

CV Vanessa Claire Hall

First/Last Name: Vanessa Claire Hall
Birthdate: June 4th, 1967 in Harrogate
Nationality: British

Dec 2015 to present

Independent advisory and support functions in the gastronomy and hotel industry. Appointed as non-executive director of Cubitt House, London boutique pubs with guest rooms, since January 2017.

Member of the Supervisory Board of Vapiano SE since September 2018.

Co-founder of Jack & Alice, wine bar and pantry. *Recently named "Independent Casual Dining Restaurant" of the Year and "Best Small Employer" in the UK.*

Chief Executive

YO! Sushi
2013 – Nov 2015

Main achievements:

Opened 20 restaurants during two years as COO and CEO of YO!, 13 in Great Britain, 4 in the USA, and 4 international franchises.

Focused on continuous expansion and brand innovation through design, food development and creative marketing campaigns. Delivered like-for-like sales growth and improved return on sales.

Led a sales transaction of the company to a new private equity firm.

Brand Operations Director

Mitchells & Butlers PLC
October 2010 to Jan 2013

Multi-site operation of ~200 companies with consistent like-for-like sales growth, strong ROI-proven new concepts for market introduction.

Focus on growth strategy, successful expansion and development of brands through acquisitions, conversions and increase of the guest base.

Brand responsibility for 4 prominent premium brands at different stages of the lifecycle, from concept development to market launch. The following brands were included:

- **Premium Country Dining Group (PCDG)** - opened 32 locations within 18 months (82 in total).
- **Browns Restaurant and Bars** – Dissection and development of the brand (design and selection), doubling the size over 14 months.
- **Village Pub & Kitchen** – founded a new concept and steady growth to 40, focus on brand positioning and profitability.
- **Miller & Carter**, Steakhouse concept from pub to main street.
Acquisition of a new company to support the growth of primarily 3 brands within MAB - managing the due diligence, acquisition, integration and transformation of the 22 retail businesses.

Retail Operations Director

All Bar One

October 2000 to October 2010

Continuous like-for-like growth over all years and all brands, driven by brand development through extensive renovation, maintenance cycle and expansion.

Retail Operations Director for All Bar One for 6 years. Focus on winning teams, strong internal succession, quality implementation and guest satisfaction. Trend reversal in businesses that fell short of expectations and resulting earnings growth.

Director of Finance

Britvic Soft Drinks

1997 to 1999 – (Britvic Soft Drinks)

Responsible for a team of 110 people. Significant focus on changing management systems to improve FMCG information and budgeting. Implemented product and revenue reporting and support for Fruit Shoots and J2O launched by NPD. Head of an independent treasury. Restructuring the finance team and reducing the number of employees by 20%. Central cost reduction driven forward for the company - significant redundancy program.

Director of Finance

Bass Leisure Entertainments

1994 to 1997

Member of the BLE board responsible for finance, IT, purchasing, audit and licensing. Company secretary for BLE Limited. Streamlined management reporting, restructuring of the balance sheet, support development of a young company and concept, which plays a key role in the definition and implementation of strategies - led to growth and success of **Hollywood Bowl**.

Senior Management Accountant

Bass Brewers

1992 to 1994

Responsible for the Department of Management Accounts, reporting directly to the Board. Played an important role in the restructuring and control of the changes due to the DTI contracts that led to the divestment of many regional breweries and to the redundancy program. Ensuring relevant and timely information across the enterprise - supporting marketing, sales teams, production, etc.

Senior Manager, Corporate Finance

BDO Stoy Hayward

1988 to 1992

2 years in auditing, 2 years in corporate financing as manager, involved in many company acquisitions, MBOs, IPOs, and corporate leisure. Managed reception at an auto dealership for 18 months.