**Davy Lassagne**

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**Executive Summary**

*Financial industry professional with 19 years of sales, financial, legal and operational expertise acquired through hands-on, buy- and sell-side experience in Asia. Results-driven CFO and Operations Manager with a focus on strategic planning, building synergies and setting up procedures. Strong ability to communicate effectively with all stakeholders. Able to quickly grasp complex processes with a serious passion for creating leapfrog productivity enhancements.*

**Core Competencies**

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| --- | --- |
| * Operational value creation | * Cost cutting |
| * Company valuations | * Process optimisation |
| * Strategic planning | * Corporate financial advisory |

**Professional Experience**

Since May 2013 **Deliciae Hospitality Management**

*Corporate Financial Adviser for DHM, a fast-growing F&B management group with over S$15mn in annual turnover, 10 outlets and 150 employees. Ran a team of 20 people and an annual budget of S$3mn, orchestrating the transformation of the group from loss-making to breaking even.*

**Group Chief Financial Officer** – CFO (Since August 2013)

* Produced company valuation using discounted cash flow and comparables method. Developed pitch book and Information Memorandum from scratch and ran investor meetings with strategic corporate investors and private equity firms (on-going).
* Raised S$1.5mn in short-term debt from private investors and financial institutions to navigate cyclical cash flow constraints of the company.
* Reduced head count of the finance department by 50% through the acquisition and implementation of a state-of-the-art Enterprise Resource Planning software (FACT ERP) and by streamlining accounting procedures.
* Orchestrated the preparation and submission of 4 overdue audited financial reports within 18 months by thoroughly reviewing all accounting entries and streamlining all accounting procedures in line with industry best practice.
* Designed and produced all financial reporting and business intelligence tools for tighter management of the company (daily cash flow and projections, monthly P&L, budgets, monthly Accounts Payable ageing, sales trends, Ebitda margins per outlet).

**Director of Head Office Operations** (Since April 2014)

* Drove the company from loss-making to breaking even within 18 months by investing in productivity-enhancing software solutions, cutting costs across all departments, closing non-core, loss-making outlets and aligning all key-management contracts to the company’s success.
* Orchestrated the signing and implementation of the company’s participation in the Partnerships for Capability Transformation (PACT) with SPRING and Google Singapore for digital marketing, leading to a 15% increase in sales.
* Slashed head office costs by 50% within 12 months through consistent improvements in productivity (acquisition and implementation Oracle Point of Sales and inventory software solutions) and enforcement of Standard Operating Procedures (SOP) and Key Performance Indices (KPI) within the finance, legal, HR and IT departments.
* Internalised payroll processing through the acquisition of third-party software with a Return on Investment (ROI) of just two months (excluding government grants).
* Successfully applied for over S$500,000 in government subsidies mainly from Spring EDB (Capability Development Grant – CDG) and IRAS (Productivity and Innovation Credit Scheme – PIC).

**Adviser to the CEO** (May to July 2013)

* Called in by the company’s CEO and founder to resolve multiple issues created by high employee turnover, inefficient and costly processes, and late audit filings.
* Conducted an internal audit over a six-week period interviewing key personnel and reviewing mission-critical processes. Produced and presented to top management a 40-page report outlining strategic recommendations, including:
* Restructure head office operations and clarify job scopes and responsibilities
* Acquire and implement efficiency-enhancing tools and procedures
* Improve overall work environment
* Streamline relationship and processes between head office and outlets
* Pace growth to limit strain on cash flow and re-focus the business on the group’s main brands
* The CEO approved all recommendations and I was asked to join the company as CFO to implement them.

Nov. ‘09-May ‘13 **Makara Capital**

*Multi-disciplinary partner of boutique investment firm Makara Capital specialised in cross-border transactions and advisory services mainly in Asia and the Middle East.*

**Group Director of Operations** (Jan. to May 2013)

* Developed new product offering and relationships with top tier financial institutions.
* Managed a team of 5 people for all group-level operations, from back-office to recruitment and compliance. Designed employee handbooks and training manuals.
* Set-up SOPs for recruitment and compliance with IRAS and the Monetary Authority of Singapore (MAS).

**Private Equity Head of Research and Partner** (Jan. 2011 to May 2013)

* Led a team of seven people over a two-year period to conceptualise, structure and implement the setup of an Asia-focused private equity fund (asiadevelopmentfund.com) with the objective of raising S$1bn in capital from institutional and government-linked limited partners (LP). Liaised with EDB for operational fund support and with Singapore, Cayman and US legal counsels for final drafting of letters of offer, confidentiality agreements and investment memorandum.
* Designed pitch books and ran fund raising road shows in Singapore, Hong Kong, Indonesia, Dubai and Qatar.
* Sourced and reviewed over 50 investment proposals from potential portfolio companies in various geographies (Europe, US, Asia) and sectors (Clean Tech, Urban Solutions, Healthcare, Waste Management). Focused in-depth due diligence on 10 companies and proposed 5 potential investment opportunities to the Investment Committee for approval. Designed all investment proposal procedures and due diligence processes.

**Wealth Management & Investment Banking Team Leader**

(Nov. 2009 to May 2013)

* Managed assets and structured investment vehicles for UHNW individuals and corporate accounts for total assets under management (AUM) of over S$100mn. External asset manager (EAM) to Credit Suisse, UBS and DBS.
* Set-up and managed short- to long-term investment strategies for 10 clients using funds, ETFs, hedge funds, individual stocks, structured notes, derivatives and private equity investments from top-tier financial institutions.
* Sourced deals and developed fund-raising strategies (including IPO, institutional and private capital) for small- to medium-sized family businesses and offices for a total of S$500mn in value. Conducted in-depth valuations and designed pitch books and investment memorandum.

Mar. – Oct. ‘09 **Jigsaw Wealth Management**

**Senior Vice President**

* Licensed adviser to accredited investors. Referral-based business only with a portfolio of 50 active high net worth clients.

Sep. ‘01-Feb. ‘09 **Meyado Wealth Management**

**Executive Investment Adviser**

* Built a pool of over 100 active HNW clients from scratch through referrals only, generating a total of S$6mn in net profits for the company.
* Lead relationship manager for financial institutions.
* Awarded top worldwide adviser from 2004 to 2008. Managed a team of three junior advisers from basic training to senior advisory role.

Previous experience

**Natixis Bank – Country Manager, Myanmar** (Sep. 1999 – Jul. 2001)

**Embassy of France, South Korea – Commercial Attaché**

(Dec. 1997 – Apr. 1999)

**Eurogroup Consulting – Junior Consultant** (Jan. – Dec. 1997)

**Education & Qualifications**

**Monetary Authority of Singapore–Licensed Financial Adviser**

(2004–2009)

**ESSEC International Business School, Paris-MBA Graduate**

(Sep.1993–May 1997)

*ESSEC is accredited by AACSB and EQUIS as an international business School. Major in Corporate and International Finance.*

**Yonsei University, Seoul – Exchange Student** (Sep. – Dec. 1996)

**Associations & Interests**

**ESSEC Group, Singapore**

* 2010-2012: Mentor at ESSEC Asia Mentoring Programme
* 2008-2010: Board Director of ESSEC (Asian Centre)
* 2002-2009: President of ESSEC Alumni Club – Singapore Chapter

**French and British Chambers of Commerce, Singapore & Myanmar**

* 2003-2007: President of BritPack and Board Member of the British Chamber of Commerce of Singapore
* 2002-2005: Board Member of the French Chamber of Commerce of Singapore
* 1999-2001: President of the French Chamber of Commerce and the French School of Myanmar

**Charities, Singapore & Myanmar**

* Singapore: Art Outreach, British Theatre Playhouse, Make-A-Wish Foundation
* Myanmar: weekly visits to an orphanage, fund raising and provision of free medical support

**Adventure Sports, Globally**

* Mountain climbing, extreme skiing, expeditions in Canada, Norway, Greenland, Belize and Vietnam
* 2009 OSIM International Triathlon (Olympic distance), 2010 SafraAVventura Challenge (finished in the top quartile)

**Languages**

* Trilingual in French, English and German