

Stuart W. Haugen

88 South 3rd Street, Suite 105
San Jose, CA 95113

16 allée de Joyenval
78100 St Germain en Laye, France

Tel: +1 (408) 329-6070 • Mob: +33 6 1075 4765 • stuhaugen@swhaugen.com • www.swhaugen.com
[linkedin.com/in/stuhaugen](https://www.linkedin.com/in/stuhaugen) • twitter.com/stuhaugen • [youtube.com/user/stuhaugen](https://www.youtube.com/user/stuhaugen)

CMO / COO / CEO

Serial “*Value Creation*” in Lean Environments, Special Situations, & Start-Ups

Globally successful strategist, marketer, general manager. Extensive P&L responsibility with results delivered in challenging restructuring/special situations at CMO/COO/CEO levels.

- Success in numerous segments – **significant focus in food & beverage and technology** – and in structures ranging from start-up to major corporate business units
- Proven **change manager**, capable of developing a powerful, innovative strategic vision and delivering aggressive bottom-line results by insuring superior execution
- Extensive experience in building, restructuring, and fine-tuning **franchise systems**
- Track record of identifying **financial leverages/opportunities** overlooked by others
- **Exceptionally skilled marketer**, particular strength in **strategic positioning** and translation of positioning into highly effective, fully integrated marketing programs
- Proven ability to build **winning, innovative teams** (business, creative, and technical) and lead them to achieve **focused, team-oriented, business results** across cultures (experience in US/Asia/MEA/Europe) and in difficult restructuring situations
- **Creating and scaling excellence** is a personal passion and proven capability
- Demonstrated ability to **thrive in lean, entrepreneurial environments**, including startups
- **Tech savvy**, experienced in mobile, web/internet/apps, and social media/ad strategies
- **Globally mobile** for assignments and/or relocation

MAJOR CORPORATE EXPERIENCE / ACHIEVEMENTS

CAMPBELL SOUP EUROPE

A global leader in the food industry

Chief Operating Officer – Continental Sweets (Lille, France)

- Directed turnaround of \$100M European confectionery company in multi-year decline
- Regained 40 points retail distribution, reversed volume decline, stopped operating losses
- Repositioned core brands, launched innovative, segment-leading products including Arlequin, the #1 bagged candy brand in France
- Positioned the restructured company for divestiture

PEPSICO, INC.

Worldwide leader in the snack and beverage industry

Area Vice President and CEO – PepsiCo France (Paris, France)

- Restructured and integrated failing multi-country, multi-bottler system
- Drove volume +300% year one, tripled profits, and acquired Igloo, a French vending company
- Regained French franchise from Perrier, negotiated joint bottling/distribution venture with Orangina

Chief Marketing Officer, Worldwide – Seven-Up International (PepsiCo, Somers, NY)

- Directed strategic/commercial activity for brand 7-Up, #3 global soft drink brand, 120+ countries
- Repositioned brand 7-Up generating 70% global growth (+\$2.1 billion sales) in 18 months
- Developed and rolled out the globally acclaimed “Fido Dido” advertising/marketing campaign

CORPORATE EXPERIENCE / ACHIEVEMENTS *(continued)*

PEPSICO, INC. *(continued)*

Group Director/Marketing – Pepsi-Cola Bottling Group (Somers, NY)

- Directed marketing for all corporate brands in US company-owned bottling operations (world's largest bottler) with \$3.5 billion sales, marketing/media budget of \$175 million, team of 48
- Reversed multi-year share loss on brand Pepsi while reducing spending

Director of Marketing/Sales – Pepsi International (Athens, Greece)

- Directed sales and marketing operations for twelve countries in Europe, Middle East, Africa
- Delivered international division leading volume and profit growth for two consecutive years

Director of Strategic Planning – Pepsi International (Tokyo, Japan)

NESTLE PURINA COMPANY

Global leader in pet foods and accessories

Multiple positions of increasing responsibility in marketing, new products and new technologies

- Group Brand Director, New Products/Packaging/Technologies, Brand Manager, Purina Dog Chow

STARTUP AND INTERIM EXPERIENCE / ACHIEVEMENTS

INTERIM CEO / Europe, Privately held US manufacturer of cosmetic/medical laser devices

Restructured two failing European subsidiaries into one new streamlined organization

- Increased sales revenues by 400% while cutting operating costs, generating cash for restructuring
- Expanded countries covered through a mix of direct and indirect sales organizations
- Integrated marketing campaign: direct mail, targeted media, enhanced web/social media presence

CORPORATE VP / GENERAL MANAGER, EMEA, Indiqu, Inc.

General Manager for a pioneering innovator in entertainment content for the mobile market

- Built European team from start-up to 30+, four offices, implemented accounting/ERP systems
- Directed sale of technology platform/entertainment services to 13 leading mobile operators

INTERIM COO / EUROPE, Culligan Drinking Water Solutions

Developed strategy and led transformation from low margin bottled water delivery to state of the art Point-Of-Use filtration systems to dramatically increase operating margins

FOUNDER / CEO, bXpediant.com, Inc.

Innovative developer of SaaS, CRM solutions for SME market

- Designed product functionality/user interface, including wireless connectivity
- Negotiated test/licensing structures with USWest and Cable & Wireless

FOUNDER / CEO, Relate Technologies, Inc.

Recognized developer of server-based, CRM solutions for SME market

- Directed product design and development across US and European development teams
- *PC Magazine*: technology (Contact-Pro) "so powerful, it could run your company."

FOUNDER / CMO, US online couponing and commerce startup

Redirected team from technology to marketing strategy. Leading team into venture financing.

INTERIM CMO, US non-profit healthcare alliance

Developed/implemented a highly successful social media strategy to drive critical US legislative reform.

INTERIM CEO / EMEA, Venture-funded SaaS Provider, online corporate recruiting services

INTERIM CEO, Venture-funded Functional Beverage Start-up

Restructured company, redefined strategy, delivered a breakthrough new product, pricing, and sizing concept, developed European test/expansion plan, and secured additional financing for the company

INTERIM MANAGING DIRECTOR / EUROPE, Nokia-funded Avesair, mobile ad server technology

INTERIM MANAGING DIRECTOR / EUROPE, ActiveBuddy, interactive agent technology

CHRONOLOGICAL EXPERIENCE

EXECUTIVE INTERIM MANAGEMENT, Paris, France Personal interim management and consulting business	(2003-present)
MOBIWORXX, INC., Paris, France Founder and Managing Partner of leading edge wireless consultancy	(2001-2003)
INDIQU, INC., Paris, France Corporate VP/General Manager, EMEA	(2000-2001)
bXPEDIANT.COM, INC., Paris, France Founder and CEO, SaaS CRM for small and middle market businesses	(1999-2000)
RELATE TECHNOLOGIES, INC., Philadelphia, PA Founder and CEO, server-based CRM for small and middle market businesses	(1995-1998)
ACQUISITION SEARCH AND CONSULTING, Paris, France Targeted search for an acquisition with CVC/Paris and Apax Partners/Paris	(1993-1995)
CAMPBELL SOUP COMPANY, Lille, France COO, European Confectioneries, restructure and divestiture	(1992-1993)
PEPSICO, INC. Various positions in both international and domestic beverage operations	
CEO / AREA VICE PRESIDENT, PEPSICO FRANCE, Paris, France	(1989-1992)
CHIEF MARKETING OFFICER, 7-UP WORLDWIDE, Somers, NY	(1987-1989)
GROUP DIRECTOR MARKETING, PEPSI BOTTLING, Somers, NY	(1986-1987)
DIRECTOR MARKETING / SALES, Athens, Greece	(1984-1986)
DIRECTOR STRATEGIC PLANNING, Tokyo, Japan	(1983-1984)
NESTLE PURINA COMPANY, St Louis, MO	(1978-1983)

EDUCATION

Master of Business Administration, Marketing
W.P. Carey School of Business, Arizona State University

European Political Studies Program, Rotary Foundation Scholar
Université de Strasbourg, France

Bachelor of Arts, Political Science, Phi Beta Kappa, Summa cum Laude
College of Liberal Arts and Sciences, Arizona State University

HONORS / AFFILIATIONS / ACTIVITIES

Past Chairman, Republicans Abroad (Paris, France) – Tasked with the revitalization and restructuring of the organization representing the interests of the Republican Party overseas

Media Commentator – Regular commentator for American, French, and other international television, radio, print, and online media on political, business, and socioeconomic issues involving the US

PERSONAL

Married, two children – Dual American / French nationality -- Native English, fluent French --
Experience on four continents -- Passionate sailor and skier -- Global mobility