

FRANCIS J. FLORIDO

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CAREER SUMMARY

Experienced business leader with the proven ability to grow profit, volume and shareholder value by quickly creating a vision for problem businesses; building a highly motivated team that sets stretch goals and translates the vision into results. The key drivers for this success have been innovation, cost reductions and a disciplined analytical process.

BUSINESS EXPERIENCE

F.J. FLORIDO CONSULTING LLC

2009-present

Strategic Planning and Business Development Consulting

Using a multiple channel strategy, leading Sol-Gel Technology, an Israeli R&D company, in the introduction of an acne formula, with a patented encapsulating technology, to major consumer skin care companies.

JOHNSON & JOHNSON CONSUMER COMPANIES, INC.

Vice President Worldwide Business Development

2002-2008

Led the BD effort to support the Global Beauty Franchise (Neutrogena, Roc, Aveeno), R&D, Advanced Technology, and Innovations Group - setting strategic direction, business and brand evaluations and acquisitions, licensing of technology and third party relationships. Conducted this confidential work in North America, Western Europe, Russia, India, Japan and South America.

FORT JAMES CORPORATION

1996-2000

President, N.A. Consumer Products / Senior VP Corporate Marketing

1998-2000

Vice President & General Manager Towel & Tissue

1996-1998

P&L leader of a \$3 billion retail (Quilted Northern tissue, Brawny and Mardi-Gras towels, Vanity Fair and Mardi-Gras napkins, Dixie and private label) and foodservice organization, consisting of two sales forces, three marketing groups and twelve Dixie manufacturing facilities (total organization of 3,800 employees). Managed annual capital spending of \$130MM and marketing and trade budgets of \$180MM and \$350MM respectively.

Grew income on Towel/Tissue/Napkin an average of 12% over two years by achieving 2X category growth for premium brands, 12%/2.7MM case growth of private label in one year, aggressive cost reduction and growth in the Club Channel. Grew income on Dixie an average of 25% over the same period.

Drivers of these results were:

- Repositioned premium tissue and towel brands from a product, marketing and cost structure standpoint.
- Achieved private label growth through selling our unique strategic advantage of being both a branded and private label supplier that has both product formulation and marketing expertise.
- Delivered an incremental cost savings plan of \$110MM, including a \$25MM reduction in distribution cost to counteract inflation.
- Obtained 10% spending efficiency on a \$350MM trade spending budget by bringing focus, information systems, establishing a trade marketing group and incenting sales on profit as well as volume.
- Developed a world class marketing organization centered on the philosophy of "fact based marketing" that generated six commercials that tested in the top 5% of all commercials tested by CPG companies.
- Moved capital planning process from reactive to proactive resulting in being able to sell several million dollars of incremental business.

- Restructured the new product process, which allowed for the successful introduction of 14 SKUs in one year. The company led the industry in volume from new products over a 3 year time period.
- Simplified operations through SKU rationalization, which reduced inventory levels by 12% and improved service levels.

PET INCORPORATED

1992-1996

Group Vice President - Progresso Brands

1993-1996

P&L responsibility for the \$390MM Progresso soup and specialty Italian foods business (25 employees).

- Reversed two year profit decline on the \$250 million soup business and achieved +24% volume increase, +29% profit increase and plus 4.1 share increase in year one. On track to grow profits 20% in year two at time of acquisition. Also achieved 14% profit growth on the \$140 million Italian specialty business.
- Developed a vision for the soup business that included the most aggressive and successful new products program in the category for the last 10 years.
- Reduced cost of goods by \$3 million through reformulation and co-chaired a re-engineering project that, identified \$16 million of additional cost reduction opportunities--12% of total cost of goods.
- Increased shelf presence by 32% and quality merchandising support by 15% by instituting category management and account specific planning.

Vice President - Strategic Marketing and Planning

1992-1993

- Established a corporate wide savings objective of \$35 million, saved \$5 million in the first three months.
- Negotiated new IRI contract that included account specific data and saved \$1.5 million over three years.
- Identified an opportunity in the \$100 million frozen shrimp business, which enabled Van de Kamp's to obtain a 15 national share while only in 40% of U.S. retail locations.

H.J. HEINZ COMPANY

1990-1992

Vice President - Retail Marketing, Heinz U.S.A.

P&L responsibility for the \$700MM branded and private label business (Heinz ketchup, soup, gravy, pickles, baby food and Near East Rice). Staff of 45 employees.

- Developed the private label strategy of expanding product lines and using branded products to leverage private label sales. Projected to double profit in three years.
- Designed an innovative "two price point" market strategy to knock out competing brands of ketchup and grow the brand profitably.

Vice President - Marketing and Sales, Foodways National, Inc.

Responsible for marketing and sales of Heinz's \$350MM Weight Watchers frozen food business (140 employees).

- Developed a plan to revitalize a declining business that included new channel for the retail products and shifted the product positioning from just weight loss to healthy weight loss.

Director Corporate Planning

Responsible for developing innovative marketing perspective for all the affiliate companies of Heinz Company, including identifying problems and opportunities, assessing acquisition candidates, and evolving new business and product strategies.

KELLOGG COMPANY **1981-1990**
U.S. Operations Battle Creek, Michigan/Canadian Operations, Toronto

Vice President Marketing, Canada **1989-1990**

Responsible for developing and implementing the national marketing strategy for the \$350 million Kellogg Canadian operation. Set strategies and objectives for advertising, promotion, market research, price, and trade for cereal, Mrs. Smith's pies, Eggo waffles, Pop Tarts, and Food Service. Converted a sales driven business to a marketing focus.

- Authored a company wide new products strategy to achieve volume and profit growth.

Senior Marketing Director, Cereals and Marketing Services **1987-1989**

Marketing responsibility for \$700 million in cereal sales. Hired and trained highly regarded marketing teams, and directed a \$200 million marketing budget.

- Developed the most impactful Kellogg advertising program in 20 years that reversed the Corn Flakes's share decline, grew volume in excess of category growth, and improved operating profit 13% per year for 3 years.
- Managed the design and implementation of an innovative trade program generating trade and sales force excitement, balancing production, and improving consumer "take-away."

General Manager, Convenience Food Division **1986-1987**

P&L and Operating Management responsibility for a \$175 million snack brands business. Developed long-term strategic directions, coordinated two co-packer plants, managed marketing, new product development, R&D, and motivated the sales force to emphasize snack brands which grew income 26% in year two.

- Doubled the growth rate of Pop Tarts, a lagging 15 year old product, and grew the business 12%, utilizing new advertising and package sizes, a new adult orientation, and innovative consumer promotions.
- Implemented the successful test market of Nutri-Grain Bars from concept to product distribution.
- Developed/sold business plan for first company owned manufacturing facility, which after implementation improved margins by 3 points.

Group Product Manager **1983-1985**
Product Manager **1981-1982**

- In a market growing by only 7.9%, grew Frosted Flakes consumption to +31% and profit by 18%.
- Reversed a five year volume decline for Rice Krispies achieving a 13% volume and 10% profit growth. Grew Frosted Mini-Wheats volume 26% and profit 21%.

PRIOR BUSINESS EXPERIENCE

Held Product Manager and Market Research positions with ANDERSON CLAYTON FOODS COMPANY (1979-1981), Best Foods of CPC INTERNATIONAL (1977-1979), and with TETLEY INC., Division of Lyons of England, Ltd. (1975-1976). Also spent two years in distribution analysis and cost analysis with LEVER BROTHERS COMPANY (1972-1974) and STANDARD BRANDS, INC. (1970-1971).

EDUCATION

MBA Finance, New York University -1975

BA English, Fordham University -1970