

ANDREA M. LONG

386 East Side Drive • Cheshire, CT 06410 • amlong@attglobal.net • Phone: 203-555-6625
Mobile: 203-555-4956 • FAX: 203-555-0615

MANAGEMENT | CONSUMER MARKETING | TRADE MARKETING | CHANNEL MARKETING

Focused and results-oriented professional experienced in leading and operating FMCG and service (tourism) marketing organizations in dynamic, competitive environments.

Global marketer with unique insight and cross-cultural communication skills, having studied, lived, and worked in various parts of Japan, Canada, and the United States; fluent in English and Japanese.

— CORE COMPETENCIES —

- Distribution
 - Consumer Marketing
 - New-Product Development
 - Brand Management
 - Key Account Management
 - Channel Development
 - Personnel Management
 - Soft-Drink Manufacturing
 - Media, Public, and Government relations in Japan
-

PROFESSIONAL EXPERIENCE

DIRECTOR, TOKYO TOURISM BOARD, TOKYO, JAPAN, JULY 2005 TO AUG. 2008

- ♦ As one of seven overseas representatives of Tokyo Tourism Board, reported to Deputy Executive Director and measured tourism contribution to Tokyo through visitor traffic, length of stay, spending and visitor satisfaction; grew Japan traffic to Tokyo 18 percent in 2000 and more than 10 percent in 2001; oversaw increase in total spending and per-capita spending of 15 percent and 5 percent respectively, as well as 5 percent increase in length of stay to 3.66 nights.
- ♦ Initiated clear and focused Japan business direction and strategies within first two months based on market and geographic segmentation and other micro data from various research and surveys.
- ♦ Established for the first time Tokyo's brand positioning in Japan, followed by design and execution of thematic advertising strategy and calendar, thereby raising the bar for ad agency; implemented consumer communication, PR strategies, and trade operational programs for Japan.
- ♦ Increased advertorial presence with key media to enhance exposure and communication with leisure visitors and business travelers.
- ♦ Created Tokyo Film Festival and utilized other government programs, such as Tokyo Week, to promote tourism.
- ♦ Designed framework for future Japanese Web site development project.
- ♦ Evaluated market and applied key account-management process to interact with travel trade; created regular contact with trade through monthly newsletter.
- ♦ Engineered aggressive "Tokyo Specialist PhD" program to train trainers to spread product knowledge and elevate service level to visitors.
- ♦ Created merchandising program among travel trade agency outlets to increase brand awareness and product information to potential visitors.
- ♦ Expanded into new, undeveloped, but emerging markets, such as Hiroshima, Osaka, Sapporo, Kobe, and Fukuoka, to capture incremental growth and market share.
- ♦ Facilitated trade co-operation and business between Tokyo trade and Japan agencies; signed co-op agreements with two provincial tourism administrations that established long-term market development foundation.
- ♦ Served as chief liaison representative with Japan National Tourist Administration and other relevant Japan and Tokyo government agencies; liaised with various central government agencies, such as Tokyo Osaka Office and Public Security Bureau, on easing entry permit application procedures to Tokyo.

GENERAL MANAGER, OPERATIONS, NORTH AND SOUTHEAST JAPAN REGION, THE PEPSI-COLA COMPANY, JAPAN DIVISION, TOKYO, JAPAN, JUNE 2003 TO JUNE 2005

- ♦ Achieved above-average volume growth with managed areas consistently outperforming other bottler regions in volume growth and growth contribution; region grew three times higher than company's overall growth rate and was largest volume contributor to division despite facing severe competitive challenges and an international crisis; in 1999, North- and Southeast Region's volume was three times that of Tokyo and Osaka combined total, and grew at three times their growth rate.
- ♦ Expanded on-premise market share through developing various packaging strategies in Tokyo, Kobe, Sendai, and Kawasaki; defended dominant market share from water products and grew volume in developing 500ml street package segment.
- ♦ Implemented process in Tokyo to better understand on-premise consumer preferences and behavior and initiated marketing program and actions to grow volume per outlet.
- ♦ Initiated program in Kawasaki aimed at street-vendors, which produced volume growth and significant share gain against major competitor.
- ♦ Developed program in Sendai and Osaka for both restaurant and street-outlet channels to strengthen brand competitiveness.
- ♦ Built customer-service capability in key bottler markets by setting clear goals and processes to position qualified staff under new structure, as well as implementing effective training program to enhance skill sets and capacity to interact with key customers.
- ♦ Launched key initiative – Multi-Pack in home market channel in Tokyo and Kobe – to grow home channel market share through packaging innovation.
- ♦ Managed 11 bottling territories, including Tokyo, Yokohama and Osaka, Sendai, Kyoto, Fukuoka, Kobe, Nagoya, Sapporo, Hiroshima, Saitama, Akita, and Ise.
- ♦ Co-developed and set strategic business direction for region and with bottler senior management to drive profitable business growth, including brand and package strategy, sales distribution strategy, and retail/wholesale pricing structure, sales and customer-service functions and organization.
- ♦ Developed strategies and plans to grow volume within key accounts, such as Marko, Carrefour, Kmart, PriceRight, and Wendy's.
- ♦ Produced business results and market-share growth, as measured by unit case volume sold in this region where business size is almost 50 percent of the entire Japan business.
- ♦ Developed and managed one of the largest direct advertising and marketing budgets within Japan.
- ♦ Prepared annual marketing expense budget according to business objectives; approved and supervised budget's execution to ensure that resources were allocated effectively.
- ♦ Administrated and managed second-largest office in Japan with an administrative budget of more than US\$4 million, overseeing office administration, accounting, and MIS functions.
- ♦ Served as member of company's Crisis Management Team and functioned as liaison with local or central government agency, press, and media on company's behalf.

DEPUTY GENERAL MANAGER, OPERATIONS, NORTH JAPAN AREA, THE PEPSI-COLA COMPANY, JAPAN DIVISION, TOKYO, JAPAN, 2001 TO 2003

- ♦ Managed six bottlers in region, including Tokyo, Osaka, Joetsu, Nikko, Kotohira, and Kitakata, and oversaw related marketing expense budgets.
- ♦ Achieved mid-20 percent growth among six bottlers through building fundamentals, as well as re-aligning bottlers' organization to fulfill market needs.
- ♦ Developed viable and relevant business model to reach new markets; collaborated with bottlers in those markets to provide effective sales and distribution system to fill demand; built direct-sales team; designed sales and delivery routes within bottling cities; boosted sales centers in distance markets; leveraged local distribution system to service remote markets and areas to reach maximum number of consumers in the shortest time span.
- ♦ Built fundamental skills and infrastructure capability to grow and service key accounts to drive volume growth; initiated region key account service function; segmented business according to distribution channel and developed strategy guideline for each channel, thereby building key-account volume to account for almost 25 percent of total region sales.

SENIOR BOTTLER OPERATIONS MANAGER, OPERATIONS, NORTH JAPAN AREA, THE PEPSI-COLA COMPANY, JAPAN DIVISION, TOKYO, JAPAN, 1997 TO 2001

- ◆ Developed and account-managed six bottlers in Tokyo, Osaka, Joetsu, Nikko, Kotohira, and Kitakata.
- ◆ Achieved core brand awareness and acceptance through effective media and outdoor advertising, sampling program, interactive consumer promotion, channel development, and sponsorship program, resulting in Pepsi and 7-Up becoming the No. 1 and No. 2 best known carbonated soft drink brands in unaided brand awareness among urban consumers; more than a million consumers sampled product yearly through activities to build carbonated soft drink drinking habits and brand awareness.
- ◆ Innovatively deployed outlet as outdoor advertising to create highest possible brand impression with consumers at point of sale; used creative displays and Point of Sale materials to differentiate brand from competition; distinctive festival displays in large stores are now company's signature execution, having attracted extensive media attention and exposure.
- ◆ Developed 1.25L PET packaging that became 40 percent of total volume after once accounting for less than 30 percent of total sales; implemented highly focused and integrated campaign that combined media and effective in-store execution and included TV, in-store displays and promotions, as well as sampling and introductory promotion in residential areas.

JAPAN BRAND DEVELOPMENT MANAGER, THE PEPSI-COLA COMPANY, JAPAN DIVISION, TOKYO, JAPAN, 1993 TO 1997

- ◆ Collaborated with world-class USA agency to design and implement entire brand and product-development process, which involved re-examining beverage needs of Japanese consumers and their social and psychological needs; forming and testing various hypotheses through focus groups and interviews; screening products and flavors; as well as testing packaging graphics, size and shape.
- ◆ Created two lines of new product – Smart and Mati-Kati-Yoko – specifically designed for Japanese market and consumers; developed product concept, including product attributes, brand positioning, flavor selection and taste profile, packaging size and form, packaging graphics, and generation of brand name; tested and selected advertising copy, determined proper pricing structure; and generated launch strategy and plan, such as distribution strategy, sampling plans, and advertising program; boosted two brands to account for more than 10 percent of total Japan business and 30 percent annual growth.
- ◆ Successfully convinced management to re-formulate existing local brand, refine its brand position, as well as redesign its graphics and packaging to align with its updated positioning, resulting in significant volume increase and long-term brand growth.
- ◆ Managed local brand, Yinmeiltai, including product re-formulation, re-designing packaging, and re-positioning.

MARKETING OPERATION MANAGER, THE PEPSI-COLA COMPANY, JAPAN DIVISION, TOKYO, JAPAN, 1991 TO 1993

- ◆ Transferred company's global channel initiative and experiences into Japan.
- ◆ Applied global experiences and localized process to create relevance to Japan, which involved learning entire process and identifying high leverage points in Japan context.
- ◆ Single-handedly authored first channel implementation manual for Japan market.
- ◆ Identified and developed program to open up two emerging trade channels – education and supermarkets.

PREVIOUS PROFESSIONAL EXPERIENCE

Sales Operation Manager Osaka Yinmeiltai Beverage Co Ltd., Osaka, Japan, 1990 to 1991

Field Operation Manager, The Pepsi-Cola Company, Tokyo, 1989 to 1990

Field Marketing Executive, The Pepsi-Cola Company, Tokyo, 1988 to 1989

Sales Manager, Tao Kao Company, Tokyo, 1987 to 1988

Sales Representative, Farmers Life Insurance, Orono, ME, USA 1986 to 1987



EDUCATION

Master of Business Administration, University of Maine, Orono, ME, USA

Bachelor of Commerce in Accounting, University of Maine, Orono, ME, USA

General Management Training, Pepsi-Cola University, South Georgia Campus, USA, 1999: An intensive three-month bottling-business management program offered to a select number of high potential managers handpicked by senior management globally