



# Ben Lancken GAICD

Chief Improvement Officer

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Commercial & values-driven c-suite executive with an extensive background in developing and implementing innovative strategies, leading large-scale business & technology transformation programs & working at the intersection of risk & strategy to improve the performance of large service sector organisations.

Global experience spanning senior leadership roles in Australia, Germany & Denmark in the Hospitality and Aged Care sectors.

Significant experience leading the integration of newly acquired businesses following acquisitions.

Extensive experience in leading & governing high-value digital transformation programs to implement integrated enterprise technologies including top-tier CRM, ERP & HRIS solutions. Passionate about [leveraging data to improve the lives of older Australians in care](#).

Former Chair of the [Blue Mountains Hotel School Alumni Association](#) with prior governance and leadership roles in community sport with a focus on [championing diversity and inclusion](#).

Passionate about developing leaders at all levels. Industry Supervisor at Torrens University supervising PHD students exploring [leadership in the service context](#). Accredited facilitator & coach of [The Leadership Challenge](#), the world's leading research-based leadership development framework.

## PROFFESIONAL EXPERIENCE

APR 2023 - PRESENT

### ● Chief Improvement Officer (CIO)

[Opal HealthCare, Sydney | Gadigal](#)

Opal HealthCare is Australia's largest private Residential Aged Care Provider, operating 101+ Care Communities which are home to over 9,000+ residents being cared for by 13,000+ team members.

As Chief Improvement Officer, I provide strategic leadership to Opal HealthCare in the areas of information technology, customer experience, process improvement, business transformation, M&A integration and enterprise risk & compliance.

MAY 2020 - MAR 2023

### ● Director, Customer Experience, Business Improvement & Assurance

[Opal Healthcare, Sydney | Gadigal](#)

Reporting to the CEO, I lead a multi-disciplinary team of customer experience, project management, process improvement, data, risk and strategy specialists. Together, we help tackle complex problems and deliver Opal HealthCare's strategy to be best in class for customers, team members and the many communities Opal HealthCare serve.

- Leading Enterprise Risk & Assurance function in a highly regulated environment
- Extensive engagement with the Board, Audit & Risk Committee & Clinical Governance Committee
- Chair of Strategic Projects Governance Committee responsible for the governance of a multi-million dollar portfolio of large-scale transformational technology projects including ERP, CRM & HRIS
- Extensive engagement with external stakeholders including Government policy makers to influence and drive aged care sector reform
- Extensive engagement with regulators including the Aged Care Quality & Safety Commission
- Significant expereince in integration of newly acquired businesses including governance, functional integration, change management, systems & IT integration to realise synergies and deliver on acquisition business cases

DEC 2021 - PRESENT

### ● Committee Member - Aged Care Quality Sector Reference Group

[Australian Government Department of Health and Aged Care](#)

The Aged Care Quality Sector Reference Group provides advice to the Commonwealth Department of Health and Aged Care on the development and implementation of aged care quality reform initiatives to support improving the quality of life and outcomes for older Australians accessing aged care services.

JAN 2019 - MAY 2020

### ● Head of Transformation

[Opal Healthcare, Sydney | Gadigal](#)

- Led a multi-million dollar customer-centric transformation program focused on people, process and technology
- Established a cross-functional team of Customer Experience, Project Management, Process Improvement, Technology, Communication and Change experts.
- Implemented and embeded enterprise technologies including CRM, VoC, BPM, EMM, EIP
- Implemented an enterprise project governance framework including a Strategic Projects Governance Committee
- Rapidly designed, implemented & iterated the organisation's COVID-19 pandemic response, management systems & processes
- [Expert witness on the use of data & innovation](#) at the Royal Commission into Aged Care Quality & Safety, March 2020

OCT 2016 - DEC 2018

## ● **Director of Operational Excellence & Learning - Europe**

[TFE Hotels, Berlin](#)

- Drove performance of 11 operational hotels and a pipeline of 6 new hotel developments in Germany, Denmark & Hungary
- Opened new apartment hotels in Hamburg, Nuremberg, Frankfurt & Leipzig
- Implemented operational risk and compliance controls
- Led the refurbishment and turnaround of apartment hotel in Copenhagen, Denmark
- Implemented enterprise CRM and ERP platforms
- Implemented High Potential Talent Program
- Implemented global customer experience program
- Developed and implemented new hotel food & beverage concepts in Copenhagen, Hamburg, Nuremberg, Frankfurt & Leipzig

JUL 2013 - OCT 2016

## ● **Global Learning & Organisational Development Manager**

[TFE Hotels, Sydney | Gadigal](#)

- Head of Learning & Development, Organisational Development, and Talent Management for 2500+ Team Members across Australia, New Zealand, Germany & Denmark
- Designed and Implemented global High Potential Talent Program
- Designed and implemented Global Customer Experience Program
- Designed and implemented a national traineeship & apprenticeship program to attract and develop hospitality talent
- Curated & delivered 4 national leadership conferences in Australia and Europe
- Opened 15+ new hotels including the development and implementation of new accomodation, restaurant and bar concepts.
- Worked in a cross-functional team to develop new hotel brands including Vibe Hotels & Hotel Kurrajong Canberra
- Won 'Learning & Development Group of the Year' at the Accommodation Association of Australia Awards, 2014

MAY 2012 - JUL 2013

## ● **General Manager - Travelodge Hotel Southbank Melbourne**

[TFE Hotels, Melbourne | Naarm](#)

- General Manager of 275 room hotel located on the banks of the Yarra River in Melbourne's Southbank district
- Led a significant performance turn-around improving year-on-year Revenue Per Available Room by 9% and GOP by 5%
- Drove a segment-driven revenue management strategy to shift mix to optimise GOP Per Available Room
- Developed business case for significant hotel refurbishment project that was subsequently completed

JAN 2011 - MAY 2012

## ● **General Manager - Adina Apartment Hotel Adelaide Treasury**

[TFE Hotels, Adelaide | Kaurana](#)

- General Manager of a heritage listed, 79 room, boutique apartment hotel located in the heart of Adelaide's CBD
- Designed and implemented a local conference and events strategy that increased Conference & Events revenue by 23%
- Drove a significant capital improvement plan to improve presentation and celebrate the heritage of the property
- Winner - 2012 Hotel Manager of the Year, TFE Hotels
- Winner - 2012 Young Achiever Award, Tourism NSW
- Winner - 2012 Alumni Award for Fast Track Career, Blue Mountains Hotel School

## **VOLUNTEER EXPERIENCE**

2021 - 2023

## ● **Board Chair**

[Blue Mountains Hotel School Alumni Association, Sydney | Gadigal](#)

An incorporated association with a mission to encourage continuous professional development and networking relationships while recognising and promoting the advancements and achievements of the Blue Mountains Hotel School Alumni.

2011 - 2013

● **Producer & Broadcaster - Sports & Current Affairs**

[Joy Media, Melbourne | Naarm](#)

As Australia's not for profit LGBTIQA+ media organisation, JOY Media represents the people, stories, news, music, and lived experiences of Australia's LGBTIQA+ community and our allies. Powered by 200+ volunteers and led by a small leadership team, JOY's content makers inform, empower, entertain audiences globally by delivering quality community media, every hour, every day of the year.

2009 - 2011

● **Founding President**

[Melbourne Chargers RUFC, Melbourne | Naarm](#)

The Melbourne Chargers is Victoria's gay and inclusive rugby club established in 2009 to create a rugby team where gay men could learn rugby in an accepting environment and where players who had left the sport because of their sexuality could play openly. The Melbourne Chargers contribute to the promotion and development of the sport of rugby union and provide new and diverse social opportunities for everyone interested in rugby union, irrespective of their sexuality or gender identity.

**CERTIFICATIONS**

2023 - PRESENT

● **Advanced Negotiation**

[Scotwork](#)

2022 - PRESENT

● **Graduate & Member**

[Australian Institute of Company Directors](#)

2013 - PRESENT

● **Accredited Facilitator & Coach**

[The Leadership Challenge](#)

**EDUCATION**

JUL 2016 - JUL 2016

● **Certification in Strategic Management**

[Cornell University](#)

JUN 2005 - JUN 2008

● **Bachelor of Commerce**

[University of New England & Blue Mountains International Hotel Management School](#)

● **Higher Diploma in Hotel Manageent**

[IHTTI Switzerland](#)