VALUE CREATION / GROWTH / TRANSFORMATION



Finance leadership at scale.

Group CFO accountability, PE-backed transformation and global commercial and operational finance leadership.

€1.2bn	€7bn+	€26m	€400m+
Landal / Roompot revenue scale	Danone Specialized Nutrition net sales	HousingAnywhere debt financing	Danone global ZBB programme savings

Executive proposition

Finance leader with full CFO experience in a European digital marketplace, senior finance responsibility during KKR- and Platinum Equity-backed integrations, and global business-unit leadership within Danone and Mars.

Combines EBITDA, liquidity, capital allocation and financial governance with commercial insight, operational fluency and enterprise data transformation.

Where I create value

Situations where investors and CEOs need finance to drive better decisions: profitability turnaround, acquisition integration, funding, cash, forecasting, performance management, and the leadership discipline needed to make change stick.

- Private equity
- International groups
- Growth & turnaround
- Digital finance

erik@cfo-excellence.com · linkedin.com/in/gruwel

Full financial ownership during a growth and profitability turnaround.

Group Chief Financial Officer · May 2023–January 2025

European digital rental marketplace · 300+ employees · €500m+ annual GMV (not revenue)

−20% → +20%

Adjusted EBITDA margin improvement over 18 months

20%+ YoY

Revenue growth restored during CFO tenure

€26m

Debt financing secured

Mandate and execution

CEO / BOARD / INVESTORS

The CFO mandate combined business performance and capital decisions with a broader transformation of operating discipline. The focus was on sustainable profitability while restoring growth and creating a robust foundation for acquisitions and scaling.

Commercial and profitability reset

Led zero-based growth and commercial ROI discipline, reshaped the cost structure and supported organisational redesign. Adjusted EBITDA margin changed from about −20% to +20% in 18 months.

Funding and corporate development

Secured €26m in debt financing to fund acquisitions and strengthen flexibility; led financial diligence, buy-and-build integration and PPA work.

Governance and control

Built and led Finance, Legal and IT capabilities; established stronger governance and delivered the first clean consolidated EY audit after the acquisition-led expansion.

Executive decision support

Established a planning and reporting cadence connecting growth, margin, cash and resource allocation to leadership and Board decisions.

Why this matters for a larger CFO mandate

Demonstrates direct CFO accountability across the income statement, funding, M&A, people, control and strategic execution—not simply responsibility for reporting or FP&A. The €500m+ figure refers to platform GMV, not accounting revenue.

Operating at scale in complex portfolio companies.

These roles demonstrate finance leadership in large, integrating businesses with PE ownership, demanding integration agendas and senior management responsibilities.

KKR-BACKED · €1.2BN REVENUE

Landal / Roompot

INTERIM FINANCE DIRECTOR — BUSINESS CONTROL, FP&A & VALUE CREATION · 2025

Led Business Control, FP&A and performance steering during the integration of two European holiday parks businesses.

- Built a stronger team and business-planning framework with consistent financial and operational definitions.
- Strengthened forecasting, EBITDA delivery, cash discipline, commercial and operational insight and synergy tracking.
- Worked with senior leadership on resource allocation, business priorities and value creation.
- Contributed to a broader finance transformation programme including NetSuite and OneStream.

PLATINUM EQUITY-BACKED · ~€700M REVENUE

Solo Group

FP&A DIRECTOR · 2026–PRESENT

Group FP&A leadership in a three-business B2B promotional-products platform undergoing integration.

- Strengthens consolidated planning, forecasting, KPI governance and management performance reporting.
- Connects revenue, gross margin, EBITDA and operational drivers across business units and functions.
- Supports executive leadership with more transparent financial steering and disciplined value-creation delivery.

Business scale: Landal / Roompot €1.2bn and Solo Group ~€700m group revenue, respectively.

Commercial, operational and digital finance at multi-billion scale.

An unusual depth of functional finance experience: commercial strategy, FP&A, procurement, operations, working capital and data-driven performance management.

DANONE · 2015–2023 · GLOBAL FINANCE LEADERSHIP

2021–23

Global Finance Director — Data, Digital Transformation & Business Performance

Harmonised financial/non-financial definitions and data platforms; introduced performance-management frameworks and a global dashboard.

2020–21

Global Sales, Category & Brands Finance Director — Specialized Nutrition

Senior finance leadership across €7bn+ net sales; channels, brands, innovation, investment choices and profitable growth.

2019–20

Global Zero-Based Budgeting Director

Programme accountability for €400m+ indirect spend savings, €50m beyond initial target.

2018–19

Global FP&A — Advanced Medical Nutrition

Transformed planning, consolidation and scenario analysis in a nearly €2bn turnover business.

2017–18

Global Growth & Innovation Controlling — Early Life Nutrition

Innovation, pricing, portfolio and integrated business planning across €5bn+ net sales.

2015–17

Global Procurement Controller — Early Life Nutrition

Finance lead for a ~€2bn global procurement spend base, including controlling and contracts teams.

2015

Regional Operations Controller

COGS, CAPEX and cash across nine factories in Europe, LATAM, Middle East and China.

Mars · 2010–2015

Site & Supply Finance Manager at the Oud-Beijerland food factory, leading 10 direct reports and supporting production, S&OP and integration. Selected for Mars' European Finance Graduate programme. Largest team directly led across career: 30 FTE.

A CFO operating system built around decisions and outcomes.

Financial information should translate into clear choices, accountable action and measurable business value—across functions and across the cycle, not only at month-end.

01
Understand economic reality

Reconcile financial and operational drivers into one management P&L and cash view; make assumptions explicit and challenge the baseline.

02
Prioritise the value levers

Identify the price, mix, cost, working capital, investment and productivity decisions that matter most for enterprise performance.

03
Execute with accountability

Use a clear rhythm of KPIs, forecasts, decisions and owners, distinguishing proposed actions from realised financial value.

04
Build capability that endures

Develop people, governance, systems and data foundations—including controlled AI applications—so improvement survives leadership change.

Relevant mandate situations

Group CFO leadership and succession; PE portfolio performance; turnaround; refinancing; buy-and-build and integration; large-scale FP&A and finance transformation; value-creation execution, advisory and non-executive contributions across international groups.

Education and credentials

CEDEP / INSEAD (Lead Ahead executive development); Business Administration, Rotterdam School of Management / Erasmus University; MSc exchange at Stellenbosch University. Dutch and English. Earlier audit committee / supervisory experience at RSM STAR (student association).

Erik Gruwel · CFO Excellence

Laren, Netherlands · erik@cfo-excellence.com · cfo-excellence.com · LinkedIn

Source note. Role scale is distinct from role accountability; GMV is distinct from revenue. Selected public third-party references: CFO.nl appointment; HousingAnywhere executive announcement; financing announcement.