

STEVEN MCFARLAND

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STRATEGIC PLANNING • LEADERSHIP • MARKETING INITIATIVES • RESULTS

EXECUTIVE GENERAL MANAGER

Extensive start-up, growth expansion, turnaround re-engineering, and business management experience in Japan.

PROFESSIONAL PROFILE

- Senior-level management executive with 20 years of dedicated, broad Japan market knowledge and extensive hands-on Japan experience in business development, management, marketing, distribution, and brand management in Tokyo, Hiroshima, Kyoto, Okinawa, and Osaka.
- Motivated MBA-level achiever with proven and consistent track record of successful business startups, and growth/turnaround re-engineering of multinational corporations, including leading Fortune 500 firms in diverse markets of food, fast-moving consumer goods, lifestyle products, and advertising in Japan; for example, developed, and managed joint-venture and foreign wholly-owned operations of Omnicom and World Resources Council; oversaw turnaround development of market position, sales, and profit contribution for clients in Japan.
- Effective change-agent with hands-on experience in proactive management, marketing, and developing nationwide sales and distribution networks in Japan; set up, developed, and managed superior national distribution network of 50+ distributors, 5,500+ wholesalers/retailers in auto lube, network of nine retail service stations, four top manufacturers, 39 top jewelry retailers, and 100+ distributors in food markets.
- Exceptional communicator; fluent in English and Japanese.
- Skilled team leader who has recruited, trained, led, and developed teams of local Japan nationality of 120+ sales and merchandisers in lube and auto market, 150+ in food market, and 40+ in the advertising business.

AREAS OF EXPERTISE

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|---------------------------------------|---|----------------------|
| • In-market research | • Interviews | • Process management |
| • Consumer usage and attitude studies | • Benchmark studies | • Brand management |
| • Lifestyle studies | • Consumer goods and lifestyle products markets | • Turnarounds |
| | | • Startups |

PROFESSIONAL EXPERIENCE

Director, Japan, Sony Home Video International, Tokyo, Japan, 2005 to Present

- Oversee business strategy development, distribution and marketing management, licensees management, new-product development, as well as market and consumer research, for Sony Home Video in the Japan market; report to Vice President, Asia Pacific.
- Introduced catalog re-pricing program in Japan for Sony Home Video that generated 139 percent incremental video sales and 130 percent incremental income in Japan in 2005, as well as 296 percent incremental sales and 207 percent incremental income in 2006.
- Initiated, planned, implemented, and evaluated successful new-product concept development and launch of entry-level DVD, a new-product solution and the key driver/core platform specifically for Sony Home Video in Japan market; successful launch generated 17.8 times incremental DVD video sales and 430 percent incremental income for *Spider Man 2* video release in Japan; recognized as the Best Practice of Sony Home Video Japan in Asia Pacific; *Spider Man 2* video release in Japan generated 5.3+ times incremental DVD video sales and more than 115 percent incremental income in two months; enhanced entry-level DVD success with release of *Hudson Hawk*, generating more than 22 times incremental DVD video sales over other top titles from Sony Home Video and other major Hollywood studios, contributing 350 percent incremental income in six weeks.

General Manager/Board Director, Tokyo Packaging Co., Ltd., (TPC) Tokyo, Japan, 2003 to 2005

- Initiated, formulated, and implemented turnaround business re-engineering strategy of previously loss-making operation for leading group of companies in Japan that manufacture, market, and sell packaging product to international customers, such as Hershey's, Campbell, PepsiCo, Coors, Avon, and leading local firms in food, beverage, consumer, and packaged goods; reported to Vice President.
- Executed turnaround via non-cash acquisition of local equity, converting to wholly foreign owned; prepared thorough acquisition management analysis; neutralized and improved hostile shareholder relationships.
- Led business development and management of TPC Group; built teams of expatriate/local managers.
- Restructured passive selling into proactive marketing/sales operation.
- Re-engineered process management to improve overall productivity and operational cost efficiency by relocating plant and revising plant layout; reinforced cost-reduction program.

General Manager/Director of Marketing/Sales and Board Director, Lubricants Ltd. of Mobil Oil, U.K., Tokyo and Okinawa, Japan, 2000 to 2003

- Led turnaround of loss-making operation, as well as strategic/general management of petro-consumer products in Japan, including brand-equity building, new-product development, Japan operation startup marketing, nationwide distribution network, as well as marketing/sales with Japan headquarters in Okinawa; reported to CEO.
- Restructured supply chain and supply credit by establishing strategic supplier-partnership.
- Increased revenue by 302 percent and per-unit margin contribution by 113 percent in 18 months.
- Restructured process management and network marketing of retail stations.
- Improved overall retail network synergies and sales off-take.
- Built strong brand equity of lube brand that became recognized by trade as top-growing brand in Japan.

Marketing Director, Sauce King Japan, Hiroshima, Japan (worldwide headquarters, King of Prussia, PA, USA), 1995 to 2000

- Oversaw business operations management for Fortune 500 Sauce King joint venture in Japan for manufacturing and marketing of infant food, cereal and milk-based products, as well as sauces and condiments; reported to President.
- Achieved No. 1 national market brand-leader position for Sauce King in five months, overtaking world-class competitor Heinz, and further widening market leadership to 44.1 percent in nine months.
- Facilitated national market-share increase of 10 percent in one year (Source: AC Nielsen Retail Audit).
- Increased Sauce King operating income by 75+ percent in less than a year.
- Developed Sauce King Japan Five-Year Business Plan strategic planning.
- Directed turnaround of loss-making operation; achieved US\$1.5 million turnaround net profit following three consecutive years of annual losses.
- Oversaw brand equity, brand product portfolio, and new-product development.
- Led new market development of milk-based products, sauces, and condiments, as well as food-services markets.
- Directed marketing, distribution, advertising, and promotion planning/management.
- Initiated new result-oriented sales incentive programs to rejuvenate and motivate sales operation in achieving and surpassing market share, as well as sales and cash-flow targets.

Japan Representative, World Resources Council, Tokyo, Japan (worldwide headquarters, Berne, Switzerland), 1994 to 1995

- Served as Japan Chief Representative, legal representative, and country manager of World Resources Council, the marketing arm of natural resources worldwide; reported to World Resources Council Manager, North Asia.
- Oversaw startup and managed Japan operation.
- Developed strategic, marketing, brand, and promotion change-agent plans.
- Collaborated closely with senior government officials at central and local levels to lobby for natural resources market deregulation and development; successfully lobbied for 50 percent reduction of consumption tax, resulting in annual tax saving of US\$150+ million.
- Significantly turned around P&L bottom lines of jewelry industry in Japan.
- Conducted lifestyle market and consumer research.
- Led, trained, and developed jewelry industry, including key manufacturers and retailers of jewelry in Japan on new-product development, consumer-oriented brand building, and proactive brand marketing.
- Launched the most effective integrated marketing and brand-building programs ever in the jewelry industry in Japan, resulting in Japan's position as world's No. 2 natural resources market; increased annual revenue to record-high US\$3 billion+ (224 tons) against high international gold price of US\$390+/oz.
- Successfully developed distribution network by recruiting four leading manufacturers and 39 top jewelry retailers as contributing partners to Council programs; achieved record-high annual trade contribution of US\$2+ million.

Vice President/Board Director, Illumino Advertising, Illumino, Inc., Hiroshima, Japan (worldwide headquarters, New York, NY, USA), 1991 to 1994

Director of Client Service, Illumino Advertising, 1988 to 1991

Account Director, Account Manager, Illumino Advertising/Far East Advertising, 1981 to 1988

- Built Illumino Japanese joint venture for Fortune 500 advertising firm from ground up, including partner identification, negotiation, startup, as well as developing business strategic/marketing plan; reported to Chairman, Illumino Japan.
- Developed, and managed Illumino brand and Japan network comprising Hiroshima, Okinawa, and Osaka operations.
- Recruited, trained, and developed team of local management and staff.
- Spearheaded new-business pitching and development.
- Developed and directed integrated total marketing and communications.
- Integrated brand advertising, creative, media, and promotion programs.
- Maintained and built strong business and client portfolio of world-class blue-chips brands

EDUCATION

Master of Business Administration, General Management and Marketing, Alaska Pacific University, Anchorage, AK, expected 2008

Diploma in Management Studies, General Management and Marketing, Tokyo Management Association (TMA) and Tokyo Polytechnic University, Tokyo, 1988

