

TOM POTTER

E: tom@potteroz.com

NON EXECUTIVE DIRECTOR / FRANCHISE FOUNDER / INTERIM CHIEF EXECUTIVE OFFICER Business Transformation & Project Leadership

Founder, Director and Chief Executive Officer of highly successful retail food franchise, Eagle Boys Pizza. Created and developed a franchise model and opened 200 stores throughout Australia, New Zealand and Fiji over a 20 year period. Lead a team of 120 corporate staff and 4000 operational staff, annual turnover expanded to over \$170m culminating in a management buy out and the sale of the business to investment banking group NBC Capital in 2007.

Brings diverse business exposure inclusive of strong commercial acumen, strategy, business transformation and stakeholder engagement experience that has led to a Non-Executive Director and advisory career in Retail, Franchising, Manufacturing and Sport with Privately Owned companies, Family Business and Government owned Corporations both within Australian and USA. Recognised by the Franchise Council of Australia in 2005 as the inaugural member of the Hall of Fame and he became the Chairman of the leading Australian body (Hall Of Fame Committee) in 2013. Most recently established a bakery concept with the view to establish drive-through model sites.

Career Achievements

- Built Eagle Boys Pizza from concept to a highly successful franchise and opened 200 stores located throughout Australia, New Zealand and Fiji with an annual turnover of \$170m
- Launched into the New Zealand market in 1994 and opened over 60 stores within five years, generating \$50m in sales and then selling for over \$30m. The success of the entry and engagement with the market has been recognised as a leading case study for Master Franchise models. (During this period Eagle Boys became known as “one of the top 5 best known brands in New Zealand”)
- Market leading innovations including the world first “2 minute pizza” and drive-through service model which became the “beach head” for the business and its future, creating a massive benefit and long term sustainable point of difference for the company and its franchisees
- Built a strong corporate culture around vision and values with a focus on “Three Core Pillars” which resulted in high employee engagement and satisfaction and staff turnover (corporate) as low as 8%
- Wrote and published “The Eagle Boys Pizza Story” 2009
- Recognised as a Professional Corporate Speaker with key note presentations on Franchising, Business Management, Marketing / Brand Business Differentiation and Leadership having presented to over 50 ASX and privately owned executive teams within the last three years
- Created a Board of Directors for Eagle Boys to support corporate governance and strategy for a highly competitive and fast moving environment
- Inducted into the Franchise Council of Australia Hall of Fame in 2005 (inaugural Inductee)
- Twice recipient of the Australia Day Patron

Board & Advisory Roles

Franchise Council of Australia (Hall Of Fame) Chairman		2013 - 2014
Burge Urge Group Franchise	Chairman	2014 - 2015
Doc Popcorn USA	Board of Directors (founding director)	2005 – 2015
AFL Australian Football League (USA)	Advisory Board member (USA)	2003 - current
Brumby's Bakeries Australia	Board of Directors	2001 - 2004
Wallace Bishop Jewellers	Board of Directors	1997 - 2001
AFL Australian Football League	Commissioner (QLD)	1999 - 2006
Board of Brisbane	Mayor of Brisbane Jim Soorly appointment	1998 - 2001
Eagle Boys Pizza	Board of Directors	1987 - 2007
Ports Corporation of QLD (GOC)	Qld Premier Hon Rob Borbidge appointment	1994 - 1997

Career Experience

CRUSTY DEVIL BAKEHOUSES

2008 - CURRENT

Founder

www.crustydevil.com.au

Conceptualised, designed and built the Crusty Devil bakehouses. Crusty Devil is the rebirth of how bakeries were in the old days. Currently operated by a partner as the business model is still in trial and development, with options of a drive-through service in the future.

Key Achievements

- Greenfield start up and total development of the concept through to operations
- Achieved 6000 customers per week (two stores) within two years
- Winner Brisbane best bakeries 2014

DOC POPCORN, COLORADO USA

2005 - 2015

Advisor

2005 – 2006

Director

2006 – 2015

www.docpopcorn.com

Engaged initially by the Founder to travel to New York to create the strategy for them in the start-up phase for a new franchise retail snack concept.

- Researched, drafted and implemented business plans, created and defined the brand and positioning, initialised staffing and operations structures, implemented strategy for entire franchise operations.
- As a Director travelled regularly to the USA to provide strategic input on the growth of the business from concept to 100 stores in 100 locations culminating in a \$50m revenue business.
- In 2015 the business was sold to Dippin Dots (USA)

BURGER URGE

2008 - 2015

Mentor /Chairman (finished in the role June 2015)

www.burgerurge.com.au

Working with a privately owned start up mentored the owners around strategy, research, financial, operational planning and franchise plans.

- Within 6 years expanded from start up to 15 stores increasing annual store sales at double digit % and achieving substantial structure/ planning / systems and strategy for considerable growth in the coming years.

EAGLE BOYS PIZZA

1987 - 2007

Australia, New Zealand, Fiji

Founder / Chief Executive Officer /Executive Director

www.eagleboys.com.au

Conceptualised, designed and built a highly successful Franchise model and organisation for fast food / fast casual dining / drive-through food over a 20 year period, culminating in the sale in 2007. Worked with an independent skills based board; led a team of franchisees, employees and 120 corporate staff with 6 direct reports. Grew the business to \$170m in revenue and opened 200 stores located throughout Australia, New Zealand and Fiji of which two to ten were corporately owned at any time.

Overall responsibility for all aspects of the business including Marketing and Advertising, HR, Site research acquisition and development, Franchisee attraction retention & engagement, Strategy, Finance, Operational Management, Research & Innovation and Policy & Procedures.

A highly competitive market sector, throughout the 20 years continually focused on innovation and transformation to ensure the business was at the cutting edge of the industry both in product quality, production and distribution to maximise returns for all stakeholders and to ensure sustainability.

Key Achievements

- Launched into the New Zealand market in 1994 and opened over 60 stores within five years, generating \$50m in sales and then selling for over \$30m. The success of the entry and engagement with the market has been recognised as a leading case study for Master Franchise models.
- Through the evaluation of other diverse industries was able to generate innovative solutions to ensure customers chose Eagle Boys first time, every time. Going back to basics and working with a research development team, we created the technology to produce the “**2 minute pizza**”. Within a two year rollout the business achieved double digit growth and the product mix was up to 70 % “**2 minute menu**” driven, ensuring sustainability for the company and its franchisees and positioning Eagle Boys as the “zebra amongst horses” in the pizza industry.
- Introduction of the **Micro Solution Store** concept into Brisbane and Sydney Airport and Suncorp stadium and the “**drive-through**” service model. The “**drive-through**” model increased average store sales by a minimum of 30%.
- Built a strong corporate culture around our “reason for being” (customer first then franchisee profit then corporate profit) within a market that faced “war like” conditions in the competitive arena. With a strong leadership team and a daily system focused on our three core pillars - Customers, Employees/ People and Corporate/ Shareholders, Eagle Boys was viewed by the Franchise and Fast Food Industry as a benchmark company with staff turnover as low as 8% (corporate) and satisfaction ratings extremely high.
- Within six years of operation developed a Board of Directors to implement strong corporate governance to support strategy and vision.
- Built a business model that generated for franchisees an average return inside three years of 17% (EBITDA) up to as high as 34% within Australia and the same results within two years within the New Zealand market.
- Created the “**Australian Made**” advertising campaign which became a public relations case study that resulted in a federal court case against Pizza Hut Tricon. Eagle Boys won the court case culminating in one of Australia’s most successful public relations campaigns of the decade creating millions of dollars of great PR for the brand for years to come.
- As CEO, Tom spent years and millions of dollars researching, trialling and launching the “**2 minute pizza**” and “**drive-through**” service. The services produced outstanding results and positioned the brand as a market leader in innovation and service to customers “**pizza in 2 minutes or it’s free**” and provided a “point of difference” for the future.
- Led the evaluation, research and expansion into international markets (New Zealand/ China/ Fiji/ South Africa/ Malaysia) encompassing business planning and strategy, operational challenges, finance and legal reviews. Through extensive research and negotiation with local partners, chose not to launch into China, South Africa or Malaysia as the research process highlighted that the potential partners were not in alliance with our core values and strategic goals.
- First pizza company to introduce into regional Australia personalised, computerised ordering systems into the industry.
- Development of a Franchise system that sustained high satisfaction amongst franchisees via strong leadership and an open book policy with clear direction, communication and transparent policies and a five year vision.

Early Career Experience

- 1986 – 1987 Operations Manager, Dinos Pizza
- 1985 – 1986 Technical Advisor, Defiance Milling Company
- 1983 – 1985 Bakery Manager, Coles Myer/ State Development /New Store Co-ordinator

Professional Memberships & Achievements

- Fellow AICD 1993 - *current*
- Harvard Business School - Owner President Manager Program (3 year) - Valedictorian 1994-1997
- 2005 Inaugural Inductee - Franchise Council of Australia Hall of Fame
- Young Presidents Organisation - YPOWPO member Australia. Serving on the QLD and Regional Board and several roles during this period - 1996 to 2013 (retired at age 49)
- World Presidents Organisation member (current)
- Twice recipient - Australia Day Patron

Speaking Engagements

www.tompotterspeaker.com

- The Eagle Boys story
- Change /managing change (change or die)
- Affective marketing
- Leadership
- Guerrilla business and marketing tactics

Clients have included:

Australian Regional Media
Twin Waters - Council of QLD
Insurance Brokers
Choices Flooring
PACE development group
Asterton Life Advisers
Drake Supermarkets
Plan Australia PD Days
Carpet Court
Flight Centre
National Mortgage Brokers
Hire a Hubby
Muffin break/Jamaica Blue
Spec Savers
Fiducian
IGA

Elders
Port Hedland Council
PIA Queensland Division
The Resources Industry
Adenbrook Homes
QSR Media
YPO
Ace Body Corporate
SPAR
Lucky Charm
Logan City Council
Professional Service Centre
Belgravia Leisure
Bank West
Platinum Electricans

Broken Hill Chamber of
Commerce
Griffith Business School
Vantage Fuels
Supercorp
Telstra Licensee
Automotive Brands Group
Fountainhead Casting
New Zealand Food & Grocery
Council
Total Childcare Solutions
Woolworths
REIV
Optus