

JAMES SAUNDERS

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SENIOR MANAGEMENT EXECUTIVE – RETAIL PRESIDENT / CEO / CMO / COO

Senior executive with verifiable year-after-year success achieving revenue, profit and market growth objectives. Extensive experience in centralizing national procurement activities and reengineering global organization templates, which requires deep understanding of critical business drivers in multiple markets. Highly successful in building vendor relationships that drive cost reduction and margin increases. Led and motivated teams comprised of 1,000 employees, and managed P&L for major retailers exceeding \$1.5 billion in annual revenue. Conversant in Spanish. Available for travel and relocation.

P&L Management / Budgeting ♦ Staff Development & Leadership ♦ Sales & Merchandising ♦ Procurement Operations
Category Management ♦ Strategic Supplier Development ♦ Supply Chain Optimization ♦ Marketing & Advertising
Product Management ♦ Operations Reengineering ♦ Performance Improvement ♦ International Business

PROFESSIONAL EXPERIENCE

EVP / CHIEF MERCHANDISING OFFICER, The Homeworld Hypermarkets, Tianjin, China **2005 - 2007**

Leading retailer with 50 hypermarkets across Northern China, generating \$1.2 billion USD in annual revenue.

Recruited by CEO to westernize merchandising operations within an autonomously run Chinese-owned hypermarket. Rapidly acquired comprehensive knowledge of Chinese marketplace, and developed detailed business plans to compensate for cultural differences. Held full P&L accountability. Functional areas of responsibility involved fresh, grocery, hardlines, private label, softlines, direct sourcing, procurement, information services, merchandising, advertising, and research. Managed 500 direct reports and 1,000 indirect reports. Reported to President.

Operations Reengineering

- ♦ Led the complete reorganization and centralization of merchandising operations in three-month timeframe. Reduced headcount from 586 to 323.

Bottom-Line Improvement

- ♦ Conceived and implemented a model store that standardized all merchandising flow and fixture requirements, saving company \$200,000 USD per store remodel.

Category Management

- ♦ Created and employed first formal Category Management program, monitoring expenditures and supplier performance, improving shelf space productivity, and driving ongoing price improvements.

Market Positioning

- ♦ Developed and introduced “Category Captain” program that optimized supply chain operations through strategic relationships with key vendors in China.

- ♦ Carved strong brand position “Spend Less/Live Better” around improved economic, social, and living conditions in China.

- ♦ Devised a pricing strategy that improved competitive position and increased margin by .22%.

♦ ♦ ♦ ♦

SR. VICE PRESIDENT, MERCHANDISING (2003 – 2005)

Hired by CEO to improve sales and merchandising operations for this multi-format (Marsh, LoBill, O’Malia’s) supermarket chain with 100 locations. Held full P&L responsibility. Functional areas of responsibility involved grocery, general merchandise, healthcare and beauty (GM/HBC), produce, deli, bakery, meat, fuel, Rx, floral, advertising, marketing, pricing, and plan-o-grams. Managed 500 direct reports and 1,000 indirect reports. Reported to President.

New Process Implementation

- ♦ Pioneered the development and implementation of industry’s first ever “Lifestyle” format rooted in consumer shopping behaviors and “solution” departments.

Revenue & Profit Growth

- ♦ Designed a new approach to pricing in conjunction with Willard Bishop Consulting, increasing overall margin by 62 basis points.

Brand Repositioning

- ♦ Spearheaded brand centric marketing strategy “Experts in Fresh” focused on meat, produce and deli/bakery. Initiated campaign across TV, radio, billboards, and circulars, improving market share by 100 basis points despite stiff competition from Wal-Mart and Kroger.

Continued ...

ATX Communications, Inc, continued

SR. VICE PRESIDENT, NON-PERISHABLES (1999 – 2000)

Led a \$19 billion procurement activity comprised of grocery and GM/HBC products supporting 3,000 retail outlets. Directed several crucial areas of operations including sales, merchandising, procurement, category management, pricing, and vendor relations. Managed 200 direct reports and 600 indirect reports. Reported to the EVP, Wholesale.

Bottom-Line Improvement

- ◆ Consolidated procurement functions and activities for 21 divisions in less than 1 year. Improved cost of goods by \$380 million per year.

Change Management

- ◆ Assembled an Advisory Board of brokers and suppliers to achieve aggressive business goals and drive the evolution of concepts into achievable business strategies.
- ◆ Developed a national Buying Consortium of major retailers to leverage Fleming's buying power.
- ◆ Standardized advertising and promotional vehicles for use in various retail formats.



SR. VICE PRESIDENT, CORPORATE BRANDS MARKETING (1998 – 1999)

Promoted four times over seven-year tenure. In addition to sales, merchandising, marketing, and procurement, provided expertise in category management, product development, pricing strategies, and vendor relations, formalizing standards for centralized procurement and private label operations. Managed up to 150 direct reports and 1,000 indirect reports.

Product Management

- ◆ Grew American's private label sales by \$25 million. Developed proprietary brands for pet, household, paper, snack, and frozen food categories. Launched premier tier product line, "American Premier" in high-profile role as Sr. Vice President of Corporate Brands Marketing.

Operations Reengineering

- ◆ Built operating infrastructure that supported a \$10 billion centralized procurement activity for 5 divisions, as Vice President of National Grocery/Beverage Procurement. Gained employee buy-in for newly-implemented changes.

Revenue & Profit Growth

- ◆ As Vice President of Grocery/General Merchandise Marketing, reversed negative sales trend in GM/HBC by motivating frontline associates to achieve all sales and margin budgets.

PRIOR EXPERIENCE:

Senior leadership positions in Sales and Operations for Alpha Beta.

PROFESSIONAL AFFILIATIONS & ACTIVITIES

Executive Leadership, CORNELL UNIVERSITY ~ Inspired Leadership, SCOTT USA ~ Food Executive Course, USS
Manage for Productivity, DR. MOUNT ~ Board Member, NON FOOD MERCHANDISERS ASSOCIATION

EDUCATION

AA, Business Management - CHAFFEY COLLEGE, Rancho Cucamonga, CA