

SABINE ROBERTS

MBA | Experienced and Results-Focused Executive Leader

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References: Available upon request. **Status:** NZ Citizenship

EXECUTIVE SUMMARY

- Experienced, proactive and results-driven commercial leader, with proven experience spanning finance, sales, marketing, customer operations and governance.
- Strong strategic and commercial acumen, with the ability to develop and implement highly effective global business plans, including a strategic partnership with Adidas (value €130M).
- Engaged, proactive and positive leader, with the proven ability to foster a collaborative and empowering work culture, as well as coach and mentor individuals.
- Demonstrated track record in strategic partnerships, commercial excellence, and leveraging technology to drive high-performing teams.
- Brings a holistic operational mindset, with the ability to consistently deliver transformative outcomes.
- Experienced in managing multimillion dollar budgets as well as analysing and reporting on strategic, financial and operational outcomes at the Board level.
- Proven background delivering outstanding ROI through robust due diligence and deep commercial acumen.
- High level communication and presentation skills, with the ability to break down complex terms and concepts into clear business language.
- Results-oriented project leader with a proven track record delivering significant projects within challenging deadlines and strict budgets.

CAREER TIMELINE

LES MILLS INTERNATIONAL	2023 - Present	Director, Commercial, FP&A and Pricing
	2022 - 2023	Commercial Director
	2021 - 2022	Operations Director Les Mills Media
SPARK NZ	2020 - 2021	Commercial Consultant
VODAFONE NEW ZEALAND LTD	2017 - 2019	Head of Customer Operations Support Services
	2015 - 2017	Commercial Manager
	2014 - 2015	Segment Marketing Manager
VODAFONE DEUTSCHLAND GMBH	2010 - 2013	Senior Marketing Manager
	2009 - 2010	Internal Auditor
	2007 - 2008	Sales Controller
PORSCHE AG	2006 - 2007	Marketing Manager
DAIMLER AG	2004 - 2006	Financial Controller

LANGUAGES

English (Fluent), German (Native - Fluent), Spanish (Fluent), French (Working Knowledge)

INTERESTS

- Fitness, Outdoors, Running, Hiking
- Live Music and exploring new cultures through travel
- Completed multiple half-marathons and the Queenstown Marathon.

WORK EXPERIENCE

Les Mills International (LMI) Auckland, New Zealand

June 2021 – Present

LMI is a leading NZD250M+ health and wellness brand delivering specialised fitness programs globally to gyms and health clubs. The Media division (LMM) operates Les Mills+, a direct-to-consumer app providing on-demand access to fitness programs.

- **Commenced** as OPERATIONS DIRECTOR for Les Mills Media (LMM)
- **In 2022, promoted** to the role of GLOBAL COMMERCIAL DIRECTOR for Les Mills International (LMI)
- **In 2023, awarded** further executive leadership responsibility for the Global Financial Planning and Analysis (FP&A), Commercial & Pricing teams

DIRECTOR: GLOBAL FP&A, COMMERCIAL & PRICING

September 2023 - Present

Key Responsibilities:

- Report to the CFO and lead the commercial strategy and business partnering function, including strategic opportunity evaluations and M&A due diligence, across all LMI value streams.
- Lead financial planning processes, directing strategic planning and annual budgets to align with company strategy and fulfil Board and SLT expectations.
- Deliver comprehensive financial reporting to the SLT and the Board of Directors, highlighting business performance gaps, market insights, risks, and opportunities.
- Manage a diverse team of ten Commercial Managers across four continents, including team / individual performance and coaching / mentoring.
- Provide key financial insights to support decision-making across the group, optimising resources and capital.
- Lead five-year forecasting as well as oversee the annual company valuation process.

Major Achievements:

Improved Profitability & Business Performance

- Led a strategic pivot to enhance profitability, collaborating with senior stakeholders to establish new budget parameters. Achieved a 5% reduction in Total Overheads (Q1 vs. Q4, FY24), aligning with board-mandated profitability targets.
- Oversaw a business-wide project to consolidate all merchant services under a single provider. This resulted in a NZD2M annual reduction in merchant fees, delivering immediate bottom-line impact.
- Designed and implemented a comprehensive performance framework, driving a 12% improvement in EBITDA for FY25. Led cross-functional deployment, ensuring alignment across key functional areas, including:
 - Global, standardised success metrics and enhanced reporting to improve performance visibility.
 - New commercial guardrails defining financial thresholds for new business initiatives, ensuring disciplined growth.
 - A stage-gate approval process to strengthen decision-making and accountability.

WORK EXPERIENCE

- Established the Finance Global Operating model, creating various efficiencies which resulted in a 10% headcount reduction across the Finance team.
- Selected as a member of various strategic procurement groups, selecting growth strategy and pricing strategy consultants.

Strategic Projects

- Worked closely with the Board Chair during the company valuation process to ensure alignment on strategic assumptions and key commercial drivers. Through this process developed a comprehensive strategic assumptions book that clearly linked five-year forecast to company strategy, macroeconomic trends, and market context, resulting in a 25% uplift in valuation and the highest per-share value in company history. Received positive feedback from valuers and senior leadership for the document's clarity and commercial insight.
- Collaborated with the CFO and Chief Strategy Officer to assess M&A opportunities. Conducted thorough due diligence/valuations leading to development of 2–5 year business plans for potential acquisitions.
- Commercial Lead for Les Mills' global non-profit initiative, 'Born to Move' (BTM), dedicated to promoting lifelong health and fitness for children. Led the global growth strategy, including partnerships with major institutions such as the WHO.

Employee Engagement & Development

- Regularly served as a lead presenter at company townhall meetings, effectively communicating financial results and providing strategic context to all staff. Additionally, produced monthly financial results updates in video format with the CFO, delivering performance insights and strategic context to global teams in an easy-to-digest format.
- Achieved a rating of 8.6 (+0.9 improvement) since 2023 in people engagement (+0.2 above company benchmark).
- Developed and facilitated online and live staff training programmes while also facilitating one-on-one commercial coaching sessions with SLT members.
- Active in coaching and mentoring junior team members, increasing individual performance and team engagement as well as supporting long-term succession planning.

GLOBAL COMMERCIAL DIRECTOR

June 2022 – September 2023

Key Responsibilities:

- Lead commercial oversight across all LMI revenue streams, including club licence billing, instructor revenues, digital subscriptions and equipment.
- Ensure sustained profitability through strategic financial management and operational efficiency.

Major Achievements:

- Instrumental in negotiating a strategic partnership with Adidas, securing a €130M deal over four years for LMI. Executed commercial terms post-negotiation, maximising marketing ROI, accelerating digital subscription growth, and optimising revenue-sharing models (including upsells, royalties, and commission.)
- Optimised CAPEX by 10% against budget through the implementation of a rigorous investment framework prioritising projects based on ROI and payback period to maximise financial returns.

WORK EXPERIENCE

OPERATIONS DIRECTOR - Les Mills Media (LMM)

June 2021 – June 2022

Key Responsibilities:

- Manage day-to-day operations and financial performance of the Direct-to-Consumer business.
- Enhance cross-team collaboration between LMM and LMI to drive efficiency through improved communication and project alignment.

Major Achievements:

- Led a transformative growth strategy for digital products, expanding the customer base by 150%.
- Successfully crafted a 2-year business plan for TV partnerships, incorporating multi-faceted project scope encompassing investment forecasting, product development, commercial strategy, and go-to-market approach.
- Implemented and conducted specialised training initiatives, including commercial acumen programs, aimed at cultivating skill development and driving continuous performance improvement among team members.
- Operationalised regular cross-functional Monthly Business Reviews (MBRs), providing a comprehensive overview of key initiatives and progress against targets in both consumer and B2B segments.
- Due to a high level of personal performance and commercial results, selected by the Global CFO to join the leadership team and establish a commercial function across the entire business.

Management Consultant (Contract) - Spark New Zealand, Auckland

October 2020 – June 2021

Spark New Zealand is an NZD4.0B revenue telecommunication company offering mobile, broadband, fixed line phone services and digital solutions including cloud computing, cybersecurity and IT services.

Key Responsibilities:

- Contracted to support teams in developing strong product strategies and comprehensive business plans within the managed services business unit, delivering ICT solutions to B2B customers.

Major Achievements:

- Successfully developed a product strategy recognised internally as a best practice example. Further created a product strategy template that achieved 100% adoption within the managed services business unit.
- Developed and conducted a commercial acumen training program that was disseminated beyond the business unit.

WORK EXPERIENCE

Vodafone NZ Ltd, Auckland, New Zealand

March 2017 – March 2019

Vodafone NZ Limited is a telecommunications provider offering a comprehensive range of services including mobile networks, online television broadband and related solutions with revenues of NZD2B (as at 2019).

- Transferred from Vodafone Germany to the role of YOUTH SEGMENT MARKETING MANAGER
- In 2015, promoted to the role of COMMERCIAL MANAGER, CUSTOMER OPERATIONS
- In 2017, promoted to the newly created role of HEAD OF CUSTOMER OPERATION SUPPORT SERVICES.

HEAD OF CUSTOMER OPERATIONS SUPPORT SERVICES

Key Responsibilities:

- As an Executive Team Member, oversaw the Shared Services functions to drive exceptional customer service operations and develop strategic long-term business plans.
- Oversee all HR aspects for a team of five direct and 55 indirect reports.
- Manage CAPEX and OPEX budgets with a combined value of NZD90M pa.

Major Achievements:

- Orchestrated a notable 15% year-over-year reduction in OPEX through the implementation of new workforce optimisation technology.
- Spearheaded innovation through the introduction of a Variance Management system and lifestyle scheduling, resulting in a commendable +1.4% YoY improvement in adherence.
- Led the global implementation of 'Medallia,' a Customer Feedback and Experience Management platform, positioning Vodafone NZ as the international pilot market within the Vodafone Group.
- Leveraged customer feedback from the 'Medallia' tool to institute 'Thematic', an advanced AI-based analytics tool, leveraging data to enable predictive care and support the company's transformational strategy.
- Implemented process enhancements by effectively managing customer insights from Medallia and Thematic, resulting in enhanced reporting and more impactful coaching. This led to significant reductions in call volume (-18%), transfers (-20%), and complaints (-49%) during FY18/19.

COMMERCIAL MANAGER – CUSTOMER OPERATIONS

Main Achievements:

- Crafted and implemented the transformative 'Customer Operations Strategy 2020' for Vodafone NZ, resulting in enhanced overall customer experience and a Touchpoint NPS increase of +14 in FY18/19
- Acted as the key strategic advisor to the Customer Operations Director (an Executive Team member), coordinating cross-functional input for presentations, strategy papers, and business reviews.

YOUTH SEGMENT MARKETING MANAGER

Main Achievement:

- Developed and executed a youth segment strategy across full communications portfolio. This included the launch of the first 'Digital-only' product at Vodafone NZ, a 'Youth Prepay' plan resulting in revenue growth of NZD85M.

WORK EXPERIENCE

VODAFONE DEUTSCHLAND GMBH, DUESSELDORF, GERMANY

June 2007 – December 2013

Vodafone is a telecommunications provider offering a wide array of services, including mobile networks, online television, broadband, and associated solutions. In 2013, Vodafone Germany reported revenue of €9.8B.

- Commenced as a SALES CONTROLLER
- In Jan 2009 promoted to INTERNAL AUDITOR
- In 2010 promoted to MARKETING MANAGER
- Within six months, promoted to SENIOR MARKETING MANAGER

SENIOR MARKETING MANAGER

April 2010 – December 2013

Major Achievements:

- Managed Vodafone's prepaid brand marketing across wholesale partner platforms, driving over €200M in annual service revenue.
- Led campaign operations for contract and prepaid products, achieving a 5% revenue increase (2011–2013) by introducing innovative marketing tools for sales partners.
- Promoted to Senior Marketing Manager within six months, recognising strong performance and contribution to strategic initiatives.

PRIOR:

MARKETING MANAGER – Porsche AG, Stuttgart, Germany

April 2006 – June 2007

Major Achievements:

- Reporting to the Head of Porsche Motorsports, oversaw the organisation of the Formula 1 support race series 'Porsche Supercup', and provided on-site support to racing teams at events worldwide.
- Managed marketing, sponsorship, and public relations budgets and coordinated activities for the race series.

FINANCIAL CONTROLLER – Daimler AG, Sindelfingen, Germany

October 2004 – March 2006

Major Achievements:

- Managed General and Administrative costs for the procurement center of the Mercedes-Benz car group.
- Led operational budget planning, quarterly reporting, and year-end closing processes.

QUALIFICATIONS & PROFESSIONAL DEVELOPMENT

- **Master of Business Administration (MBA)** – University of Auckland, New Zealand (2022)

Major Achievements:

- Graduated among the top 20% postgraduate students.
- Admitted to the university's chapter of International Honour Society Beta Gamma Sigma (2023).
- **Diploma in International Business Studies** – Aalen University of Applied Sciences, Germany (2004).
- Completed leadership development course, Difference Maker program – The Alchemist & Adventurer.
- Various in-house and external professional development, business development, leadership and technology related courses and programmes.

APPENDIX GOVERNANCE EXPERIENCE

- **Member / Treasurer – Burn Support Group (BSG) Charitable Trust (2024 – Present)**

- Oversees financial governance and strategy for the BSG, ensuring sustainability, compliance, and optimal fund allocation for burn survivor support programs.
- Received a commendation from the Chair at the June 2025 AGM for delivering 'excellent financial management' to the organisation.

PROFESSIONAL MEMBERSHIPS

- Member – Company of Women, a professional network empowering women in business through mentorship, collaboration, and leadership development.
- Member - NZ Story Brand Ambassadors (NZTE), LMI delegate to a government-supported forum of leading NZ brands shaping New Zealand's global brand and enabling collaboration.

PERSONAL ATTRIBUTES

"Sabine demonstrated exceptional leadership in driving operational excellence and accountability within Les Mills International. Sabine spearheaded numerous strategic initiatives that significantly boosted growth and revenue. Her ability to identify opportunities for improvement, efficiency, and profitability set her apart. She has a proven track record of developing and implementing strategies that not only optimise organizational performance but also elevate stakeholder and customer satisfaction.

As a leader, Sabine fosters a culture of ownership and accountability, instilling a business owner mindset within her teams. She is known for her supportive and inspiring leadership style, building strong relationships and empowering her colleagues to exceed expectations. Sabine's extensive experience and expertise span commercial, strategic, and leadership domains, making her a valuable asset in any role requiring a strategic and innovative approach to driving business growth, revenue enhancement, change management, or operational efficiency." - **Shelley Churchman, Former Director of Business Intelligence and Project Management - Les Mills US International**

"Sabine is an exemplary leader, with great strategic vision, and a tireless commitment to driving commercial success for the LM+ service. During our time working together at Les Mills, she played a pivotal role in shaping and executing our global commercial strategy, contributing significantly to LM+ growth and market expansion. As Global Commercial Director, she demonstrated a deep understanding of the fitness industry, paired with exceptional business acumen, positioning her as a key driver of profitable growth for the LM+ service.

Sabine demonstrated remarkable leadership skills by fostering collaboration across international teams and effectively navigating complex business landscapes. Her ability to build and nurture relationships with key stakeholders, partners, and clients was particularly commendable, consistently resulting in successful business outcomes. Furthermore, Sabine's leadership style empowered team members, fostering a culture of accountability, creativity, and excellence." - **Bernarda Duarte – Former Global Head of Digital Distribution and Partnerships - Les Mills International**

"I was able to experience firsthand the positive impact Sabine makes on the business, both as a talented business professional and as an empathetic people leader who is always pushing people to be at their best. Sabine was a catalyst for many of the institutional improvements that occurred at LMI during my tenure. She is a trusted business leader, so every department seeks her commercial advice on projects and initiatives. Sabine leverages a tenacious growth mindset with excellent interpersonal skills to drive tangible top and bottom-line financial impact wherever she is involved." - **Rémy Officer, Former Commercial Analyst - Les Mills International**