

General Manager | Head of Sales and Export

Transformational Leader | Strategic Visionary | Growth-Driven Innovator | Expert in Global Market Penetration

Accomplished and growth-focused professional with over 22 years of experience, primarily in the seafood industry, with a proven track record of driving revenue growth, expanding market presence, and optimising operational efficiencies. I am a recognised leader, industry expert, and innovator with a hands-on career marked by significant business growth, adept at translating organisational goals into actionable strategies. Skilled in achieving both short- and long-term objectives while surpassing stakeholder expectations and forecasts.

Proficient in streamlining business operations, managing profit and loss (P&L), navigating business changes, mitigating risks, and overseeing budgeting, market penetration, and the development of service level agreements (SLAs) and key performance indicators (KPIs) for sustained growth. Demonstrates expertise in recruiting, developing, and leading high-performing teams to achieve and exceed organisational goals. Committed to community service with experience on reporting to various boards, combining business acumen with a passion for talent development and sustainable growth strategies to drive organisational success.

- ✓ Successfully increased Laeso Fish Ltd.'s turnover from £800,000 to over £22 million through strategic product development, market expansion, and operational excellence.
- ✓ Known for cultivating high-performing teams, optimising supply chains, and leveraging cutting-edge automation to enhance efficiency and profitability.
- ✓ Consistently recognised for exceptional performance, earning multiple promotions within the industry and demonstrating leadership excellence and strategic impact across various functions.
- ✓ Credited with transforming underperforming operations into multi-million-pound enterprises by implementing visionary strategies, expanding into global markets, and providing robust leadership.

SELECTED ACHIEVEMENTS

- **Transformational Leadership:**
Spearheaded revenue growth from £800,000 to over £22 million annually by introducing new products, automating processes, and expanding into high-demand markets.
- **Global Market Penetration:**
Increased European sales by 50% within six months by identifying untapped opportunities and establishing strategic alliances.
- **Crisis Management:**
Successfully led business restructuring during Brexit, ensuring compliance with evolving regulations and maintaining operational continuity.
- **Profit Optimization:**
Transformed operational by-products into profitable revenue streams, converting cost liabilities into sustainable, income-generating opportunities.
- **High-Performance Team Leadership:**
Built and led high-performing teams of over 100 employees, fostering a culture of collaboration and innovation that consistently exceeded performance targets.
- **Strategic Partnership Development:**
Established and maintained long-term partnerships with global stakeholders, enhancing competitive advantage and expanding market presence.
- **Regulatory Compliance & Risk Mitigation:**
Developed and implemented robust compliance frameworks, safeguarding business operations, mitigating risks, and ensuring adherence to industry standards.
- **Operational Efficiency:**
Automated production systems, doubling capacity and improving product quality while maintaining workforce levels and reducing costs.

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CORE COMPETENCIES

Strategic Leadership & Visionary Growth:

- ✓ Contributed to the formulation of long-term strategies aligned with market trends, ensuring sustained competitiveness and innovation.
- ✓ Prioritised talent acquisition, development, and retention as vital components of organisational success.
- ✓ Expert in driving business transformation and growth through innovative strategies and a forward-thinking approach. Successfully expanded a company's revenue from £800,000 to over £22 million by identifying market opportunities and implementing data-driven business strategies.

Global Market Expansion & Strategic Alliances:

- ✓ Demonstrated expertise in penetrating international markets by establishing high-value partnerships and leveraging global networks.
- ✓ Increased European sales by 50% within six months through a strong understanding of cultural nuances, market demands, and global trade practices.
- ✓ Adept at forming strategic alliances to drive competitive advantage and ensure long-term profitability.

Crisis Management & Organisational Restructuring:

- ✓ Experienced in addressing complex challenges, including Brexit and the COVID-19 pandemic, through effective crisis management and restructuring strategies.
- ✓ Successfully overhauled operations to ensure compliance, mitigate risks, and maintain continuity in adverse conditions.

Revenue Optimization & Financial Stewardship:

- ✓ Skilled in managing profit and loss, optimising revenue streams, and controlling costs with precision.
- ✓ Transformed operational by-products into profitable revenue streams, cutting disposal costs and improving overall profitability.
- ✓ Proficient in financial planning, budgeting, and resource allocation to maximise business value.

High-Performance Team Development & Leadership:

- ✓ Exceptional ability to recruit, mentor, and retain top talent while fostering a culture of accountability and innovation.
- ✓ Managing and leading teams of up to 100 employees, making consistent performance improvements and building future leaders.

Supply Chain Innovation & Optimization:

- ✓ Extensive expertise in managing end-to-end supply chains, ensuring smooth coordination of procurement, production, and distribution.
- ✓ Developed efficient supply chain frameworks that reduced lead times, improved customer satisfaction, and aligned with operational objectives.

Negotiation & Stakeholder Management:

- ✓ Skilled negotiator with the ability to manage complex stakeholder relationships, including customers, suppliers, and regulatory bodies.
- ✓ Successfully facilitated high-stakes negotiations, aligning them with organisational goals and strengthening client relationships.

Operational Excellence & Process Automation:

- ✓ I specialise in optimising production workflows using advanced automation technologies.
- ✓ Led the automation of production systems at Laeso Fish Ltd., doubling output while maintaining quality and efficiency.
- ✓ Committed to continuous improvement, enhancing scalability, reducing costs, and meeting high customer demand.

Regulatory Compliance & Risk Mitigation:

- ✓ Comprehensive knowledge of industry regulations and environmental standards.
- ✓ Proactively ensured operational compliance, reducing liabilities and safeguarding the company's reputation.
- ✓ Experienced in conducting risk assessments and implementing mitigation strategies to protect business interests.

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Innovation in Product Development & Market Penetration:

- ✓ Introduced new product lines tailored to emerging market demands, driving revenue growth and market differentiation.
- ✓ Skilled at leveraging consumer insights to create high-impact products that capture market share and enhance profitability.

ACADEMIA

- ❖ Legionella Awareness Training (M&S Water Services) – 2013 and 2018 | Mintlaw Academy

DOMAIN EXPERTISE

- Seafood Processing & Export
- Supply Chain & Logistics
- Food Production & Manufacturing
- Retail & Wholesale Seafood Sales
- Sustainable Fisheries & Resource Management

PERSONALITY TRAITS

- Visionary Thinker
- Strategic Problem-Solver
- Resilient Leader
- Inspirational Mentor
- Results-Oriented Innovator
- Global Relationship Builder
- Ethical Business Champion
- Decisive Decision-Maker
- Exceptional Communicator
- Proactive Risk Manager
- Communicator & Collaboration
- Peoples' Manager

CAREER GROWTH PATH

- Sales Manager, Islay Crab Exports Ltd., Glenegedale, Port Ellen, Isle of Islay, UK Jun 2020 – Present
- Interim Operations Manager, Scot Live Shellfish Ltd., Alness, Ross-shire, UK Nov 2020 – May 2021
- General Manager, Laeso Fish Ltd., Peterhead, UK Mar 1998 – May 2020
- Finlandia Fish Nov 1995 – Mar 1998
- Growth Path:
- Production Supervisor, Finlandia Fish Company Ltd., Peterhead, UK
- Production Manager, Finlandia Fish Company Ltd., Peterhead, UK
- Cold store Manager, Caledonian Seafoods Ltd., Mintlaw, UK Oct 1992 – Oct 1995
- Northeast Ice and Cold Storage Aug 1988 – Oct 1992
- Growth Path:
- Backshift Supervisor, Northeast Ice and Cold Storage, Peterhead, UK
- Cold store Assistant Manager, Northeast Ice and Cold Storage, Peterhead, UK
- Mr B's Seafoods Oct 1984 – Jul 1988
- Growth Path:
- Filleter, Mr. B's Seafoods, Boddam, UK
- Yard Foreman, Mr. B's Seafoods, Boddam, UK
- Allen & Dey Nov 1983 – Oct 1984
- Growth Path:
- Rough Fish Cutter and Filleter, Allen & Dey, Aberdeen, UK
- Salmon Cutter, Allen & Dey, Aberdeen, UK
- Trainee Filleter - Chargehand, SEIM Seafoods, Peterhead, UK Aug 1981 – Nov 1983
- Caledonian Seafoods Ltd. 1977 – Aug 1981
- Growth Path:
- Production Labourer, Caledonian Seafoods Ltd., Mintlaw, UK
- Smoking Kiln and Breeding Line Supervisor • Caledonian Seafoods Ltd., Mintlaw

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PROFESSIONAL SUMMARY

Company Name: Islay Crab Exports Ltd.

Jun 2020 - Present

Role: Sales Manager

Location: Port Ellen, Isle of Islay, UK

Team Size: 5 Members

Business Turnover: £5 Million

- **Strategic Market Penetration & Expansion**
 - Led the creation and implementation of focused sales strategies, successfully expanding the company's footprint in European markets and achieving a 50% sales growth within six months.
 - Identified and capitalised on high-potential regions and underserved customer segments, securing a competitive position in key markets.
- **Customer Acquisition & Retention**
 - Built a new customer base across the UK and Europe, securing high-value accounts and fostering long-term client loyalty.
 - Delivered personalised client engagement, offering tailored solutions to meet unique business needs, resulting in repeat business and referrals.
- **Revenue Growth & Profitability Enhancement**
 - Proactively pursued new sales opportunities and high-margin deals, driving revenue growth while maintaining an optimal cost-to-revenue balance.
 - Skilfully negotiated contracts to maximise profitability, ensuring mutually beneficial and long-term partnerships with clients.
- **Sales Strategy & Execution**
 - Developed and executed strategic sales plans aligned with company objectives, leveraging market insights to enhance product positioning and pricing strategies.
 - Conducted ongoing performance analysis, refining strategies to consistently meet or exceed sales targets.
- **Market Research & Competitive Analysis**
 - Conducted comprehensive market intelligence to stay ahead of industry trends, emerging competitors, and shifting customer preferences.
 - Provided actionable insights to senior leadership, refining sales tactics and maintaining a competitive edge.
- **Operational Coordination & Process Optimisation**
 - Collaborated with production, quality assurance, and logistics teams to ensure timely delivery of high-quality products to clients across multiple regions.
 - Streamlined order processing and communication workflows, improving customer satisfaction and reducing turnaround times.
- **Regulatory Compliance & Quality Assurance**
 - Ensured all export operations adhered to international trade regulations, environmental standards, and industry best practices.
 - Maintained product quality standards, upholding the company's reputation for delivering premium shellfish products.
- **Performance Reporting & Data-Driven Insights**
 - Regularly tracked and reported sales performance metrics, providing data-driven recommendations to optimise sales processes and strategies.
 - Presented detailed sales forecasts and market analyses to senior leadership, aiding informed decision-making.
 - Aligned divisional priorities and delivered integrated solutions to enhance operational efficiency and consistency.
- **Brand Building & Market Positioning**
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- Strengthened the company's market presence through targeted marketing efforts, effectively promoting its product range.
- Established the company as a preferred supplier in European markets by emphasising product quality, reliability, and customer-focused service.

Company Name: Scot Live Shellfish Ltd. Alness

Nov 2020 – May 2021

Role: Interim Operations Manager

Location: Alness, Ross-shire, UK

Headcount: 30

Key Responsibilities

- **Business Restructuring Leadership**
 - Selected by shareholders to lead operational restructuring during Brexit and a change in directorship.
 - Streamlined workflows to align with new business objectives, ensuring a seamless transition and continued operations.
- **Regulatory Compliance & Standards Enhancement**
 - Designed and implemented updated operational procedures to meet and exceed environmental health and safety regulations.
 - Conducted audits to identify gaps, ensuring full compliance with evolving industry and governmental requirements.
- **Supplier & Stakeholder Relations**
 - Strengthened supplier relationships through open communication and renegotiated terms to ensure consistent supply chain operations.
 - Acted as a liaison between the company and customers, enhancing trust and reinforcing long-term partnerships.
- **Team Development & Staff Engagement**
 - Boosted staff morale and engagement by fostering transparency and promoting a collaborative work environment.
 - Provided leadership, coaching, and mentorship during the transition, aligning staff efforts with organisational goals.
- **Operational Efficiency & Performance Optimization**
 - Identified inefficiencies in business processes and introduced targeted improvements to increase productivity and eliminate bottlenecks.
 - Led cross-functional teams to achieve key milestones while minimising disruptions to daily activities.
- **Crisis Management & Risk Mitigation**
 - Addressed challenges posed by Brexit-related disruptions, mitigating risks and maintaining smooth export operations.
 - Developed contingency plans to safeguard business continuity and prevent delays or compliance issues.

Company Name: Laeso Fish Ltd.

Mar 1998 – May 2020

Role: General Manager

Location: Peterhead, UK

Head Count: 100

- **Leadership Transition & Crisis Management**
 - Appointed as Production Manager during a critical post-acquisition phase, successfully managing the challenging task of making 100 staff redundant on the first day.
 - Immersed in business operations for six months under the mentorship of the Managing Director, gaining in-depth insights into the shellfish industry before transitioning to General Manager.
- **Strategic Business Leadership**
 - Led the company's growth trajectory by establishing a clear vision, actionable strategies, and aligning team efforts with organisational objectives.

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- Orchestrated business transformation initiatives that drove significant operational and financial growth, positioning the company as a market leader in seafood export.
- **Team Development & Human Resource Management**
 - Directed recruitment, onboarding, and continuous staff development to foster a culture of accountability, high performance, and innovation.
 - Implemented comprehensive training and mentoring programs to enhance team capabilities and ensure alignment with company values and objectives.
 - Proactively resolved employee concerns, maintaining morale through coaching and counselling.
- **End-to-End Operational Oversight**
 - Oversaw all aspects of operations, including procurement, production, logistics, and technical services, ensuring seamless coordination and efficiency.
 - Developed robust systems to monitor and improve production quality, optimise resource utilisation, and minimise waste.
- **Business Development & Market Expansion**
 - Expanded market presence by identifying growth opportunities, launching innovative product lines, and penetrating new regions.
 - Built long-term relationships with vessel owners, skippers, and key customers, securing partnerships that strengthened the company's competitive edge in global markets.
- **Corporate Alignment & Collaboration**
 - Collaborated with corporate leadership to align operational goals with broader organisational strategy.
 - Represented the company in high-level discussions with stakeholders, regulatory bodies, and community organisations, enhancing its reputation through ethical business practices.
- **Performance Management & Incentive Programs**
 - Established systems for monitoring team performance, providing feedback, and recognising achievements.
 - Designed incentive structures to motivate employees, improve retention, and drive continuous improvements.
- **Regulatory Compliance & Risk Management**
 - Ensured strict adherence to health, safety, and environmental standards, proactively mitigating risks to protect operations and reputation.
 - Developed procedures to exceed industry regulations, fostering stakeholder and customer trust.
- **Financial Stewardship & Profit Optimization**
 - Identified cost-saving opportunities, improved production efficiency, and leveraged high-margin product lines to maximise profitability.
 - Converted operational by-products into revenue streams, transforming waste management from a cost centre into a profit generator.
- **Innovation & Continuous Improvement**
 - Introduced automation technologies that doubled production capacity while maintaining consistent product quality.
 - Encouraged a culture of continuous improvement by fostering feedback, implementing process innovations, and adapting to market demands.
- **Stakeholder Engagement & Company Image**
 - Strengthened the company's image by cultivating strong relationships with industry stakeholders, including government bodies and trade associations.
 - Actively promoted sustainability and ethical practices, enhancing brand reputation and customer loyalty.