

IAN CHARLES VALE

240 Hidden Cove Road
Old Saybrook, CT 06475

Tel: (860) 399-3405 Fax: (860) 399- 3402

SVP with in-depth experience in consumer products marketing and strategic planning, both domestically and internationally. Experience ranging from functionally-based detergents to image-based premium spirits brands. Effectively combines both analysis and intuition, producing unexpected solutions and identifying new opportunities and possibilities. Builds business by leading the thinking in an organization.

UNITED DISTILLERS

Senior Vice President, Marketing & Strategic Planning, North America

1991 -1996

United Distillers is the spirits division of Guinness PLC and is the world's most profitable spirits company, distilling and marketing brands such as Johnnie Walker, Dewar's, Tanqueray, Gordon's.

Reported to the President & CEO of United Distillers' North American Region, which accounts for 25% of worldwide profit. Three Vice Presidents reporting, aligned with three main areas of responsibility:

Strategic Marketing

- Transformed marketing approach from casual and mediocre to professional and aggressive, resulting in new appointments to key roles, new agency assignments and more effective marketing campaigns such as the current Dewar's "Truths" and Tanqueray "Mr Jenkins" campaigns
- Reversed corporate stance from milk mode to investing in the USA as the pilot market for Scotch rejuvenation initiatives now adopted worldwide - secured \$20M increase in marketing expenditures
- Radically changed core strategy from user retention to recruitment of new, younger consumers
- Established new product development capability with entirely revamped commercialization strategies, resulting in threefold increase in number of products reaching test market
- Halted share erosion and established growth at higher price points (\$15M incremental margin)

Regional Corporate Strategy and Business Planning

- Recommended fundamental reorganization of operations (merger and relocation of two subsidiaries, portfolio realignment, consolidation of all "back office" finance and administrative functions) which resulted in increased organization effectiveness and savings of \$20M in operating overhead
- Persuaded the company to undertake brand divestitures and withdraw from business sectors that were inherently low-margin or where we were a marginal player (sale of 125 brands in two separate deals, grossing \$215M, exceeding projected values by \$25M)
- Led research, evaluations and negotiations for additions to fill portfolio gaps - most notable successes were Finlandia Vodka and Grand Marnier Liqueur
- Initiated and managed several multi-million dollar consultancy projects which identified key levers of profitability within both the internal business system and within the wholesale distribution system

Customer Management

- Championed local implementation of this global initiative which has become the lead activity in re-engineering of the business into process rather than functional alignment, covering the areas of:
 - strategic and operational sales development, including sales planning, systems and training
 - distributor and channel strategies, including partnership development
 - retail strategies exploiting sales technology, category management and product knowledge
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UNITED DISTILLERS**Regional Marketing Director - Europe****1988 - 1991**

United Distillers underwent a fundamental structural reorganization in 1988, creating geographically defined operating divisions with full portfolio responsibility in place of the previous "brand company" structure.

Promoted to the newly-created position of Regional Marketing Director. Responsible for marketing activity across Europe on all United Distillers' brands, reporting to the Regional Managing Director.

Established the European marketing function from scratch, which involved:

- Determining structure, headcount and responsibilities - eventually managed 20 people in the London Regional Head Office, with functional responsibility for marketing departments within local subsidiaries
- Setting up appropriate administration, communication, reporting and control procedures
- Control over a total regional marketing budget of \$200M, of which \$75M was media

Rationalized the excessively broad brand portfolio previously tolerated, established new strategies and reallocated resources, resulting in improved clarity and focus throughout the organization.

Led a fundamental review of the position of United Distillers' two key brands, Johnnie Walker and Gordon's Gin which jointly account for 60% of European regional marketing profit. Repositioned both brands and developed new pan-European print and TV advertising.

Launched new Johnnie Walker campaigns to all of United Distillers' major European distributors in a series of twelve high-profile, back-to-back conferences in Monte Carlo, conducted in eight languages, with a conference budget of \$3M. Volume and market share growth targets exceeded in all key markets.

Financial Controller - Whisky**1986 - 1987**

Following the acquisition by Guinness of The Distillers Company Ltd. in April 1986, the Board assigned a small team of senior personnel the dual task of ascertaining the true business position of the fragmented "Distillers" company and integrating its various businesses into the Guinness structure.

Chosen as a key member of this team, responsible for eight of the companies within the Scotch Whisky division of "Distillers." Primary contacts were the Managing Director and other board members of these companies.

- Introduced basic systems and procedures which established control of the business
- Led formal business reviews which identified key operating and strategic issues and main profit levers
- Pioneered a formal sales performance database and forecasting system which substantially reduced uncertainty in business projections and allowed management of profit targets
- Constructed a consolidated 3-year Strategic Plan for the group which allowed alternate scenarios to be modeled and profit outcomes predicted, resulting in optimized decision-making
- Recommended business restructuring from "brand companies" into the current geographically defined business divisions responsible for the full brand portfolio

Additionally, managed several business development projects with Bacardi exploring areas of potential synergy and cooperation in manufacturing, distribution and sales. Two joint venture sales and marketing companies subsequently established in Spain and Germany.

GUINNESS PLC**1982 - 1986**

Brought into Guinness (the world's seventh largest brewer) through an executive search as part of a new management team that would turn around a declining and overly-diversified family business. Contributed to the major marketing and commercial reviews undertaken by the new management.

General Manager, Marketing, (Great Britain) (1984-1986)

Responsible for marketing activity on all Guinness brands, regional launch of "Kaliber" non-alcoholic lager and technical and concept development of Canned Draught Guinness.

Initiated and managed the in-depth brand and advertising strategy review which ultimately produced the Guinness "Genius" integrated marketing campaigns (now famous in the UK) which reversed the declining performance of the company's core brand in its most influential market.

Marketing Manager, Off-trade (1983-1984)**Product Group Manager** (1982-1983)**LEVER BROTHERS (UNILEVER DETERGENTS DIVISION)****1978 - 1982****Company Promotions Development Manager** (1981-1982)

Responsible for development and implementation of consumer promotional activity across all major brands, involving joint promotion with third parties, such as The Post Office, British Rail, Ford Motor Company.

Senior Brand Manager, Comfort Fabric Conditioner (1980-1981)**Brand Manager, Dishwash Products** (1979-1980)**Assistant Brand Manager, Detergents Group** (1979)**Graduate Trainee - Unilever Companies Management Development Scheme** (1978)
(Nine-month course-based multi-functional graduate training scheme)**EDUCATION:** Oxford University - B.A. (Honors), English Literature**PERSONAL:** Highly numerate. Highly PC literate.
Varying degrees of fluency in French, German, Spanish.
Interests: sailing, scuba diving, photography, computers.