO | Executive Director | General Manager | Head of Department  
**CORE EXPERTISE:** Cross-Sector Operations Leadership | P&L Accountability | Stakeholder Management | Business Transformation | Strategic Planning

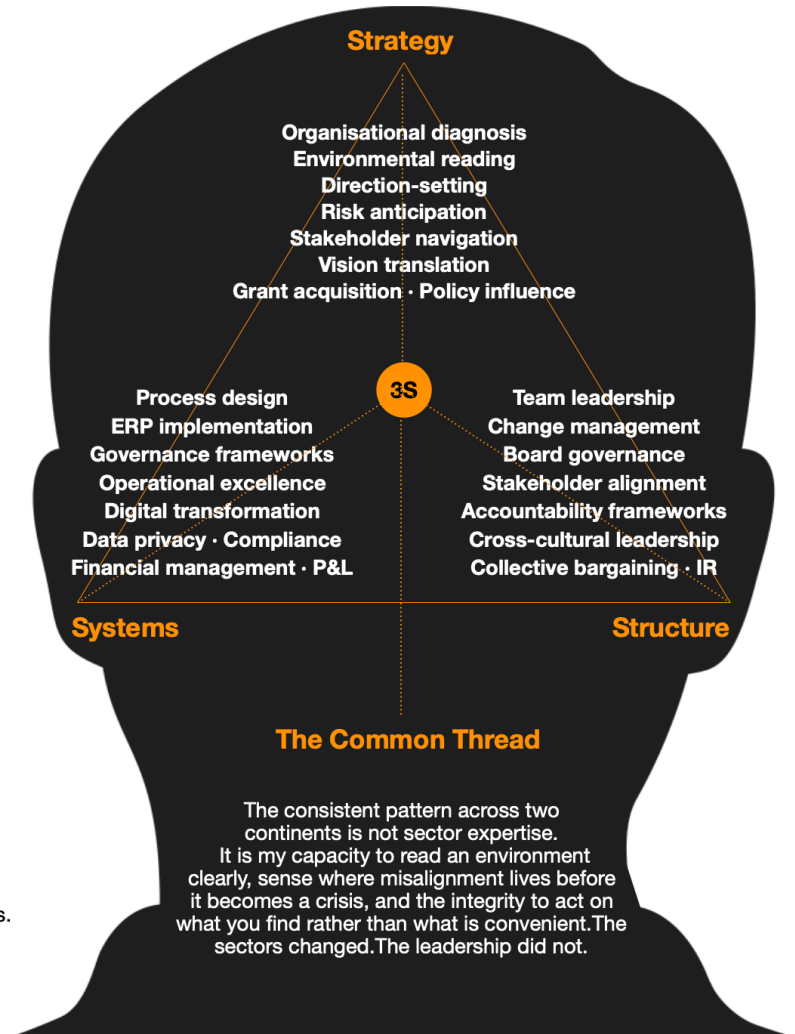
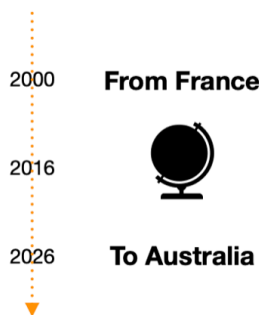
## PROFESSIONAL SUMMARY

Franco-Australian executive with twenty-five years building and transforming organisations across profit, non-profit, and membership sectors in two countries. Since relocating to Australia in 2016, led operations across hospitality, technology, supply chain, and bilateral trade, bringing European strategic rigour to Australian operational contexts. In France, founded and scaled national employer organisations representing 2,450 companies and 80,000 employees, managed €8M+ operations with full P&L accountability, and directed collective bargaining with five trade unions and government ministers. DBA-qualified. Combines organisational transformation capability with hands-on operational leadership 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 | Supply Chain Leadership | Quality Systems | Process Optimisation | Financial Management | ERP Implementation | Performance Improvement
- 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 | Crisis Management | Team Leadership | Workplace Relations | Training & Development

### Twenty-Five Years. Two Continents. One Hard-Won Skillset.



### Leadership Values



- Integrity:** act on what you find.
- Curiosity:** questions, not crises.
- Resilience:** rebuilt by choice.
- Equity:** fairness as practice.
- Craft:** quality, experience always matters.
- Authenticity:** same in every room.
- Empathy:** understanding before solving.

## PROFESSIONAL EXPERIENCE

### AUSTRALIAN EXPERIENCE: CROSS-SECTOR OPERATIONAL LEADERSHIP (2016 - 2026)

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

**French Australian Chamber of Commerce and Industry (FACCI) | Perth, WA | Bilateral Trade & Commerce  
February 2025 - September 2025**

Led Western Australian operations for the French Australian Chamber of Commerce and Industry, a bilateral trade organisation connecting French and Australian businesses across government, commercial, and diplomatic networks.

- Diplomatic Engagement: Coordinated ministerial visits, consular events, and official receptions, managing government and diplomatic relationships requiring cultural protocol expertise
- Business Development: Led membership recruitment and sponsorship acquisition while facilitating trade opportunities and commercial partnerships between French and Australian organisations
- Strategic Intelligence: Prepared market analysis and competitive intelligence for board decision-making supporting organisational growth

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

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

Co-founded technology startup to commercialise a manufacturing ERP solution, leading business strategy, operations, product development, and market entry from inception.

- Business Development & Revenue: Designed and executed go-to-market strategy, sales approach, and brand positioning, delivering first-year revenue
- Operations & Finance: Managed all financial operations including budgeting, cash flow, and investor relations while recruiting and leading distributed international development teams
- Product & Technology: Directed CRM strategy development and ERP solution delivery as Project Director, overseeing end-to-end technology implementation

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

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

Managed sales operations, global supply chain, and ERP implementation for a precision engineering services provider serving mining, energy, water, infrastructure, and defence sectors.

- Contract Management: Oversaw delivery of contracts valued up to \$5M AUD with major clients including Lynas, Clough, and Mitsui, whilst contributing to executive growth strategy and operational effectiveness
- Supply Chain & Procurement: Managed worldwide supply chain operations and negotiated freight contracts up to \$800K AUD, ensuring ISO, NATA, and defence sector compliance
- Technology & Revenue: Led sales department transformation and designed ERP solutions improving process efficiency across workshop and office operations, before co-founding OTOOL with the Managing Director to commercialise the solution
- Grant Acquisition: Secured WA Government grants for digital transformation and business capability development

#### 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 with full P&L accountability, delivering strategic transformation, revenue growth, and operational turnaround while preparing both businesses for ownership transition.

- CEO Institute Skylounge: Transformed private members' club into public venue, redesigning food and beverage offer and establishing live music partnerships, delivering sustained income growth
- Wild Bakery: Grew gross income and increased net margin on the pastry department through production efficiency improvements and business strategy consolidation
- People & Standards: Rebuilt operational teams across both venues, establishing quality standards, performance metrics, and WHS compliance frameworks

#### FINANCIAL AUDITOR | NIGHT MANAGER

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

Conducted revenue auditing and served as manager on duty for a five-star Accor resort property.

- Revenue Audit: Audited resort revenues exceeding \$25M annually, ensuring financial accuracy and compliance across accommodation, dining, spa, and events
- Night Operations: Managed full overnight operations including 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 two French restaurant concepts in Perth, managing all aspects of business development, operations, and financial management before closing voluntarily in 2019 due to personal family circumstances, ahead of the COVID-19 pandemic.

- Operations & Finance: Managed full P&L, accounting operations, budget monitoring, and profitability across two venues
- Brand & Market Positioning: Developed brand identity and established market presence for two distinct French dining concepts in the Perth hospitality market
- Team Leadership: Recruited, trained, and managed service and kitchen teams across both venues

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

A deliberate reinvention. After fourteen years leading national organisations in France, completed an MBA in Tourism and Hospitality Management (Excelia Business School, UNWTO TedQual certification) in La Rochelle, undertook a Boutique Hotel Manager internship at a Michelin-starred property in Burgundy, and relocated to Perth to rebuild a senior executive career in a new country.

## **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 a national employer organisation serving France's pulp and paper industry, building a five-entity ecosystem delivering industrial relations, training, health and safety, commercial services, and member advocacy.

- Organisational Design & Revenue Growth: Created UNIDIS as the strategic evolution of UNIPAS, designing a five-entity structure including a commercial subsidiary (UNIDIS Stratégie & Avenir), and significantly growing organisational income through diversified revenue streams and strategic partnerships
- Executive Leadership & Negotiations: Managed €8M+ annual operations with full P&L accountability while directing collective bargaining with five major trade unions representing 2,450 companies and 80,000 employees
- Stakeholder & Board Leadership: Served as the organisational public face managing relationships with government ministers, trade union leaders, and media while serving on 13+ national and European organisations overseeing €100M+ in professional training funds
- Grant Acquisition: Secured multi-million euro funding including the €550K Health, Safety and Well-Being at Work Prize (2010) and European Social Fund grants supporting workplace transformation, equality and diversity, and vocational training programmes (2011–2015)
- Member Services: Delivered workplace relations advisory services and industrial tribunal representation, developing growth strategies for member 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 across France's pulp and paper industry.

- 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 & Member Advocacy: Led team management and organisational operations, providing workplace relations advisory services and industrial tribunal representation to member companies
- Training Strategy & Organisational Growth: Defined and supervised national professional training and educational strategy, culminating in the founding of UNIDIS in 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 alongside UNIPAS and UNIDIS leadership responsibilities, managing full P&L, membership growth, and collective bargaining for both organisations.

- Organisational Turnaround & Revenue Growth: Significantly grew GPSF income from near-bankruptcy to financial sustainability through revenue diversification, membership development, and strategic repositioning
- Collective Bargaining & Advocacy: Served as public spokesperson in national-level negotiations while building sustainable organisational models and providing strategic guidance to both associations

## EDUCATION & PROFESSIONAL QUALIFICATIONS

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

## BOARD & COMMITTEE EXPERIENCE

- Since April 2026: Board Member Edmund Rice Centre WA | Multicultural NFP organisation | Perth
- 2005–2014: Board Member and Committee Member | National & European Employers' Organisations | France – Belgium | 13+ organisations including MEDEF, INRS, CNAM-TS, AFIFOR, OPCA 3+, and CEPI (full list: <https://www.linkedin.com/in/arnocouvreur/details/organizations/>)
- 2002–2015: Co-Managing Director and Board Member (Volunteer) | Designers Anonymes, a digital marketing and communication company | Paris, France
- Dual Governance: As General Secretary and CEO of UNIDIS, GPSF, and SGIEIC, governed boards directly from an executive management perspective whilst simultaneously serving as board member on French and European committees

## PROFESSIONAL AFFILIATIONS & ADDITIONAL INFORMATION

Volunteer Business Adviser, Tricore Tech, a Perth-based AI and technology organisation | Advisory role focused on AI ethics and governance frameworks | 2025 to present

Dual French-Australian Citizenship (Australian citizen 2022) | CEO Institute WA Member (Syndicate 81) | Member of the Institute of Community Directors Australia (ICDA) | Odoo ERP functional certification V16 | RGL WA Unrestricted Approved Manager Card | Driver's Licence C & R | Internationally Mobile | Available upon notice | Professional References available on request

