

LINKEDIN PROFILE

ALEXANDER MCROBBIE

General Manager | Head of Sales & Export | Global Market Strategist | Transformational Leader in the Seafood Industry

#GlobalMarkets #BusinessGrowth #RevenueGrowth #MarketExpansion #ProfitOptimisation

SUMMARY

I am a seasoned General Manager / Head of Sales and Export with over 22 years of experience in the seafood industry, driving business transformation, revenue growth, and global market expansion. My career has been defined by strategic leadership, operational excellence, and the ability to turn challenges into opportunities.

I have successfully led companies through periods of rapid growth, crisis management, and market shifts, increasing business turnover from £800,000 to over £22 million through product innovation, automation, and international expansion. My expertise spans P&L management, supply chain optimisation, sales strategy, stakeholder negotiations, and regulatory compliance.

Key Achievements:

- Scaled Laeso Fish Ltd. from £800K to £22M, transforming it into a market leader.
- Expanded European sales by 50% in six months at Islay Crab Exports Ltd.
- Spearheaded business restructuring during Brexit, ensuring compliance and continuity.
- Built and led high-performing teams of 100+ employees, fostering innovation and growth.
- Optimised operations through automation, doubling production capacity and efficiency.
- Established and nurtured long-term global partnerships, strengthening market positioning.

I am passionate about building high-performance teams, driving operational efficiency, and unlocking new market opportunities. I believe in continuous learning, ethical leadership, and sustainable business practices that create long-term value.

Let's connect to discuss strategic business growth, international sales, and industry innovations!

DOMAIN EXPERTISE

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

EXPERIENCE

Islay Crab Exports Ltd. | Port Ellen, Isle of Islay, UK

Sales Manager

Jun 2020 – Present

As a Sales Manager at Islay Crab Exports Ltd., I have been instrumental in expanding the company's market presence across the UK and Europe while driving significant revenue growth. Through strategic sales initiatives, market research, and customer relationship management, I have helped position the company as a leading supplier in the seafood industry. By identifying high-value market opportunities, I successfully increased European sales by 50% within six months, leveraging targeted sales strategies and establishing strong partnerships.

My role encompasses customer acquisition and retention, where I have built a loyal client base by providing tailored solutions and fostering long-term business relationships. Through proactive engagement and exceptional service, I have secured high-value accounts, strengthened brand positioning, and enhanced customer trust. Additionally, I have optimised sales processes and revenue streams, negotiating high-margin contracts while ensuring a balance between profitability and market competitiveness.

Collaboration with production, quality assurance, and logistics teams has been crucial in maintaining seamless operations and ensuring the timely delivery of premium seafood products. By streamlining order processing and communication workflows, I have improved customer satisfaction and reduced turnaround times. My efforts in regulatory compliance ensure that all export operations adhere to international trade regulations and industry quality standards, reinforcing the company's reputation for excellence.

Beyond sales, I have played a key role in brand building and market positioning, developing strategic initiatives that have enhanced the company's visibility and competitive edge. By emphasising product quality, reliability, and customer-centric service, I have helped establish Islay Crab Exports Ltd. as a preferred supplier in European markets. Through a combination of strategic vision, leadership, and data-driven decision-making, I continue to drive growth and success for the company.

Scot Live Shellfish Ltd. | Alness, Ross-shire, UK
Interim Operations Manager
Nov 2020 – May 2021

As Interim Operations Manager at Scot Live Shellfish Ltd., I was entrusted with leading the company through a critical transition during Brexit-related disruptions and a change in directorship. My primary focus was business restructuring, operational efficiency, and regulatory compliance, ensuring smooth day-to-day operations while aligning the company with evolving industry standards.

During this period, I played a key role in revamping operational workflows to meet new business objectives. I redesigned internal processes to enhance efficiency, minimising disruptions while ensuring business continuity. By implementing updated operational procedures, I ensured full compliance with environmental health and safety regulations, conducting audits to identify and address gaps in compliance. My ability to proactively manage risk and regulatory challenges helped the company navigate complex industry changes while maintaining high operational standards.

In addition to compliance, I was responsible for supplier and stakeholder relations, renegotiating terms with suppliers to ensure a stable supply chain while strengthening customer relationships. I acted as a crucial liaison between the company and key clients, enhancing trust and reinforcing long-term partnerships. My leadership extended to team development and staff engagement, where I fostered transparency, encouraged collaboration, and provided mentorship to employees, ensuring alignment with organisational goals.

Furthermore, I introduced process improvements to optimise productivity, identifying inefficiencies and implementing targeted enhancements that improved overall performance. By leading cross-functional teams and aligning divisional priorities, I ensured that key milestones were met without disrupting daily operations. My experience in crisis management and business continuity planning was instrumental in mitigating risks associated with Brexit-related changes, allowing the company to sustain export operations without delays or compliance issues.

Through strategic leadership, operational restructuring, and risk mitigation, I successfully stabilised business operations, laying the foundation for long-term growth and sustainability at Scot Live Shellfish Ltd.

Laeso Fish Ltd. | Peterhead, UK
General Manager
Mar 1998 – May 2020

As General Manager at Laeso Fish Ltd., I played a pivotal role in transforming the company from a small-scale operation into a multi-million-pound enterprise, driving revenue growth from £800,000 to over £22 million. Through strategic leadership, market expansion, and operational efficiency, I helped establish Laeso Fish Ltd. as a leading player in the seafood industry.

One of my key achievements was leading business transformation and growth initiatives, implementing automation technologies that doubled production capacity while maintaining consistent product quality. By optimising supply chain processes and production workflows, I significantly improved efficiency, reduced costs, and enhanced overall profitability.

Additionally, I successfully converted operational by-products into new revenue streams, turning what was once a cost liability into a profitable venture.

Beyond operational improvements, I was responsible for building and leading high-performance teams, managing over 100 employees while fostering a culture of collaboration, accountability, and continuous improvement. I implemented training and mentorship programmes, ensuring that employees were equipped with the necessary skills to contribute to the company's long-term success. By focusing on talent development and leadership succession, I strengthened the organisation's workforce, creating a resilient and motivated team.

My expertise in global market expansion played a crucial role in increasing sales and market share. I developed and executed strategic partnerships with international stakeholders, identifying new market opportunities that fuelled growth. Under my leadership, the company saw a 50% increase in European sales within six months—a testament to my ability to analyse market trends and drive competitive positioning.

Navigating complex industry challenges, I also led business restructuring efforts during Brexit, ensuring compliance with new trade regulations while maintaining seamless operations. By implementing risk mitigation strategies and regulatory frameworks, I safeguarded the business against potential disruptions and positioned it for continued success.

In addition to operational oversight, I was responsible for financial stewardship and profit optimisation, carefully managing P&L, budgeting, and resource allocation to maximise revenue potential. I worked closely with executive leadership and external stakeholders, ensuring that business objectives aligned with market demands and industry trends. My commitment to ethical business practices and sustainability also helped enhance the company's reputation, securing long-term partnerships and customer loyalty.

Through strategic vision, operational excellence, and a results-driven approach, I successfully led Laeso Fish Ltd. through two decades of sustained growth, market expansion, and industry leadership.

PREVIOUS EXPERIENCES

- Nov 1995 – Mar 1998, Production Manager / Production Supervisor, Finlandia Fish Company Ltd., Peterhead, UK
- Oct 1992 – Oct 1995, Cold Store Manager, Caledonian Seafoods Ltd., Mintlaw, UK
- Aug 1988 – Oct 1992, Backshift Supervisor / Cold Store Assistant Manager, Northeast Ice and Cold Storage, Peterhead, UK
- Oct 1984 – Jul 1988, Yard Foreman / Filleter, Mr. B's Seafoods, Boddam, UK
- Nov 1983 – Oct 1984, Rough Fish Cutter & Filleter / Salmon Cutter, Allen & Dey, Aberdeen, UK
- Aug 1981 – Nov 1983, Trainee Filleter – Chargehand, SEIM Seafoods, Peterhead, UK
- 1977 – Aug 1981, Production Labourer / Smoking Kiln & Breeding Line Supervisor, Caledonian Seafoods Ltd., Mintlaw, UK

EDUCATION & CERTIFICATIONS

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

CORE SKILLS

- Strategic Leadership & Business Growth
- Sales & Global Market Expansion
- Operational Excellence & Process Optimisation
- Crisis Management & Business Restructuring
- High-Performance Team Leadership
- Financial Stewardship & Profit Optimisation
- Supply Chain Innovation & Automation
- Negotiation & Stakeholder Management
- Regulatory Compliance & Risk Mitigation
- Brand Building & Market Positioning

ACHIEVEMENTS

1. Business Growth & Revenue Expansion

- Increased revenue from £800,000 to over £22 million at Laeso Fish Ltd. through strategic market expansion, process automation, and operational excellence.
- Spearheaded European sales growth by 50% within six months at Islay Crab Exports Ltd. by identifying untapped markets and building strategic alliances.
- Successfully transformed underperforming operations into multi-million-pound enterprises, implementing data-driven sales strategies and financial optimisations.

2. Global Market Penetration & Strategic Partnerships

- Expanded international seafood markets by securing long-term partnerships with global clients and suppliers.
- Strengthened Laeso Fish Ltd.'s export capabilities, ensuring consistent supply chain operations and market presence.
- Positioned Islay Crab Exports Ltd. as a leading supplier in European seafood markets, enhancing brand reputation and customer trust.

3. Crisis Management & Business Restructuring

- Led business restructuring at Scot Live Shellfish Ltd. during Brexit, ensuring regulatory compliance, maintaining supply chains, and mitigating operational risks.
- Successfully navigated a critical transition period at Laeso Fish Ltd. by managing the challenging task of making 100 staff redundant on the first day, later rebuilding the team and company structure.
- Developed risk mitigation strategies and compliance frameworks to safeguard businesses against industry disruptions.

4. Operational Efficiency & Process Automation

- Automated production systems at Laeso Fish Ltd., doubling output while maintaining workforce levels, enhancing efficiency, and reducing costs.
- Implemented workflow optimisation techniques across multiple companies, improving production timelines, quality control, and overall business performance.
- Converted operational by-products into revenue streams, turning cost liabilities into profitable business opportunities.

5. High-Performance Team Leadership & Talent Development

- Built and led high-performing teams of over 100 employees, fostering a culture of collaboration, accountability, and innovation.
- Designed and implemented mentorship programmes, ensuring leadership succession and future business sustainability.
- Improved staff engagement and morale at Scot Live Shellfish Ltd. during business restructuring, aligning employees with company objectives.

6. Regulatory Compliance & Industry Standards

- Developed and implemented compliance frameworks that ensured businesses met and exceeded international trade regulations and environmental standards.
- Conducted regulatory audits and risk assessments, ensuring operational safety, sustainability, and adherence to industry best practices.
- Successfully managed export compliance and logistics, ensuring smooth cross-border trade during shifting regulatory environments.

7. Profit Optimisation & Financial Stewardship

- Identified cost-saving opportunities and optimised production efficiencies to increase profitability.
- Negotiated high-margin contracts, ensuring financial sustainability and competitive positioning in the market.
- Designed and executed budgeting and financial planning strategies to maximise revenue streams while controlling operational expenses.

8. Brand Building & Market Positioning

- Strengthened the market presence of Islay Crab Exports Ltd. through strategic branding initiatives and customer engagement strategies.
- Enhanced brand reputation and trust by emphasising product quality, reliability, and customer-centric service.

- Leveraged data-driven insights and market intelligence to create tailored sales strategies that resulted in significant growth.

Summary

Through strategic vision, operational excellence, and leadership, **Alexander McRobbie** has successfully transformed businesses, expanded international markets, and driven sustainable growth across multiple organisations.
