

# FRANCIS J. PERRIN

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## PROFILE

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Transformative CMO with 20+ years in Brand Strategy, P&L Management, E-Commerce, Innovation, and Retail. Dynamic leader with B2B and B2C expertise across different categories and companies (private and publicly traded). Excellent track record of thought leadership to build brands across multiple channels and improving P&L. Leads with agility, bias for action and tenacity as well as with empathy, radical collaboration, and growth mindset. Diversity & Inclusion Champion. Relentlessly convinced that WE can do better.

## BUSINESS EXPERIENCE

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### **STE MICHELLE WINE ESTATES**

**2019 – 2021**

*Ste Michelle Wine Estates is the largest premium wine company in the Northwest and third largest in the USA, made up of distinctive winery estates from the best regions in the world, including Washington, Oregon, California, Italy, and France. Company in the process of being sold to Private Equity.*

**Chief Marketing and Communication Officer**, Ste Michelle Wine Estates, Seattle, WA, USA. (Nov. 2020 – Sept 2021)

Was given responsibility of Communications in Nov. 2020. Manages team of 60 and 100+ retail/seasonal employees. Accountable for Brand Management, PR, Innovation, Digital, Direct to Consumer (12 stores, 14 e-commerce and wine clubs), in-house creative agency.

- Developed integrated Marketing/Sales priority calendar resulting in turnaround: +14% net sales vs YA and profits of \$46M in H1 2021.
- Successfully restaged the 2 largest brands (Chateau Ste. Michelle and 14 Hands = 70% of sales) and developed new campaigns.
- Led all DTC and Performance Marketing efforts, including: 10 E-Comm sites, 14 shops, 10+ clubs, representing a record 20% of EBIT.
- Drove record PR share of voice, leadership on social media, and wine awards & ratings. Negotiated Kraken NHL partnership.
- Opened new successful Urban Tasting Rooms in Kirkland, WA ("The Blend") and the Erath Urban Tasting Room in Portland, OR.
- Established key company sustainability goals, including creative packaging solutions including cans, boxed wine, and lighter glass.

**Chief Marketing Officer**, Ste Michelle Wine Estates, Seattle, WA, USA (2019 – Nov. 2020)

Brought in by new CEO to lead overall transformation of marketing organization. Completely reorganized and upskilled marketing function to set up company for future success. Business of \$692M in annual net sales.

- Defined marketing and commercial strategy for portfolio of 20 brands. including popular, premium and luxury wines, during Covid.
- Reorganized and upskilled marketing capabilities, including team structure, digital focus, talent, in-house and external agencies.
- Implemented Microsoft Dynamics 360 technology for all DTC POS (10 e-commerce websites, 14 retail shops, and 10+ wine clubs).
- Drove 3<sup>rd</sup> party e-commerce sales +180% vs YA to \$28M retail in 2020, by reallocating resources with agility during pandemic.
- Wrote new purpose statement for the entire company and translated it into business strategies, KPIs and new visual identity.
- Created elicit Wine Project, Ste Michelle's innovation hub to disrupt the wine industry, and launched 3 brands including Liquid Light.

### **BEL BRANDS USA**

**2017-2019**

*Global player in the healthy fruit and dairy snacks with brands such as Babybel, The Laughing Cow, GogoSqueez and Boursin, sold in 130 countries.*

**Chief Marketing Officer**, Bel Brands USA, Chicago, IL

Recruited to lead transformation of marketing toward a more digital, agile and innovative team. Member of Americas Leadership teams. Managed Net Sales of \$407M, five direct reports and team of 22, including consumer insights.

- Repositioned *The Laughing Cow* toward "healthy snacking" resulting in returning brand to >\$75M in sales after 3 years of decline.
- Developed a commercialization excellence roadmap, In partnership with McKinsey, to reach \$1 Billion in Net Sales by 2027.
- Drove planning process toward 2025 vision, optimizing A&P investments, and overheads. Grew Boursin brand +12%.
- Sat clear goals and objectives, including annual A&P and Trade spend, in close collaboration with sales team.
- Negotiated and signed a breakthrough multi-year marketing agreement with Disney/Pixar and delivered break-through advertising.

### **FREUDENBERG HOUSEHOLD PRODUCTS**

**2015 – 2017**

*A diversified \$7 billion global technology privately held company whose household products division is the global leader in consumer surface cleaning tools and systems. Products distributed in key Mass, DIY, Drug, and Food retailers nationally.*

**VP Marketing North America**, Freudenberg Household Products, Chicago, IL

Operational and financial responsibility for O-Cedar and Vileda brands in USA and Canada. Member of US and Canadian Leadership teams. Managed five direct reports and team of 14 people. Net Sales of \$250M.

- Developed integrated marketing plans across North America, achieving the #1 selling floorcare product in \$ sales.
- Created integrated marketing plans to drive highly profitable e-commerce sales: amazon.com >10% of net sales.
- Worked closely with US and Canadian sales teams to align company's commercial priorities.

### **PERNOD RICARD**

**2008 – 2015**

*World's leader in the Premium spirits industry with portfolio of international brands and sustainable strategy called Premiumization.*

**VP Marketing, Pernod SA**, Paris, France (2012 –2015)

Operational and P&L responsibility for large portfolio of brands on the French market, including Champagne Mumm, Havana Club, Pastis 51, Suze and Wyborowa. Managed team of 15. Member of Leadership Team. Net Sales of \$360M.

- Drove innovative digital and social media transformation roadmaps, and new product innovation pipelines for key brands .
- Consolidated Mumm's leadership position (>40% share of segment) and insured record growth behind Havana Club rum (+16%).
- In partnership with McKinsey, delivered Consumer Decision Journey based marketing plans.

## **PERNOD RICARD** (Continued)

### **VP Global Marketing, Martell Cognac**, Martell-Mumm-Perrier-Jouët, Paris, France (2009 - 2012)

Global strategic responsibility for Martell Cognac, including following areas: Strategic Planning, New Product Development, Global Advertising, Digital development, and Luxury strategy. Managed team of ten. Huge focus on Asia where Martell is the #1 cognac.

- Reached 1MM cases/yr in China, making it the leading spirit brand in China and the group's most profitable brand.
- Successfully rolled-out new global brand positioning platform for Martell Cognac and led the "digitalization" of marketing team.
- Developed multiple world-class TV, Print, OOH and BTL global advertising campaigns, delivering 3 years of double-digit growth.
- Defined innovation pipeline to drive growth over next five years and Luxury PR lifestyle initiatives to rejuvenate brand globally.

### **VP Innovation**, Malibu-Kahlua International, New York, USA (2008 - 2009)

Drove innovation process and culture by developing a pipeline of new products and promoting the use of digital in the marketing mix. Managed team of four.

- Drove innovation process and developed rich pipeline of new products for 2009-12, including Malibu by U and Malibu Black.
- Led new Malibu digital/social strategy, including creation of new viral videos and social-network marketing.
- Managed global licensing programs for Malibu and Kahlua, generating over \$1M of EBIT annually.

## **COTY BEAUTY**

**2005 - 2008**

### **Marketing Director**, Coty Beauty, New York, USA

Developed marketing plans for adidas personal care and fragrances (many brands under licensing agreements), managed P&L, licensor approvals, marketing budget, promotions and new products.

- Led complete restage of US product portfolio architecture to align US plans to global and developed trade marketing plans.
- Conducted major brand audit which led to a complete restage of portfolio and re-engineered media plans.
- Led innovation of new products for the Americas: concepts, lab briefing, and advertising.

## **L'OREAL**

**1997 - 2006**

### **General Manager**, CCB-Paris USA, L'Oréal USA, New York, USA (2004- 2005)

Managed L'Oreal USA's pioneering direct marketing business unit. Complete P&L responsibility. Led team of ten.

- Drove e-commerce sales +34%, being considered the pioneering business unit within L'Oreal.
- Directed creation of US monthly catalogs and e-commerce efforts, playing an influential role with global marketing.
- Significantly improved bottom-line of P&L by over \$2 million, by driving sales and drastically reducing costs.

### **Global Digital Marketing Director**, L'Oréal Consumer Products Division, Paris, France (2002 – 2004)

Managed team of eight, four global agencies, and functionally led and coordinated network of 20+ country managers.

- Successfully defined and rolled-out global interactive strategy for L'Oréal Paris, Maybelline and Garnier.
- Centralized development of global brand Internet websites and toolkits to facilitate roll-out of global initiatives.
- Insured liaison between global and local marketing teams for strategy alignment and roll-out of best practices.
- Proved cost-effectiveness, brand-building impact and ROI of digital initiatives via quantitative consumer research.

### **Brand Director** L'Oreal Paris (2001-02), **Group Manager** L'Oreal Paris Skincare (1999-2001), and **Sr Brand Manager** Vichy (1997-99), L'Oréal Canada, Montreal, CANADA. (1997 – 2002)

- Directed integrated marketing plans and strategy for L'Oreal Paris in Canada.
- Responsible for opening and operating the 1st L'Oreal flagship retail store in Canada, a first for the brand.
- Developed Internet/Digital strategy for L'Oreal Paris, including the creation of some of the first L'Oreal websites globally.
- Grew L'Oreal Canada's skincare business double-digit behind Vichy (1997-1999) and L'Oreal Paris (1999-2001).

## **PROCTER & GAMBLE**

**1995 – 1997**

### **Brand Management**, Bounce and then Sunny Delight, Procter & Gamble, Toronto, CANADA (1995 - 1997)

- Managed full in-market test and consumer and Launched Sunny Delight nationally (x2 vs sales objectives).
- Led development of new concepts which resulted in restage and new TV copy for Bounce ("longer lasting freshness").
- Executed defensive marketing plans after the expiration of patent (winner of an internal P&G marketing award).

## EDUCATION

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### **COLUMBIA UNIVERSITY**, New York, USA

Master of Science in Management, Sports Management. GPA 3.8/4.0.

### **HEC Montreal**, Ecole des Hautes Etudes Commerciales, Canada

Bachelor of Business Administration (B.B.A.) with specialization in marketing and finance. Exchange at Reims Management School (France). President of Marketing Club. Winner of national marketing competition.

## PROFESSIONAL DEVELOPMENT

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**INSEAD Business School**, France, Leadership (2013-14), Transition to General Management (2004) & Vision (2002).

## OTHER ACTIVITIES

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Avid competitive squash player (5.0). Enjoys running (ran Boston, NY and Chicago marathons) and travelling.