



CURRICULUM VITAE OF PAUL ZACKS

EXECUTIVE PROFILE

An accomplished Executive Management Professional offering in excess of 27 years' corporate experience incorporating Strategy, Business Development, Operations, Finance, Human Relations, Sales & Marketing, PR & Communications, Information Technology, Licensing, Event & Branded Merchandise, Retail, Sponsorships, Hospitality, Property & Facilities Management gained in a variety of diverse industries and fields:

- **Consumer Goods Manufacturing / Wholesale-Distribution / Retail;**
- **Professional Services (Audit, Advisory and Management Consulting);**
- **Financial Services (Asset Management, Corporate Finance and Private Equity);**
- **Intellectual Property (IP) and Brand Building, Licensing, Development and Management;**
- **Professional Sports Team Management, Marketing, Events, Merchandise and Sponsorship.**

PROFESSIONAL STRENGTHS

- ♦ Proven ability to diversify and improve a business from a strategic, operational and financial perspective.
- ♦ Strong commercial acumen supported by sound business judgement and decision making capability, well-developed conceptual and problem solving skills.
- ♦ High level of influencing skills to drive opportunities and liaise with both internal and external stakeholders.
- ♦ Proficient in planning, organising, prioritising and performing multiple tasks according to importance and urgency, ultimately ensuring stakeholder satisfaction.
- ♦ Authoritative, effective, high impact individual.
- ♦ Leadership and people management – leads with energy, professionalism and integrity, able to calmly and clearly guide teams through growth, innovation and change.
- ♦ Committed, loyal, politically astute individual, with a high level of integrity and the ability to build trust, generate respect and build strong and effective working relationships with all internal and external constituencies / stakeholders.
- ♦ An analytical, numerate, disciplined, visionary and innovative thinker with prodigious attention to detail.

EDUCATION DETAILS

Master of Business Administration [MBA] Executive Level; University of Cape Town Graduate School of Business [UCTGSB], 2009 (75%+)

Honours Bachelor of Accounting Science [B. Compt Hons]; University of South Africa [UNISA], 1995

Subjects: Financial Accounting | Management Accounting | Auditing | Taxation

Honours Bachelor of Business Science [B. Bus Sci]; University of Cape Town [UCT], 1992

Special field: Business Finance & Policy | Commercial Law | Economics | Statistics | Information Systems | Marketing

South African College Schools (SACS); 1986

Cape Senior Certificate, First Class Matric Pass (75%+)

OVERVIEW AND SUMMARY OF SKILLS

STRATEGIC ACUMEN:

- ♦ Understanding the value drivers of business and identifying profitable commercial opportunities.
- ♦ Establishment and implementation of a vision and strategic direction for the brand / organization ensuring revenue growth and profitability as well as building brand credibility and awareness.
- ♦ Participating in the development and preparation of short-term and long-range plans and budgets.

E X E C U T I V E M A N A G E M E N T P R O F E S S I O N A L

- ♦ Define and implement company operational procedures, policies and standards.
- ♦ Actively monitoring corporate performance against various approved performance indicators.
- ♦ Monitoring and evaluating of projects, successfully creating measurable goals/milestones and accomplishing desirable results. Assure project deliverables within fixed budgets and in absolute timely manner.
- ♦ Working collaboratively with all internal/external customers, partners and other stakeholders to align strategies for optimal market performance.

FINANCIAL MANAGEMENT:

- ♦ Experience in performing full financial management function, ensuring good corporate governance compliance.
- ♦ Supply complete, accurate and timely financial information to support decision making, interpretation and presentation of financial results aligned with GAAP and IFRS.
- ♦ Coordinate and control operating budgets and performance drivers, revenues and expenditures.
- ♦ Preparation of Annual Financial Statements, Annual Reports and Management packs for reporting to Board level.
- ♦ Development of management information systems (MIS).
- ♦ Overseeing and analysing cash flows, cost controls, whilst suggesting methods for improvement, which effectively results in substantial cost saving initiatives.
- ♦ Coordinating debt funding arrangements and au fait with Fixed Asset | Working Capital | Procurement management.

HUMAN RESOURCE MANAGEMENT:

- ♦ Responsible for interviewing, hiring, planning, assigning, developing, coaching, counselling and appraising performance of operating staff up to senior/executive level.
- ♦ Oversee and ensure that the Human Capital resource policies, procedures, processes and requirements support the delivery of strategic and operational plans and that they fully conform to current laws and regulations.
- ♦ Focus on leadership and personal development of staff at all levels, including coaching, mentoring and counselling.
- ♦ Creation of a dynamic environment orientated to trust, creative thinking and cohesive team effort.
- ♦ Manage the performance of staff members ensuring that KPI's are met.
- ♦ Experience of doing business in a unionised environment, dealing with various trade unions and shop stewards.

NEW BUSINESS DEVELOPMENT / LICENSING:

- ♦ New Business Development - seeking out and investigating potential new brands / licensees / distributors / markets.
- ♦ Deal-making and Contract Negotiations - negotiating with licensors / distributors for execution of agreement.
- ♦ Rights Protection - monitoring infringement of Intellectual Property and reporting of any violations.
- ♦ Product Development and Marketing Support - assisting in distributing marketing materials, seasonal style guides, art-book and all branding tools to licensees / distributors.
- ♦ Coordinating and assisting in the implementation of marketing, advertising and promotional activities of licensees / distributors in the Territory and arranging cross-promotions as approved.

SALES AND MARKETING MANAGEMENT:

- ♦ Develop and implement sales and marketing, distribution channel, RTM and retail strategies for business / brand/s.
- ♦ Conduct overall industry analysis, market research and competitor analysis.
- ♦ Identify and analyse company's strengths and weaknesses, respond to opportunities and threats.
- ♦ Oversee definition and implementation of processes for ensuring sales planning, forecasting and seasonal analysis.
- ♦ Develop plans in relation to advertising, sales promotion, public relations, personal selling and sales management.
- ♦ Analyse individual sales performance & territory performance and feedback on areas of success and failure.
- ♦ Measure and drive achievement of key sales measures of performance.

SPONSORSHIP NEGOTIATION AND STAKEHOLDER RELATIONSHIP MANAGEMENT:

- ♦ Sponsorship Negotiation, Management and Activation: rights management, rights holder liaison, venue liaison, on and off-site activation, promotional activity and integration with other marketing communications activity.
- ♦ Identification of new talent and securing personal endorsement agreements to market the company and brand.
- ♦ Production of sponsorship related management reports, including calculation of returns on investment (ROI).
- ♦ Ensure strict adherence to and compliance with the terms of and rights afforded in the sponsorship agreements.

EXECUTIVE MANAGEMENT PROFESSIONAL

- ♦ Develop, maintain and manage sound and positive working relationship with all stakeholders (internal and external).

PR AND MEDIA SKILLS:

- ♦ On-going formulation, development and implementation of procedures and policy regarding effective communication with stakeholders and public relations plans.
- ♦ Evaluation of public and stakeholder attitudes and opinions.
- ♦ Fostering positive relationships with all public constituents and stakeholders (suppliers, distributors, retailers).
- ♦ Extensive experience in various mediums of communication in order to fulfil the public relations function including appearing and been interviewed on numerous television and radio programmes and for media publications.

HUMAN RESOURCE MANAGEMENT:

- ♦ Administer and ensure that Human Capital resource policies, processes and requirements support the delivery of strategic and operational plans.
- ♦ Focus on leadership and personal development of staff at all levels, including coaching and counselling.
- ♦ Interviewing, hiring, planning, assigning, delegating work and appraising performance up to senior/executive level.
- ♦ Creation of a dynamic environment orientated to trust, creative thinking and cohesive team effort.
- ♦ Manage the performance of staff members ensuring that KPI's are met.
- ♦ Experience of doing business in a unionised environment, dealing with various trade unions and shop stewards.

OPERATIONS / LOGISTICS / FACILITIES MANAGEMENT:

- ♦ Overall sourcing and supply chain co-ordination ensuring continuous productivity improvement and management of the flow of goods, people, information and other resources in order to meet the requirements of customers and to align supply chain with corporate strategy.
- ♦ Ensure the integration of people, systems, place, process, and technology.
- ♦ Efficient and effective delivery of support services – control and manage EHS: Environment, Health and safety related issues, cleaning and building maintenance, space layouts and business continuity planning.
- ♦ Process design, creating a value network – improving the integration of information, transportation, inventory, warehousing, material handling, packaging, and security.
- ♦ Formulating and drafting service level agreements.

RETAIL:

- ♦ Overall responsibility for all on-site merchandise retail at all 2009 FIFA Confederations Cup and 2010 FIFA World Cup™ Stadiums and 2010 FIFA World Cup™ Fan Fests.
- ♦ Successfully launched the largest event retail programme ever launched in Africa, consisting of more than 290 Official Event Stores generating in excess of R1 billion in sales.
- ♦ Instrumental in opening the first Canterbury stand-alone / mono-branded retail stores in SA.
- ♦ Assisted numerous retail chain stores with growth / expansion strategies and plans.
- ♦ Conducted numerous retail chain store due diligences / feasibility studies for clients.

INFORMATION TECHNOLOGY:

- ♦ Project management, supervision and execution of IT strategy for a business or company.
- ♦ Implemented numerous IT projects and systems.

CAREER SUMMARY

Name of Entity	Western Province (WP) Rugby
Designation	Group Chief Executive Officer (CEO)
Period of work	May 2016 to January 2020

- ♦ Provide leadership, strategic guidance, direction and enabling to the Group.
- ♦ Lead and manage the organisational team to deliver on strategic business and commercial KPIs.
- ♦ Provide general oversight of all WP Rugby's activities, manages the day-to-day operations, and assures a smoothly functioning, efficient organisation.

EXECUTIVE MANAGEMENT PROFESSIONAL

- ♦ Assures the Group's relevance to the community, accomplishment of its mission and vision, ability to compete successfully in all rugby competitions in which it participates and accountability of the Group to its diverse constituents and stakeholders.
- ♦ Ensures that WP Rugby retains and strengthens its position as a leader and High Performance Organization in the eyes of its shareholders, client base, the wider community and world rugby.
- ♦ Develops the performance objectives of the Group, both on and off the field, through development and implementation of standards and controls, systems and procedures, setting challenging and ambitious targets.
- ♦ Manages and allocates all the Group's resources efficiently and effectively to achieve its objectives.
- ♦ Continuously improve revenue from the established sources and ensure new revenue streams are secured to deliver the strategic plan of the Group.
- ♦ Property Portfolio and Facilities (Newlands Rugby Stadium, High Performance Centre in Bellville, Brookside-Villagers RFC, Oranjezicht-Gardens RFC and various Residential Properties in Newlands) management and commercialization.
- ♦ Identify and establish new business ventures in partnership with commercial partners and otherwise.
- ♦ Lead and manage the player contract negotiations and acquisitions.
- ♦ Serve as chief spokesperson for WP Rugby assuring proper representation of WP Rugby to the community.
- ♦ Work with legislators, regulatory agencies, representatives of the not-for-profit sector to promote legislative and regulatory policies that encourage a healthy community and address the issues of WP Rugby's constituencies.
- ♦ Facilitates the integration of WP Rugby into the fabric of the community by using effective marketing and communications activities.
- ♦ Acts as an advocate, within the public and private sectors, for issues relevant to WP Rugby, its services and constituencies.
- ♦ Initiates, develops, maintains and strengthens cooperative relationships with key stakeholders and constituencies.

Key Relevant Achievements:

- ♦ Prepared and implemented a new 5 Year Strategic Business Plan for the Group.
- ♦ Implemented significant cost saving initiatives and introduced new revenue streams to support business continuity.
- ♦ Was instrumental in negotiating and securing the move of WP Rugby from Newlands to Cape Town Stadium.
- ♦ Was instrumental in negotiating the sale of Newlands Stadium development rights with Investec Property.
- ♦ Played a key role in retaining key DHL Stormers players, including the bulk of the 2019 Rugby World Cup winning Springboks squad, to ensure the DHL Stormers have the best possible team for Super Rugby in 2020 and beyond.

Name of firm	House of Busby Group
Designation	Group Head Strategy Execution / Group Commercial Executive
Period of work	October 2015 to April 2016

- ♦ House of Busby is one of SA's leading specialty design, manufacturers, wholesale distributors and retailers of branded and un-branded private label apparel, luggage, footwear, eyewear, handbags and accessories.
- ♦ The group employed more than 2,000 people and operated more than 320 retail stores in South Africa, Namibia, Angola, Botswana and Australia.
- ♦ It had exclusive distribution rights in Sub-Saharan Africa for numerous high-quality brands, such as Guess, Aldo, Nine West, Mango, Tumi, Forever New, Kipling, Steve Madden, Karen Millen, Busby, Frasers, Hepkers's, Travelite and Top Shop / Top Man in partnership with Edcon.
- ♦ Accountable for contributing to and driving House of Busby Group / Divisional strategy formulation and key strategic priorities (strategic planning, annual budgeting, business growth and financial management).
- ♦ Identification, exploitation and execution of new business / M&A opportunities, as well as new Brand origination.
- ♦ Drive asset optimisation and cost reduction initiatives by implementing efficiency programs, performance metrics, SLA's, integration and centralisation of functions to drive economies of scale across the organization.
- ♦ Operationalise the Rest of Africa strategy (scan, identify, develop and establish new business opportunities).
- ♦ Implement and manage governance and regulatory frameworks to ensure delivery against strategic priorities.

Name of firm	International Strategic Brand Management, Consulting and Licensing
Designation	CEO / Independent Management Consultant
Period of work	December 2010 to September 2015

Provide Strategic Brand Management and Consulting services to clients in the Consumer Goods, Logistics and Sports industry.

- ♦ Overall business and strategy vision conceptualization, design and development for clients.
- ♦ Develop, execute and implement product and brand channel distribution – including route-to-market, customer acquisition / retention, operations and logistics strategies and processes.
- ♦ Devise and deliver practical strategies for developing local and global business in client sector – comprising international and national business development, marketing and communications activities that deliver on the business' revenue generation priorities, profile development and opportunity realisation.
- ♦ Performs business analysis and process engineering, reviewing and designing control procedures.
- ♦ Provide organisational transformation and change management assistance, technology project management and implementation, strategy development and operational improvement services.
- ♦ Develop, execute and implement bespoke market sizing, entry and penetration strategies, as well as positioning or repositioning Brand and / or Product strategy / innovation / portfolio optimisation.
- ♦ Responsible for designing and implementing Financial, Administrative and Operational support functions.
- ♦ Develop customized presentations incorporating research insights to provide customer solutions.
- ♦ Explore potential M&A and licensing opportunities for / with local, regional and international companies / brands
- ♦ Conduct due diligence on prospective M&A targets and perform valuations, prepare forecasts / budgets.
- ♦ Structure and negotiate the most optimal transaction based on the legal, accounting, regulatory and tax requirements of the particular distribution territory.
- ♦ Provide innovative solutions to / assist clients with their customer care / loyalty programs / strategy / models.
- ♦ Cultivate effective relationships with clients, build market eminence and pursue new client opportunities

Business Development, Sales and Licensing Consultant to **IBML, Sports Direct International Plc** (the UK's largest sports and leisure retailer by turnover and profit) Brand Management and Licensing business across multiple product categories (apparel, footwear, headwear, balls, equipment, accessories, luggage etc.) for all of its world famous brands: Dunlop, Slazenger, Everlast, Lonsdale, Karrimor, Gelert, Donnay, Kangol, Sondico, USA Pro, Hot Tuna, Voodoo Dolls, Carlton, Campri, Nevica, Golddigga, Muddy Fox, Antigua, No Fear in Africa and Indian Ocean Islands.

- ♦ Source new business, sales and licensing opportunities, identifying and liaising with regional distributors/licensees.
- ♦ Develop and supervise existing licensees / distributors business in the region, aiming at maximising opportunities for the brands currently licensed and assisting with the brand stretch.
- ♦ Create and promote local market growth through development of bespoke Marketing/Sales strategies.
- ♦ Provide sound relationships and excellent customer service to existing distributors / licensees.
- ♦ Manage distributors / licensees to ensure sales are maintained in line with volume agreements.
- ♦ Drive and support distributors / licensees to increase both top and bottom lines.
- ♦ Work closely with the international and local marketing teams to provide solutions for improved sales performance.

Key Relevant Achievements:

- ♦ Prepared and implemented numerous Strategic Business Plans for national and international businesses / brands.
- ♦ Successfully assisted numerous clients in generating significant customer, sales / revenue and profit margin growth.
- ♦ Successfully conducted several comprehensive due-diligences of various entities.
- ♦ Negotiated and signed more than 25 License / Distribution Agreements generating in excess of US\$ 14 million in gross royalty revenues.

Name of firm	Trans Africa Capital (Private Equity Fund)
Designation	CEO of Manufacturing / Wholesale Distribution and Retail Divisions
Period of work	November 2011 to November 2012

- ♦ Directed the manufacturing | licensing | wholesaling | distribution | retail businesses.
- ♦ Formulated and executed the Group and individual entity specific strategic business plans.

EXECUTIVE MANAGEMENT PROFESSIONAL

- ♦ Controlled the daily management of certain underperforming investments and assets.
- ♦ Examined potential JV, M&A and licensing opportunities with local, regional and international companies / brands.
- ♦ Produced valuations, prepared forecasts, business plans and budgets.
- ♦ Briefed attorneys, assessed transaction agreements, communicated and presented the proposed transaction to stakeholders including the Fund Investment Committee for approval and ratification.
- ♦ Implemented and project managed the approved transactions and improved strategic relationships with stakeholders and partners both locally and internationally.

Key Relevant Achievements;

- ♦ Successfully negotiated the commercial terms and structures of several transactions as well as composing the necessary agreements to offer effect to each deal.
- ♦ Negotiated and concluded distribution and product license agreements for international sporting, leisure and lifestyle brands in Sub-Saharan Africa.
- ♦ Led a team in performing several comprehensive due-diligences of different entities.
- ♦ Developed and implemented a number of turnaround | rightsizing | restructure strategies and plans for underlying underperforming assets and investments.

Name of firm	Global Brands Group
Designation	General Manager / Vice President: Rights Management and Licensing
Period of work	January 2008 to November 2010

- ♦ Global Brands Group (GBG) was the world's premiere full-service Product Licensing, Brand Management and Retail Development partner for pre-eminent sports, entertainment and lifestyle brands [including FIBA, FA, PGA Tour, Disney, Warner Brothers & IPC Media] and was FIFA's Worldwide Exclusive Master Licensee.
- ♦ Reported directly to the Group CEO based in Los Angeles, Senior Vice President: Rights Management & Licensing in Singapore, General Manager: FIFA and Football Business Unit in London and Head of Marketing in Sydney.
- ♦ Responsible for overall strategic positioning and direction of GBG's business with day-to-day general managerial functions that included Wholesale, Retail & Licensing Sales, Financial, Administration, Operations, PR & Marketing.
- ♦ Maintained responsibility for the commercial licensing, merchandising, retail and onsite [stadiums and fan parks] concession programme for the 2009 Confederations Cup™ and the 2010 FIFA World Cup™.

Key Relevant Achievements:

- ♦ The 2010 FIFA World Cup™ program achieved more than US\$ 58 million in gross licensing revenues, exceeding all expectations for the first FIFA World Cup on the African continent.
- ♦ Negotiated and sold more than 45 license and sub-license agreements for the rights to manufacture market and/or distribute more than 150 product categories, ranging from apparel to toys and from footballs to art.
- ♦ Successfully liaised with numerous stakeholders at different levels, including: National, Regional and Local Government Departments | Municipalities | Agencies | The LOC [Local Organising Committee] | FIFA's Commercial Affiliates [Partners | Sponsors] | International and Domestic Manufacturing, Retail and Distribution Partners.
- ♦ Directed several unique and high profile situations associated with an event of the World Cup's stature and exposure – including complicated supply arrangements with Asian-based manufacturers and high South African import tariffs as well as key PR issues regarding negative publicity on the program in the local press.
- ♦ Effectively managed [through offering the entire Senior Management team worldwide with a step-by-step prognosis and cure] numerous crises – including high profile media attacks from COSATU concerning local labour practices and employment and the internationally media-focused matter of the World Cup mascot production in China.

Name of firm	Canterbury of New Zealand International SA
Designation	Managing Director
Period of work	November 2001 to October 2007

- ♦ Reported directly to the Group Chief Executive Officer in Europe.
- ♦ Accountable for the overall strategic planning and direction of the Canterbury [CCC] brand on the African Continent.

EXECUTIVE MANAGEMENT PROFESSIONAL

- ♦ Responsible for the day-to-day management of the company and providing leadership, direction and management to the operational units and functional managers, including: Financial | Sales and Marketing | HR | IT | Sponsorships Operations [Manufacturing] | Warehousing | Product Design and Development | Supply Chain Management.
- ♦ Created and implemented the company vision and annual business plans as well as developing, operationalising and maintaining all commercial activities, stakeholder management, sales and marketing strategies and structures.

Key Relevant Achievements:

- ♦ Successfully transformed the brand from a little-known Rugby label into a widely recognised and much respected Sports and Lifestyle brand, growing turnover fourfold during his tenure as MD.
- ♦ Pioneered the base layer performance product category in the South African retail market.
- ♦ Solely responsible for Canterbury SA signing sponsorship agreements with SA Rugby [Springboks] and all its national teams and referees as well as with many domestic Super Rugby and Provincial unions and teams.
- ♦ Concluded many sponsorship and personal endorsement agreements relating to different sporting codes (such as hockey, netball, cricket) as well as high profile individuals at school, club, provincial and national level in SA.

Name of firm The Appleton Group Limited (Now PSG) – JSE listed Financial Services Group
Designation **Chief Operating Officer** (Investment Services)
Financial Director (Unit Trust Manco / Investment Funds in Guernsey)
Period of work September 1998 to October 2001

- ♦ Reported directly to the Group Chief Executive Officer
- ♦ Member of the Group's Executive Committee and Investment Services Management Committee.
- ♦ Overall control of financial and middle-office administration functions within Investment Services Division of the fastest growing and largest privately owned asset management company prior to its listing on the JSE.

Key Relevant Achievements:

- ♦ Instrumental in the formation of the Unit Trust Management Company – including preparation of the feasibility study, business plan and budgets for the FSB; preparation and drafting of Trust Deeds for the establishment of the various unit trust schemes and unit portfolios respectively; opening of all relevant bank accounts; and registration of the Management Company with all relevant statutory bodies.
- ♦ Restructured the investment services sales force of more than 100 brokers into regionally based customer-centred business units resulting in assets under management growing by 50% year-on-year.
- ♦ Negotiated and drafted all service level agreements with respect to the outsourcing of the unit trust administration function both in South Africa and in the Channel Islands [Guernsey].
- ♦ Prepared Group monthly management accounts [consolidating 31 subsidiary companies] and reports for EXCO as well as Group interim and year-end results and the Group Annual Report.

Name of firm BOE (now Old Mutual) Investment Administrators
Designation **Product Manager**
Period of work September 1996 to September 1998

- ♦ Successfully set-up a new discretionary savings product within a new business unit of a JSE Listed Financial Services blue chip targeting corporate pension and provident funds as well as high net worth individuals.
- ♦ Responsible for designing and implementing product specifications including: product mechanics, financial intermediary commission structures, management fee and transaction fee structures, minimum contribution levels, withdrawal options and conditions, investment fund options and taxation relating to the product, input and output documentation, timing standards, exception reporting, and full accounting function relating to the product.

Name of firm BDO Spencer Steward Chartered Accountants
Designation **Articled Clerk | Supervisor**
Period of work January 1993 to February 1996

- ♦ Completed compulsory 3-year training contract with a Registered Training Office (RTO) + 8 months as Audit Supervisor.