

# Victoria WALLACE

Catering Manager | Service Delivery Evangelist

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*"Victoria is a catalyst for innovation and performance improvement; she transforms complex business challenges into focused growth solutions through people, tools and processes." — Alan Joyce, Chief Executive Officer, Qantas Airways*

Drove 10-Figure P&L & Teams of 320+ | Saved \$800K per Year for Qantas | Reversed Passenger Complaints by 20% for Jetstar

Turnaround Champion | Customer Service Team Builder | Business Solution Strategist

*"A gifted leader ... Victoria faces any situation, no matter how challenging, with an open mind and integrity."*

*— Jayne Hrdlicka, Chief Executive Officer, Jetstar*

**INFLUENTIAL CHANGE EXPERT AND BUSINESS SOLUTIONS EXECUTIVE** whose in-depth knowledge of commercial catering has helped global icons including Virgin, Qantas and Jetstar withstand internal and market challenges and emerge thriving.

**High-impact 15+ year career** making a strong mark in the airline industry answering the call to head multimillion-dollar catering divisions and transformation projects as a champion of top-rated performance and best-in-class service delivery.

■ **Builder of stellar teams (320+)** that continuously become customer ambassadors breathing new life into company brands through vision, drive and spirit. Sees challenges and solutions from all perspectives, making use of international best practices to mitigate enterprise risk and shape profitable next-generation businesses.

■ **Branded the Turnaround Manager;** experienced in all aspects of corporate renewal with an impressive track record driving growth and expanding revenue streams in airline catering. Contributed to, and won multiple industry excellence and passenger awards.

## SIGNATURE STRENGTHS & COMPETENCIES

Inflight Catering Market Intelligence	Key Account Management	Strategic Planning & Delivery
Lean Management Principles	Multi-Unit Team Leadership & Growth	Long-Term Growth Maximisation
Performance Management Strategies	Supplier Negotiations & Contracts	Brand & Reputation Optimisation
Risk Management & Mitigation	Customer Satisfaction & Retention	Health, Safety & Hygiene Environments
Change Management   Service Expansion	Corporate Renewal & Alignment	Continuous Progress   System Reform

**Technology:** Microsoft Office Suite; Smartsheet; Project Management; Time Target; Rockfast Payroll; Payroll Systems

## EXECUTIVE LEADERSHIP EXPERIENCE

**JETSTAR AIRWAYS** ■ Brisbane QLD ■ 2013–Current

An Australian low-cost airline and wholly owned subsidiary of Qantas, headquartered in Melbourne.

### CATERING MANAGER

Direct/Indirect Reports: 320 | Budget Accountability: \$5M

Chosen to head this influential role based on consistent record delivering on business expansion strategy and leading inflight catering divisions and contracts up to \$8M in value. Mandated to provide over 117M meals per year to more than 134 airlines, spanning 21 countries. Challenged on commencement by a lack of critical business skills; the absence of a structured and accountable approach to commercial growth; low staff morale and team productivity; exacerbated by a steadfast aversion for change. Established a winning-culture worthy of local, regional and global awards.

### Selected Highlights:

- **Reduced labour costs in production by 8 FTEs with an annual saving of \$640K**—introduced a variable production schedule, designed to effectively reduce wasted labour. Tool was valuable in forecasting and flexing labour in line with revenue.

*Customer Service Training Mantra — "There are no traffic jams along the extra mile." - Roger Staubach*

- **Instigated, applied and encouraged best practice methods**—orchestrated the formidable transformation of the catering division comprising 14 units in Australia, aligning leadership strategies and initiatives with business goals.
  - ✓ **Led strategic human capital restructure**; sourced and blended high-potential talent with the existing team; cultivated a progressive workplace culture; and introduced a comprehensive training platform.  
Initiative aligned team output with business goals; enhanced service delivery; and increased revenue through the refocused, catering team.
- **Decreased customer complaints by 20% in just 12 months** through a series of performance improvement initiatives. Leadership resourcefulness contributed to the unit achieving the Best Kitchen of the Year Award for 2016.
  - ✓ **Introduced a feedback and investigation tool** including corrective actions needed and expected completion timelines.
  - ✓ **Overcame a widespread resistance to change**, driving change management strategies to enhance customer service.

**In a Snapshot:**

Transformed 14 catering units in Australia  
Amplified customer satisfaction by 20%  
Fused high-potential talent with existing team  
Saved \$640K per annum in human capital costs

**VIRGIN AUSTRALASIA** ■ Brisbane QLD ■ 2012–2013

*Australia's second-largest airline after Qantas and the largest airline by fleet size to use the 'Virgin' brand.*

**CATERING OPERATIONS SPECIALIST (REGIONAL QLD)**

**Direct/Indirect Reports:** 250 | **Budget Accountability:** \$2M

**Solicited to lead a challenging service delivery compliance project and reverse the downward slide of the Virgin brand.** Challenged from the outset by the existing inept audit process that failed to meet catering agreements; a lack of performance management for suppliers and crew; and promoting change in a steadfast leadership team.

Managed catering centre and flight centred audits across QLD; instigated and managed service improvements; and educated crews on process modification. Resolved passenger complaints and delays; set-up catering in new aircrafts; and partnered with safety, research and development and fit testing teams to improve aircraft loading.

**Selected Highlights:**

- **Delivered ongoing strategic operational governance as an integral part of the senior leadership team;** relentlessly refining operations to increase catering unit efficiency and profitability through people, tools, and processes.
- **Industrialised and applied a comprehensive catering services audit / compliance program**—trained Compliance Coordinators in the audit process; tracked and monitored non-compliance and actions taken; managed risks, reporting and escalation. Initiative won executive-level support and was implemented worldwide for domestic and internal Virgin flight audits.
- **Bolstered Virgin's branding and reputation for delivering the 'Best Airline Staff Service'**—maintained the global benchmark of airline excellence across all flights ensuring Virgin's menu and loading standards exceeded the catering and service benchmarks in on-time performance, safety, compliance, guest and staff satisfaction and operating costs.
  - ✓ **Contributed to Virgin Australia being awarded 'Best Airline Staff Service' for 5 years in the Skytrax World Airline Awards.**
- **Channelled guest satisfaction tracking data analytics into insights**—reliably monitored passenger satisfaction metrics; explored continuous improvement opportunities; proposed strategies to grow customer loyalty and expand service offerings. Resourcefulness resulted in customer-driven product and service promotion of the catering services.
- **Increased team productivity and improved customer service delivery during a period of intense organisational change**—steered the team through the restructure and expansion of the catering department under a new department leader focused on menu changes, performance management, route expansion, service delivery, and auditing and compliance.
  - ✓ **Established and implemented performance management targets and procedures for suppliers.**
  - ✓ **Developed and led the crew communications plan, compliance and performance management program.**

**Q CATERING (QANTAS)** ■ Brisbane QLD ■ 2001–2012

*The largest flight caterer in the Southern Hemisphere; operating 7 catering and food production centres across Australia.*

**MANAGER CUSTOMER SERVICE (2012)**

**Direct/Indirect Reports:** 315 | **Budget Accountability:** \$8M

Progressed through senior leadership roles to lead the catering customer service division centred in Brisbane; managing up to 18 customers with a revenue base of up to \$30M. Confronted by a lack of accountability during flight catering loading which resulted in substantial last minute labour and fuel expenditure. Established best practice customer service standards; promoted and delivered customer sustainability; and applied strategic business performance improvements to impact future growth.

**Selected Highlights:**

- **Maximised operational performance** going ‘beyond the Service Level Agreement (SLA) to influence continuous improvement for Qantas and QantasLink—vigorously promoted catering and customer values; streamlined existing inefficient processes; implemented automation and restructured roles to drive increased efficiencies.
- **Bolstered customer relations; enhanced service supply and improved company reputation**—built and led a team of Customer Support Specialists delivering 770K high-quality meals per week.
- **Designated to also serve as Centre Lead for Singapore Airlines**—aligned ports with best practice methods (National Standards) for service delivery and processes. Travelled extensively to present menus, negotiate with customers, simplify product efficiencies and communicate change initiatives. Led leadership discussions on key targets and customer concerns.
- **Added \$800K to Q Catering’s bottom line in cost savings over 12 months**, through business performance improvement initiatives—introduced the recording and measurement of catering ‘call backs’ followed by departmental reimbursement.
  - ✓ **Strongly promoted cost reduction and productivity benefits** to gain critical buy-in from management peers. New process was accepted as best practice and rolled out across all Qantas Catering Centres nationwide.

**In a Snapshot:**

- Saved \$800K in ‘call backs’ over 12 months
- Enabled teams to deliver 40M meals per year
- Simplified & redesigned internal processes
- Established new Singapore Airlines centre

**NATIONAL CUSTOMER SERVICE MANAGER (2010-2012)**

Direct/Indirect Reports: 300 | Budget Accountability: \$7M

Headhunted for business-critical role to manage the New Product and Service Delivery (NPSD) teams; deliver catering service and provisions to 28 customers nationwide. Challenged to reduce last minute orders, costly labour, business complexity and customer complaints; while surpassing business expectations, and adhering to food safety regulations.

**Selected Highlights:**

- **Achieved customer satisfaction and business goals for the catering department**—led a team of 300 catering staff to deliver large-scale catering services, across 7 food production centres, to key customers including: Qantas International and Domestic, QantasLink, Singapore Airlines, Thai Airways, Cathay Pacific, Philippine Airlines and Vietnam Airlines.
  - ✓ **Empowered teams to deliver up to 40M meals to over 273K flights year-on-year**, designing entire menus based around service concept, budget, seasonal produce, and destination.
  - ✓ **Partnered with internationally-renowned chefs** to translate customer requirements into dependably exceptional dining experience for passengers—constantly researched and developed new menu products and meal options.
- **Reduced labour costs in all ports; simplified meal ordering nationwide**; and renegotiated special meal customer ordering in less than 6 months.
- **Seconded for Head of Customer Product and Quality role.**
  - ✓ **Managed 28 customers** with a revenue base of \$80M.
  - ✓ **Leveraged robust crisis management ability on several occasions**, navigating the team through the grounding of the fleet and the North Queensland Flood Relief—managed and delivered the business plan in conjunction with QLink.

**EARLY CAREER:**

Operations Manager, Australian Airlines, QLD

**EDUCATION:**

Certificate IV in Project Management, Australian School of Business  
Bachelor of Business, Queensland University of Technology (QUT)