

# ARNOLD K. SMITH

## International Sales Executive

- Drove \$695M in new licensing revenue for Disney.
- Nationally recognized expert and keynote speaker for licensing of intellectual property – entertainment, media, and advertising.
- 20 years of experience negotiating extremely complex licensing deals for Disney, Viacom, and Discovery Channel.

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Sales executive with a passion for building businesses and people – built one of the most successful sales organizations in Disney’s history. Attracts and nurtures top talent by creating the type of environment where everybody enjoys coming to work each day.

- **DISNEY:** Drove 3 turnarounds for Consumer Products in Europe. Promoted 3 times in 9 years. Exceeded sales and EBITDA goals for every P&L position ever held.
- **VIACOM:** Increased sales of MTV on-air inventory from \$12M to \$65M during 1995–2005. Devised an in-store, “retail-fixture” campaign that survives to this day.
- **DISCOVERY:** Conceived and tested a breakthrough idea for a new demographic – teen and pre-teen – that led to highly successful “guerilla” marketing campaigns.

### Awards & Recognition

- **Disney:** DCP Top Sales Leader of the Year (2011, 2012, and 2014).
- **Disney:** Gold Mouse Award for devising new contract structures that saved millions annually (2007).
- **Licensing Industry Expo:** Keynote speaker (2011) • MVP award (2013).
- **Viacom:** Gold Talent (2002 & 2004).
- **Discovery:** Marketing MVP (1994).

### SALES LEADERSHIP SUMMARY

#### DISNEY CONSUMER PRODUCTS (DCP), Various Locations

2005–Present

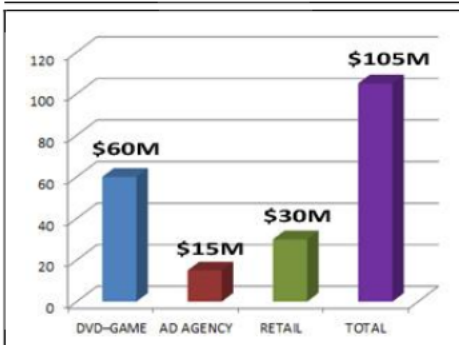
Licensing of intellectual property from the Disney film and television library • More than 5200 active licensees worldwide and \$29 billion annual revenue.

President, DCP, All Europe (2014–Present)  
 Managing Director, DCP, Eastern Europe (2012–2014)  
 Managing Director, DCP, France (2008–2012)  
 VP, Licensing and Administration (2005–2008)

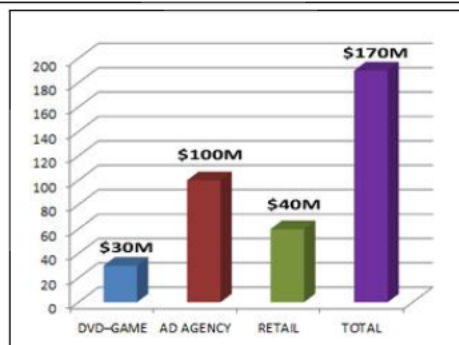
**2005–PRESENT: STEADILY INCREASED RESULTS & SCOPE AT DISNEY**  
 As VP for licensing administration, saved \$30M annually by tightening contracts and closing loopholes. Based on success as VP Admin, replaced the country manager in France and reversed a downward spiral. Steadily expanded scope to include all sales of Disney Consumer Products in EUR.

**Drove 3 Strategically Critical Turnarounds During 2008–Present,  
 Total New Revenue = \$105M + \$170M + \$420M = \$695M:**

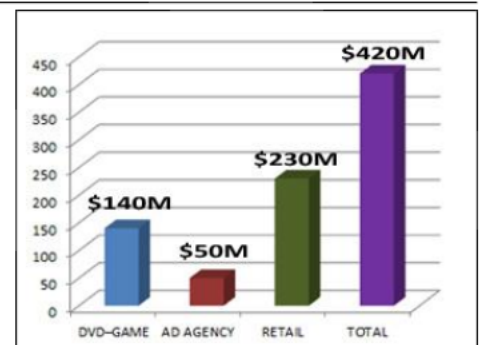
France (2008–2012)



Eastern Europe (2012–2014)



All Europe (2014–Present)



BLUE: DVD-Game-Home Entertainment / RED: Advertising Agencies / GREEN: Retail Merchandising / PURPLE: Total Incremental Revenue



**SUCCESS STORY:** Introduced guerrilla and street campaigns built around licensed advertising from the Disney IP library. Campaigns worked well with teenage “MTV” audiences.



**SUCCESS STORY:** Uncovered many opportunities for licensed advertising in “non-traditional” venues in Eastern Europe – especially among local retail chains that bypassed big ad agencies.



**SUCCESS STORY:** Reorganized and grew the EUR sales force. Cherry picked the most successful strategies and applied lessons from top sales teams in FR and East Europe. Cut total # of licensees and increased the yield from each.

#### 2014–PRESENT: TOOK CHARGE OF P&L AS PRESIDENT OF DCP EUROPE – GENERATED \$420M NEW SALES

- **Challenge and opportunity:** The overall DCP business in Europe was not performing at full potential. Devised an EU strategy that yielded results immediately. Analyzed UK operations – the biggest market in EU – and set immediate goal to double sales.

- **Actions and results:** Streamlined strategic partnerships, assigned key-accounts to retail category managers, and co-developed “Disney Retail” – a new structure that unified Disney’s CP, DVD, and gaming businesses. Mandated strict criteria to determine eligibility for DCP partners.
  - ✓ **New “Disney Retail” solution:** Increased share of Disney brands across all retailers in EUR – mass specialty and grocery – Aldi, SuperBrugsen, Tesco, ASDA, Sainsbury, H&B, Argos, and TRU.
  - ✓ **Reinvigorated UK sales:** Put UK region on track to double sales within one year.
  - ✓ **Reorganized and grew Disney’s European sales force:** With help from a leading sales-consulting firm, electrified the sales organization by super-sizing sales incentives: rewarded top performance in every area, including HR and admin.
  - ✓ **Promoted DCP brands:** Leveraged Disney’s iconic evergreen, animated, theatrical, home video, TV, and gaming brands.
  - ✓ **Streamlined partnerships:** Nearly halved the number of licensees, and increased the yield from each licensee that survived the cut. Increased the minimum sales target for each licensing agreement.
  - ✓ **Introduced key account management:** Assigned personal accountability for a specific chain to each category manager.

### 2012–2014: TURNED AROUND P&L FOR EASTERN EUROPE – GENERATED \$170M NEW SALES

- **Challenge and opportunity:** EEU had been declining for three years. Successive management changes had wreaked havoc on morale and the salesforce lacked direction. Also, the EEU region was losing profit due to clients’ violations of Disney contracts.
- **Actions and results:** Initially accepted the existing EEU sales structure and focused only on restoring sales morale, which had crashed. Met the top customers and talked frankly about past issues, complaints, and potential opportunities. Forged new partnerships – both internal and external to DCP – and reassigned key personnel to align personal skills with company goals.
  - ✓ **Tapped non-traditional markets:** Uncovered many opportunities for licensed advertising in “non-traditional” venues In Eastern Europe – especially among local retail chains that bypassed big ad agencies.
  - ✓ **People and strategy:** Recruited experienced marketing, sales, and creative professionals who were best equipped to implement new strategies for retail, licensed advertising, FMCG (fast moving consumer goods), and partnerships.
  - ✓ **Retail:** Increased share of DCP brands across all retailers.

### 2008–2012: TURNED AROUND P&L FOR DCP FRANCE – GENERATED \$105M NEW SALES

- **Challenge and opportunity:** Sales organization in France had steadily lost market share for three years. Frequent reshuffling of management demoralized salespeople, who anticipated an imminent reorganization and possible layoff.
- **Actions and results:** Collaborated with ad agencies: Quickly grew French clip licensing by 33% – which achieved #2 ranking for Disney Consumer Products. Enforced compliance with terms and conditions for licenses, which increased net profits by 10%.
  - ✓ **Introduced guerrilla campaigns:** Showed ad agencies in France how young audiences in North America enthusiastically responded to unconventional (“guerrilla”) campaigns that featured characters from the Disney IP library.
  - ✓ **Cross promotions:** Collaborated with sister division (ESPN) to promote various sports and animation products on “free TV.” Opened non-traditional channels, for example, introduced Disney “themed entertainment” destinations to the local travel industry in France.

### ADDITIONAL EXPERIENCE

**VIACOM**, New York, NY (1995–2005), started as Director of Marketing and promoted to VP of Marketing: Drove marketing strategy for all Viacom/MTV/Nicolodeon retail: publishing, electronics, games, videos, and the flagship MTV store in Times Square, NYC.

- Created several national partnerships, including Coca Cola and Burger King.
- Proposed and implemented MTV’s retail-fixtured program at 700 US locations, resulting in 200 million consumer impressions.
- Controlled full P&L for promotional budget. Increased sales of MTV on-air inventory from \$12M to \$65M during 1995–2005.

**THE DISCOVERY CHANNEL (TDC)**, New York, NY (1990–1995), promoted to Director of Marketing for TDC Retail: Devised creative marketing campaigns that drove sales of home videos. Created sales collateral and store displays.

- Proposed TDC’s first “guerilla” marketing campaigns, which appealed to the teenage demographic – at the time, a new audience demo for TDC. Led campaign for kids animation, which was a second untested market for TDC.
- Marketed 20 new releases each year that posted 30% of total retail revenue. Launched the video industry’s first website (1995).

### EDUCATION

BA, Business Administration and Finance, Northwestern University, Evanston, IL

**NOTES FOR SALES RESUME:**

If you've been working for Disney for 10 years, how do you inject some Disney personality – without looking like the character “Goofy.”

This was really difficult, and we tried several approaches.

Originally we started with a “Lion King” type of theme, but the effect was overpowering – looked like a resume for the Lion King himself, not Arnold Smith. So we threw out that design, and parachuted 3 tiny icons – Donald, Mickey, and Minnie – into an area called “success stories.

That's just enough Disney without looking infantile – a little goes a long way – and we strongly agreed that you can't work 10 years for such a creative company without showing a little artistic creativity on the resume.

The actual content is classic sales success and turnarounds – without such a clear pattern of success, I would not recommend adding the cartoon characters. But because Arnold's success is so evident, that gave us a license to get a little bit “creative.”