

Arnab Som

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PROFILE

Led multi-cultural teams in Procter & Gamble while living and working across USA, China and India. Started-up new business models even within the traditional set-up of growing billion\$ brands. Developed \$100 million sales expansion plan in Europe and Asia for company's first premium, male skin care brand, *The Art of Shaving*. Built a \$100 million sales, new corporate business unit in China to improve penetration in top 20% 'golden income' households. Directed Greater China expansion through launch of premium lines of laundry (*Ariel*) and diaper (*Pampers*) brands, both with double digit sales growth. As the first brand manager, embedded full time within P&G China's Wal-Mart sales team, guided the fastest growing retailer business to improve shopper loyalty and marketing ROI.

EXPERIENCE

A change agent and international brand builder. Delivered growth across a broad spectrum: emerging and developed markets (with deep experience in China); traditional (single), corporate (scale) and retailer (Wal-Mart) marketing; female and male categories (beauty & grooming, home, hair and baby care); billion \$ and small brands (*Pampers*/ baby care, *Ariel*/ fabric care, H&S/ hair care).

Create new business model: Shopper marketing model for global retailer, corporate marketing for high income families, portfolio trade-up through product innovation and campaigns, white space expansion- regional and global.

Lead high performance teams: Define systems (budget, regulatory, supply chain, tracking results); Lead global, multi-functional teams for product launches and upstream design or research (including R&D, finance, sales, market research).

Building new brands: Architecture (research, segmentation, portfolio, and equity), Design (ideation, campaigns, package, and brand website with e-commerce) and Operations (agency pool, tracking, and project management).

ACHIEVEMENTS

Procter & Gamble, India, China, USA 1995 - Present

Senior Brand Manager (Prestige Male Grooming Expansion), USA 2010 - Present

Responsible for developing global expansion plan under the \$500 million sales vision for the newly acquired male grooming brands. Create strategies to ladder up from mass market *Gillette* and expand across a wider male skin regimen. Influence stakeholders in setting up supply chain, regulatory obligations and market specific retailer plans.

- Finalized 3-year \$100 million global expansion model (from legacy \$1 million) across 10 countries in Western Europe, Russia and Asia. Developed 'right' prestige channels distribution strategy including spending priorities.
- Estimated male skin category market size and shopper trends with on ground research in Paris, London, Moscow, Seoul and Shanghai. Strength analysis of completion brands such as *L'Occitane*.
- Led over 20 people organization across NA, WE and AP regions to develop expansion processes that included product registration, development of global package and transition of pre-acquisition distributors to a P&G sales force.

Brand Manager (Corporate Marketing), China 2008 - 2009

Responsible for developing a \$100 million sales new corporate business unit and launch model to improve brand penetration in the top 20% high income households, along with defining the 5-year \$1 billion sales opportunity. Develop go to market operation systems such as annual budget processes, agency pool, initiative launch and tracking.

- Designed and deployed 1st corporate multi-brand identity, *Living Artist*, which was reapplied across Asia. Built new brand equity pyramid, design guidelines and life stage segmentation model within 'golden' households.

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- Launched annual scale programs and qualified 18 months master Plan, worth \$75 and \$200 million sales respectively. Created new campaign with Saatchi & Saatchi, to highlight women's ability to transform everyday life.
- Pioneered unique multi-brand marketing model e.g. PR launch for retailer executives, new digital website linked to biggest e-commerce retailer and in-store, over 1000 national beauty counselor system.

Brand Manager (Wal-Mart Shopper Marketing), China

2007 - 2008

Responsible for defining shopper marketing strategy, while embedded as the first marketer within P&G China's \$200 million sales, Wal-Mart team. Influence Wal-Mart HQ and sales team to invest less in promotions, more in campaigns.

- Achieved 20% organic sales growth and 10-point equity improvement for P&G China's Wal-Mart team by developing a new campaign, driving intimate solutions for urban women shoppers.
- Improved ROI by 40% by scaling product launches across categories. Deployed new in-store investment choices, influencing sales team to shifting 75% of promotional spending to holistic launches.
- Built marketing fundamentals by training over 20 P&G sales team as well as Wal-Mart headquarters personnel. Developed initial shopper framework to differentiate Wal-Mart with the newly acquired JV retail chain, Trust-Mart.

Brand Manager (Ariel, Home Care), China

2005 - 2007

Responsible for national expansion of \$90 million sales, premium laundry brand (global \$1 billion). Develop innovation plan to trade up in a commoditized market and better differentiate via a broadly distributed but low margin *Tide* brand.

- Led Ariel to 34% sales growths in China by extension of product line beyond just 'dirt removal' to 'fresh fragrance'.
- Redefined equity differentiation strategy vs. *Tide* via establishment of 18 months innovation plan focusing on product innovation, 'Demanding professional' advertising campaign for achiever moms and redesign of package architecture.
- Developed national expansion footprint to enable 3x sales growth. Created city specific media investment strategy and qualification of new washing machine product line (to trade-up a vast majority of hand wash powder users).

Assistant Brand Manager (Pampers, Baby Care), China

2003 - 2005

Responsible for introduction of \$30 million sales, product lines in China to trade up and extend diaper usage. Commercialize premium product lines in the more developed Taiwan and Hong Kong markets, pilot for mainland China.

- Launched top tier diaper product line and pull-up pants to expand usage, extending benefit from basic 'protection' to and 'aiding discovery'. Year 1 volume indexing 150 vs. estimate across China, Taiwan and Hong Kong.
- Drove establishment of consumer communication strategy and package architecture to broaden distribution and penetration across rural and urban segments, to better manage a complex 3 tier Pampers line-up.

Greater China Planning Manager and Project Manager, China and India

1995 - 2002

Responsible for product launch management, Asia capacity planning, manufacturing operation start-ups and personnel training.

Larsen & Toubro Limited (largest Engineering conglomerate in India), India

1991 - 1995

Responsible for managing oil and gas projects over \$10 million and designing new process operating units.

ADDITIONAL EXPERIENCE

Education:

- BS, Chemical Engineering with 1st class Honors, 1987 – 1991
- MIT Sloan Fellows MBA, 2013 candidate