

Chief Marketing Officer

Savoring the Sweet Smell of Success: Drove Cannelle to Worldwide #1 in Luxury Fragrances

Luxury Beauty Products • Haute Couture • Fast Moving Consumer Goods (FMCG)

Negotiated the “Media Deal of the Decade” • Legendary Instincts for Fashion’s Hottest Trends

Started in beauty products with Avon while still in high school. Learned consumer marketing backwards and forwards while advancing through the product-management ranks at Unilever. Stands out among executive peers in beauty industry by combining 3 exceptional attributes into a single package:

- **Fashion Savvy:** Highly intuitive with a nose for emerging trends and an uncanny ability to exploit opportunities before competitors: In 2001, recognized a market change and quickly shifted Cannelle’s mix from “color” cosmetics to “clear” – long before the nearest competitors caught on.
- **Entrepreneurial:** Can quickly spot a trend, create the business case, rally top management, and implement a winning plan, for example: In 2002, Cannelle was doing relatively little business in Asia. By 2010, Asia was Cannelle’s #1 growth engine and now does more than \$100M annually. Entrepreneurial drive made all that happen.
- **Analytical:** MBA trained with keen ability to analyze finances. Conceives a marketing idea, builds an accurate financial model, and ensures the company always makes a profit.

Global Brand Strategist
Digital Marketer
Supply Chain Optimizer

Fluent in German, French, and English
Team Builder – Retains Top People
Master Media Negotiator

Product Inventor
Financial Modeler
Fashion Talent Scout

DISTINGUISHED 23-YEAR CAREER IN GLOBAL MARKETING OF LUXURY BEAUTY BRANDS

CANNELLE

1997–Current

Annual revenue \$4B, 1800 employees, operations in 60 countries – fragrances (50%), haute couture (30%), and jewelry (20%)

Advanced into progressively important – and overlapping – positions in senior leadership. Played major role in sales growth (from \$1B to \$5B) and Cannelle’s ascendance to #1 world ranking in fragrances.

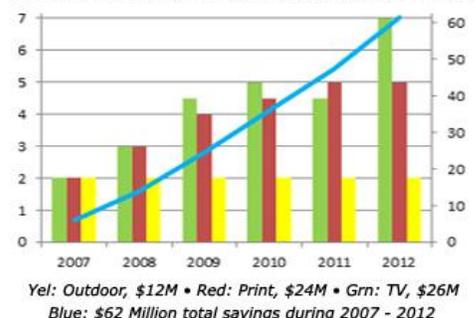
**Chief Marketing Officer (2009–Present) • SVP, Worldwide Media and Marketing Services (2006–2009)
SVP, Asian Markets (2001–2009) • VP, Global Marketing for Color Cosmetics (1997–2001)**

HIGHLIGHTS FOR 2006–PRESENT: CHIEF MARKETING OFFICER

Conceived an idea that consolidated Cannelle’s worldwide media budgets, leveraged big discounts, and will save \$62M total during 2007–2012 (more than any similar program in the company’s history).

- **“Once-in-a-decade” Media Deal:** Extended Cannelle’s marketing reach despite the global financial crisis (2008–2010) and Canelle’s shrinking outlays for media spend.
- **Top Results:** Achieved media rates as good or better as the top advertisers in key markets.
 - Negotiated across-the-board cuts in US media rates in 2010: 31% for TV; 20% for print; and 8% for outdoor.
 - Cut rates in key countries such as UK (8%), Germany (13%), and Eastern Europe (20%).
 - Built a Global Media Database that provides transparency and insights into key media data and costs for all markets.
 - Secured “best of all” terms despite schedules as short as 3 months.

**“The Media Deal of The Decade” (Adweek)
Saved \$62 Million by Renegotiating Media Buys**



HIGHLIGHTS for 2006–2009: SVP WORLDWIDE MEDIA AND MARKETING SERVICES

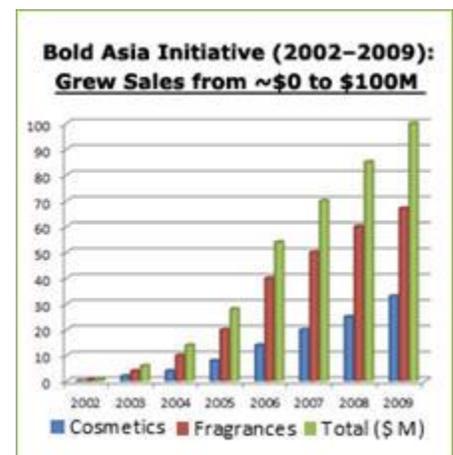
Hand-picked by the CEO to create a centralized marketing organization and accelerate top-line growth throughout the enterprise.

- **Organization:** Set up specialized departments and defined new processes that enabled marketing specialists to focus on competitive business priorities instead of administrative details.
- **PR:** Turned around Cannelle's low-end image by applying a new PR-and-Event model.
 - Took calculated risks that pushed Cannelle's paid celebrities – including some of the highest-profile divas in show business – to work harder for their particular Cannelle brands.
 - Strengthened relationships with journalists, improved access to top company executives, and provided ethical incentives that increased reporting on Cannelle's product innovations.
 - Devised a “PR Model” that generated high-quality publicity at 5% equivalent cost of paid ads.
- **Research:** Invented metrics and tracking tools that accurately predict successful fragrances.
- **Point-of-Sale:** Introduced new technologies that continually reduced costs by 10% year-over-year.

HIGHLIGHTS for 2001–2009: SVP ASIAN MARKETS

Promoted to a general management role that included marketing for all of Asia plus key parts of the Asian supply chain. Drove phenomenal growth in Asia that continues into the present.

- **Background and Challenge:** In 2001, Asia was a relatively minor area for Cannelle that was cluttered with underperforming brands.
- **Actions and Results:** Pinpointed opportunities, assessed competitors, and proposed a 5-year plan – including very ambitious \$100M net sales goal – that was approved by CEO and Board.
 - Exceeded all goals – reached \$100M sales as forecast – and achieved #1 market position for Cannelle across Asia.
 - Achieved 30% CAGR and profitability in first year. By 2010, Asia became Cannelle's #1 growth engine.
 - Developed “Category Leadership Fragrances” that outperformed all competitors. Turned-around Cannelle's low-end image and achieved status as the “gold standard” in Asia for marketing mix, speed to market, and distribution.



HIGHLIGHTS FOR 1997–2001: VP MARKETING, COLOR COSMETICS

- **Senior Vice President, Global Marketing (2000–2001):** Led a 60-person team that reversed declining shares and margins. Achieved #2 ranking for Color in Europe and #1 in UK & Spain (top markets).
 - Profit Turnaround: Devised product upgrade strategies and a value analysis program that cut complexity by 30%, COGS by 6%, and increased profit contribution by 10% for all brands.
 - Drove innovations that won several awards and increased market share.
- **Vice President, Global Marketing (1997–2000):** Developed a “holistic” marketing idea that was adopted throughout the industry. Invited to present the campaign World Conference in Le Hague.

ADDITIONAL EXPERIENCE

UNILEVER, Switzerland and UK (1991–1996): Trained in Unilever's famously rigorous system for consumer-goods marketing and brand-management. Promoted several times and led all color cosmetics in Europe (1994–1996). Drove innovation and improved product-development processes.

EDUCATION

MBA Equivalent, Marketing and Finance, University of Geneva, Switzerland, 1991
Licence en Sciences Economiques et Commerciales, University of Geneva, Switzerland, 1989

RESUME NOTES:

Gabrielle operates near the tippy top of the fashion world, so her resume had better look fashionable and classy. Her original resume was cluttered, confusing, and not suitable for executive level. Initially, she didn't see the problem – partly due to language differences, and partly because she had not used a cv/resume for over 15 years.

For example, all the dates of her positions at Cannelle overlapped. In truth, she was managing multiple roles concurrently, but the overlapping dates and positions made no sense to outsiders. Worse, her presentation hid promotions and her rise to the top management of Cannelle.

- The text was densely packed and difficult to read.
- The accomplishment statements were not impressive because they were presented in a bare, cryptic text – and buried inside dense blocks of verbiage.
- Final issue involved harmonizing the #'s reported on her resume with the information that appeared all over the business media and in Google searches (i.e., media budgets, spending, and sales).

Her real – and very impressive – story emerged during a phone interview.

You might assume that somebody so highly placed in senior management would be well connected to an extensive network. But that is not always the case when the client has been working at the same company for 15 years.

In fact, she didn't have a LinkedIn profile when we started this project. In these cases the resume must be super persuasive because, frequently, it's not being sent via a trusted network.