

Pascal BALLAYER

Summary: **Executive Corporate Manager - CFO - Management Control Expert - Business Development consultant - International experience (F, USA, GB, D, P, E).**

More than 15 years between [Lactalis](#) (World N°1 in dairy products) and [Logista](#) (subsidiary of [Imperial Tobacco Group](#)) in general management and administration, involved in several merger processes and deep corporate reorganizations.

Always seeking out innovative solutions: creation of a M&A model to buy SMEs while limiting the risks from their liability management / new collection methods (Home deposit and Secure Bag Drop) / new deviation calculation methods to increase the sales from the call centre / New credit control practices which eliminate the credit insurances / Tracing of commercial performance / Enhancement of safety, reliability and productivity of industrial facilities / implementation of new IT programs : Reporting and management control (Hyperion), Business-Finance (SAP FICO), Treasury (XRT).

Experience: 04/14 – ...: **PLIB Consultores - Lisboa, Madrid, Paris**

International Business Development Consultant

Transformation planning and organizational change, Private Equity, Risk management, Back-Office optimization, shared services implementation, management control systems performance measurement, best practices, internationalization, business provider.

Main projects: SAP Food Latam, Iberia and France / Gas Natural Fenosa / Logista / KPM Pharmaceuticals / Ponto Central - the Backoffice Platform / DS Smith (Post-acquisition integration of 5 Spanish companies (Ancosa, Andopack, San Macario...))

08/09 – 03/14: **Logista Portugal Group** – Alcochete

Corporate CFO – 7 direct reports / 72p.

Logista is the leading logistics operator in Southern Europe with the distribution of tobacco, pharmaceutical, telephony, lottery and convenience products, collectibles, press and books in Spain, France, Italy, Portugal and Poland.

- Member of the 4 Portuguese Committees: Corporate, Business, Security and Strategic
- Governance, strategic plans, direction of the budgeting processes
- Implement the group control policies for the 9 businesses in Portugal: Logista, Midsid, Publicações, Pharma, Integra2, Nacex, Livros (Turnover: 1.000M€ / 500p.)
- Various structures reorganizations to reduce costs and improve synergies
- Definition of Midsid sales force objectives to maximise the profitability
- Creation of the internal reports: sales analysis with the deviations methods, P&L accounts, Working Capital, Trade Receivables and Trade Payables, resolution of the intra-group differences, stock control.
- Development of risk management with the implementation of the compliance program and optimization of internal control systems (GRC for SAP)
- Supervision of procedures for billing, collection and payments
- Participation in the improvement of the IT systems (SAP, GRC, Navision, Hyperion, Qlikview)
- Negotiation of the insurance and banking conditions
- Audit of Altadis France safety procedures
- Transfer Pricing Practices annual review with the Deloitte team

01/00 - 06/09: **Lactalis Iberia Group** / Madrid

Lactalis group is the world N°1 on the dairy market: 61000 people, 56 countries, 200 factories. Well-known brands such as Président, Galbani and Parmalat. 2012 Group revenues amounted to €16 bn.

Deputy CFO and Head of Management Control

- Coordination of the financial consolidation, the internal and external reports of the industrial and commercial companies in Spain and Portugal (800M€ / 700p)
- Led the elaboration of the budgets, forecasts and strategic plans

- Definition of the monthly results analysis process with the implementation of corrective measures
- Creation of the processes to obtain accurate and consolidated customer and product profitability with monthly industrial and commercial reviews with CRM development.
- Defined the management procedures for the sales forces and the administration departments
- Supervision of the monthly closing process, the reporting package, relations with BDO external audit
- Selected, trained and developed the controllers teams (industrial and commercial)
- Coordinated the department heads: logistics, accounting, customers' accounts, IT, Invoicing
- Optimized the industrial and commercial reporting with the setting up of [Hyperion](#) (Essbase)
- Coaching of management control methods for the Joint-Venture with Nestlé Ultra-Frais.
- Profitability analysis of Kraft fresh cheese manufacture Mama Luise
- Participation in the “due diligence” for the purchase of the Prado Cervera Group (Horchata Chufi) and Central Lechera Vallisoletana (Lauki milk) activities.

04/96 - 12/99: **Lactalis Portugal, Lda.** / Paço de Arcos

Head of Administration and Finance

- Preparation of budgets and long term plans / Analysis of clients and product margins
- Management of stock flows and discards tracking, optimization of logistics costs and cuts in subsidiary overheads
- Definition of the Business Report: statistics, price lists, clients differed conditions, development of the procedures for billing and collection ([Coface](#)).

01/93 - 03/96: **Lactalis Deutschland GmbH** / Kehl am Rhein

Head of Commercial Management Control

- “Reengineering” of the subsidiary with the creation of the management control department
- Organization and management of the commercial terms and definition of the commercial budgeting processes
- Development of computer applications and feasibility study for a new AS400 system

Education

[IESE](#) Business School / Madrid (SP): Executive Management Program (PDD)

[ESCAE](#) Paris (FR): Degree in Business Administration: Thesis on corporate valuation methods

[Holborn Business School](#) (London): Degree in management

ISCP Carpentier (Paris): Thesis on Corporate sponsorship with the [Cartier](#) Foundation

Specific courses from [LRN Legal compliance and Ethics Center](#): Global Bribery and Corruption awareness / Global Financial Fraud Prevention / Combating the Illicit Trade

French: Mother tongue / **Spanish:** C1 (9 years in Madrid) / **Portuguese:** C1 (9 years in Lisbon) **English:** C1 (2 years US and UK, [American Club of Lisbon](#) member) / **German:** B1 (3 years in Germany)

Other activities

As a business owner:

From 2014: [PAFE](#) founder (IAFEI member), the first CFO association in Portugal: Organizing conferences and trainings on best practices, compliance and management.

1997-1999: General Manager - Denise Mith's Collections (Fashion workshops) - Lisbon

As a speaker and networker:

2016: IDC-HPE-CFO meeting: [New financial models for technology consumption](#) (Lisbon)

2015: Key Presentation for C-level delegates: “Next steps for the finance function” (Netherlands Embassy)

2013: [43th IAFEI CFO World Congress](#) Warsaw

2012: Finance Transformation Summit (London)

2011: [CFO Summit Southern Europe](#) (Milan)

From 2010: Participation in several events to promote innovation and internationalization as [Portugal Leaping Forward](#) and [ICPT](#)

Miscellaneous

IT: Deep knowledge of various systems, CRMs and ERPs: AS400, HP9000, Risk 6000; SAP, Navision, Hyperion, Qlikview, SAS, SPSS, Microstrategy, Sage XRT, etc.

Sports: Golf, Fitness, Padel