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### 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 structures and in scale 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
- Demonstrated ability to **thrive in lean, entrepreneurial environments**, including startups
- **Tech savvy**, experienced in mobile, Web 2.0 (and beyond), and social media strategies
- **Globally mobile** for assignments and/or relocation

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### 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 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
- Restructured organization and upgraded staffing, revolutionizing the group's field marketing team

#### **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
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## **STARTUP AND INTERIM EXPERIENCE / ACHIEVEMENTS**

#### **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 including Eircell, Telefonica, Bouygues, KPN, and Orange France

#### **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 and implemented an innovative and highly successful social media strategy to drive mass public action in support of 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, 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

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|--|-----------------------|
| <b>EXECUTIVE INTERIM MANAGEMENT, Paris, France</b><br>Personal interim management and consulting business                            | <b>(2003-present)</b> |
| <b>CERTUS EXECUTIVES LLC, Paris, France</b><br>Founder and Managing Partner of European interim management business                  | <b>(2004-2009)</b>    |
| <b>MOBIWORXX, INC., Paris, France</b><br>Founder and Managing Partner of leading edge wireless consultancy                           | <b>(2001-2003)</b>    |
| <b>INDIQU, INC., Paris, France</b><br>Corporate VP/General Manager, EMEA   | <b>(2000-2001)</b>    |
| <b>bXPEDIANT.COM, INC., Paris, France</b><br>Founder and CEO, SaaS CRM for small and middle market businesses                        | <b>(1999-2000)</b>    |
| <b>RELATE TECHNOLOGIES, INC., Philadelphia, PA</b><br>Founder and CEO, server-based CRM for small and middle market businesses       | <b>(1995-1998)</b>    |
| <b>ACQUISITION SEARCH AND CONSULTING, Paris, France</b><br>Targeted search for an acquisition with CVC/Paris and Apax Partners/Paris | <b>(1993-1995)</b>    |
| <b>CAMPBELL SOUP COMPANY, Lille, France</b><br>COO, European Confectioneries, restructure and divestiture                            | <b>(1992-1993)</b>    |
| <b>PEPSICO, INC.</b><br>Various positions in both international and domestic beverage operations                                     |                       |
| <b>CEO / AREA VICE PRESIDENT, PEPSICO FRANCE, Paris, France</b>  | <b>(1989-1992)</b>    |
| <b>CHIEF MARKETING OFFICER, 7-UP WORLDWIDE, Somers, NY</b>   | <b>(1987-1989)</b>    |
| <b>GROUP DIRECTOR MARKETING, PEPSI BOTTLING, Somers, NY</b>  | <b>(1986-1987)</b>    |
| <b>DIRECTOR MARKETING / SALES, Athens, Greece</b>  | <b>(1984-1986)</b>    |
| <b>DIRECTOR STRATEGIC PLANNING, Tokyo, Japan</b>   | <b>(1983-1984)</b>    |
| <b>NESTLE PURINA COMPANY, St Louis, MO</b>   | <b>(1978-1983)</b>    |

## 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 -- American citizen, French resident (“carte de resident, droit de travail”) -- Native English, fluent French -- Experience on four continents -- Passionate sailor and skier -- Global mobility