

# Mike Johnson

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**Winning Go-To-Market Strategies | Category Management | Product Strategy & Roadmap | Marketing Performance Management**

*Drives brand value by defining product marketing strategies, improving consumer-facing assets, and leading high-performing teams.*

- **Builds powerful brand categories:** Expanded product category for a major retail customer account (Costco) by \$3.35M. Increased market share with \$745K in additional revenue by introducing extended brand items.
- **Drives competitive go-to-market strategies:** Captured \$6.3M in new business by deploying a customer-centric brand strategy at Lock America Inc. Established targeted product lines for Mexico vs. US only territories. Created product families.
- **Leads global business development projects:** Secured \$19M in revenue with 21% YOY increase in customer retention for a key company brand at Ray-Ban. Conducted an intensive marketing study and evaluated B2B, B2C, and retail marketing channels.

Channel Strategy Development  
Market Assessment & Forecasting  
Six Sigma

PR/Influencer Strategy Execution  
New Consumer Account Growth  
Marketing Budget Management

Brand Management & Redesign  
Resource Planning Analysis  
Continuous Process Improvement

## Career Summary & Successes

**Director of Product & Marketing / Category Director**, Lock America Inc

2015 – Present

Oversee marketing operations for a \$66M category representing 32% of total company revenue. Direct cross-functional teams for B2B, B2C, retail, and wholesale market segments. Establish project milestones and report profitability KPIs.

- Secured \$12M in bottom-line profit for 3 consecutive years by launching and expanding product categories. Created merchandising systems, promoted powerful re-branding campaigns, and built premium product lines with new features.
- Increased company fill rates to 85% by implementing a structured product development process for the first time. Collaborated with business teams, implemented a product tracking system, and analyzed slow-moving inventory before new launches.
- Boosted sales volume by 18x by replacing 5 non-profitable items with innovative products at the Lowe's. Executed aggressive marketing strategies including aisle violators, POP, and product knowledge and training videos.
- Drove \$8M in revenue by revamping multiple stale and inconsistent products across 5 major retail customers. Strengthened brand/category marketing mix by executing winning brand-building plans such as environment-friendly packaging.
- Accelerated YOY revenue by \$3.7M at BEHR by expanding product range from bungee cords to the complete tie-down product line. Developed products, merchandising, and programs that positively impacted the overall category/product strategy.
- Executed a limited budget of \$44K by shifting the cost of displays and marketing collateral to the customers. Transitioned to online consumer market research methods, initiated direct mail campaigns, and optimized brand promotion at tradeshow.
- Saved \$2.2M by responding to supplier price increase for 5 key product lines. Qualified a secondary supplier source, compiled product specifications and SKUs, and moved products to the new production unit.
- Boosted employee productivity and satisfaction levels by creating a conducive work environment, crafting personalized development plans, and building trust. Catalyzed promotions for 5 direct reports.

Promoted to **Director of Marketing (Go-to-Market)**, Ray-Ban, Inc.

2012 – 2015

Executed winning go-to-market campaigns for a \$854M optics category across global markets. Led the complete product lifecycle from concept to consumer, defined key development metrics, and managed a marketing budget of \$500K.

- Drove 87 new product campaigns (average 7 campaigns per launch) over 4-year tenure. Acted as the air traffic controller; worked with global product teams to facilitate region-specific product development and distribution processes.
- Aligned new product launches by planning and implementing commercial calendars. New product sample execution and commercial launch improved by 37% and 24% YOY respectively, achieving a 100% final launch execution in 2014.
- Ensured on-time product allocation and distribution by managing the program control plan and master calendar. Created new product tracking forms, added timeline buffers, and resolved production delays across US, Europe, and China.

Promoted to **Global Business Process Leader**, Ray-Ban, Inc. 2008 –2012

Led cross-functional business process improvement projects for global marketing, finance, and operations teams. Projects included:

- Achieved \$456K in additional revenue for a graphics process optimization project by improving work order from 52% to 94%.
- Saved \$245K by transitioning to a centralized digital asset management tool. Consolidated the digital asset management library.
- Cut down the payroll department costs by 28% and accounts payable operating costs by 16% in 2.5 years by standardizing global team operations. Maintained a competitive edge by incorporating improved performance structures and reporting systems.
- Other Projects: Retail construction cost control (\$2.5M saving), retail store capacity and product delegation (\$4.3M saving), polarized lens optical manufacturing (\$2.9M savings), OPEX projects (\$5.7M savings).

**Manager – Continuous Improvement**, Ray-Ban, Inc. 2006 – 2008

Led the \$88M Safilo sports brand integration project with Ray-Ban’s portfolio following the company’s acquisition by Safilo.

- Ensured seamless brand transition from New Jersey to the new headquarters in California by merging team operations. Collaborated with company executives to implement improved business processes.
- Maintained consistent brand messaging while reducing cost by bridging gaps in retail and online marketing channels. Identified and prioritized exciting marketing opportunities and trained teams on new policy execution.

**Senior Project Manager**, Korby 2005 - 2006

Facilitated global brand expansion and acquisition efforts across Latin America, Europe, and Asia. Doubled company revenue (\$234M - \$453M) by implementing a defined PMO structure to support speed-bump-free portfolio integration.

- Determined best-fit marketing processes for promotion of 5 product lines to a new consumer base. Tested value-creating packaging options and analysed promotional schedules to maximize sales through seasonal and event-based campaigns.
- Streamlined marketing operations by implementing a document retention policy and system of records that allowed centralized marketing collateral and asset administration.

**Senior Finance Manager**, Tyson Foods 2003-2005

Helped the \$MB brand stay ahead of competition by determining business value for 5 major product lines. Oversaw cost management, analysed market change impact, and provided purchase price variance (PPV) updates to executives.

- Saved \$4M without effecting quality of \$69 packaged product lines by preparing BOM for each of the product components.
- Worked with a team of 8; analysed game-changing material usage and purchase price variants and determined attractive packaging options with minimum cost.

Promoted to **Category Marketing Manager**, PepsiCo North America 1998-2003

Strengthened brand portfolio across the Great Lakes region (\$89 revenue) by executing product launches and aggressive promotional campaigns. Conducted annual SKU rationalization, performed trend analysis, and forecasted market demand.

- Facilitated 2 new product launches, Mountain Dew and Diet Pepsi. Worked with sales centres to market product across 5 key accounts; conducted consumer market research, secured celebrity and media endorsements, and offered sales incentives.
- Increased brand’s market share by 33% against leading competitor brand, Coco-Cola by running 20 yearly promotional campaigns for major events. Maximized market penetration across key accounts through strategic campaign timing.
- Improved sales forecasting accuracy from 43% to 82% by implementing a uniform forecast planning process. Collaborated with the sales centre on a weekly basis, eliminated excess packaging material, and built marketing collateral.
- Started career at PepsiCo as a Senior Financial Analyst – Retail & Distribution (1998 – 2000) and Finance Manager – Corporate (2000 – 2001). Oversaw distribution marketing operations. Achieved \$2.3M in savings by deploying a division time-study model.

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## Education

**MBA Finance & Marketing**, University of South Carolina 1993

**BS Business Administration & Management** | University of South Carolina 1992

**Certifications:** Stanford Advanced Project Management (2012), Six Sigma Black and Green Belt, Lean Six Sigma, Lean Six Sigma Black Belt - Villanova University (2007), Certified Program Leader – Project Management - Kepner Tregoe Inc. (2005).

# BEFORE VERSION

**Mike Johnson, MBA**

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## Director of Product & Marketing / Category Director

- Successful Director of Marketing with strong strategic and tactical management skills including market and channel strategy development, customer retention and acquisition, budgeting and execution.
- Led new product launches, owned project management office and conducted resource planning analysis. Realized cost savings in the millions. Led global efforts and managed projects in a multitude of varying departments.
- Skilled professional with extensive experience in product management, marketing, and strategic planning.
- Performed process and procedure analysis and executed recommendations.
- Certified Six Sigma Black Belt and Program leader.
- Successful manager with extensive supervisory experience including multiple department functions and staff.

## Area of Expertise and Proficiencies

### *Industry Experience*

Consumer Packaged Goods  
Manufacturing  
Sports and Recreation  
Fashion and Apparel  
Food and Grocery  
Construction Services  
Financial Institutions

### *Functional Experience*

Product & Marketing  
Category / Program Management  
Continuous Process Improvement  
Strategic Planning  
Brand Management  
System Implementations  
Financial Planning and Analysis

### *Systems Experience*

Microsoft Dynamics AX  
SAP  
Excel  
PowerPoint  
Visio  
Microsoft Project  
Word

## Relevant Career Experience

**Lock America Inc;** Director of Product & Marketing / Category Director; 2016-Present

**Ray-Ban;** Director of Marketing (Go to Market), Global Business Process Leader, Manager; 2007 – 2016

**Korky;** Senior Project Manager; 2005-2007

**Tyson Foods;** Senior Finance Manager; 2003-2005

**PepsiCo North America;** Category Marketing Manager, Finance Manager, Senior Financial Analyst; 1998-2003

**KHS&S Contractors;** Project Manager; 1997-1998

**JP Morgan;** Finance Manager; 1996-1997

**Ford Motor Division** 1993-1995; Marketing Manager

## Education and Certifications

**University of South Carolina,** Clemson, South Carolina

Masters of Business Administration; *Finance & Marketing*; May 1994

Bachelor of Science; *Business Administration & Management*; *Magna Cum Laude*; May 1993

**Yale University**, New Haven, Connecticut (*On-line*)

Yale Advanced Project Management Certification; July 2012

**University of Pennsylvania**, Philadelphia, Pennsylvania (*On-line*)

Six Sigma Black Belt; September 2008

Six Sigma Green Belt; April 2008, Lean Six Sigma; June 2008, Lean Six Sigma Black Belt; September 2008

**Roland Berger**, Detroit Michigan (*On-site Workshops*)

Certified Program Leader – Project Management; September 2005

## Professional Experience

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**Lock America Inc**, Foothill Ranch, California

May 2016 – May 2018

**Director of Product and Marketing / Category Director** - Cargo Management

- Successfully directed \$50 Million category and yielded the company over \$8 Million in bottom line profit each of the past 2 years.
  - Evaluated, planned and implemented the customer experience vision to build strong brands.
  - Managed the performance of the brand through marketing channels (internet marketing, email, direct mail, telemarketing, social media, PR) and spend optimization.
  - Directed cross functional teams encompassing merchandising, marketing, finance and operation in the B2C, B2B, retail and wholesale market segments to increase sales.
  - Continuously identified, created, communicated, and executed on next generation new brand development programs, along with existing brand development programs.
  - Reported analytical data including customer profiles, response metrics, sales and profitability KPIs.
  - Enhanced brand/category marketing mix by developing, gaining approval for, implementing, and monitoring category and brand-building plans including new product development, packaging, consumer research, merchandising, promotions, and public relations.
  - Identified opportunities for expansion or rationalization of: products, categories and/or brands that have a positive impact on overall product portfolio and financial contribution.
  - Worked directly with key retail customers to develop products, merchandising, and programs that positively impacted the overall category/product strategy and maximized customer section productivity.
  - Developed and delivered line review presentations for the category product portfolio, marketing support, and associated pricing.
  - Set the new product development priorities and insured strong innovation pipeline was achieved.
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**Ray-Ban.**, Foothill Ranch, California

**October 2007 – May 2016**

**Director of Marketing / Category Director** – Go To Market

October 2012 – May 2016

- Ensured execution of the go-to-market / optics strategies through strong knowledge of the market(s) served.
- Effectively led cross-functional teams and created a consistent global approach to drive product sales.
- Defined key development metrics and tracked metrics through milestone review meetings.
- Planned and implemented commercial calendars as it related to product launches for eyewear.
- Managed the allocation and distribution of the product to the market(s).
- Managed the program control plan and master calendar.
- Revised Go to Market calendar and processes to better align new product launches.
  - New product sample execution improved 28% year over year (2014 to 2016) from 64% to 82%.
  - New product commercial launches improved 20% year over year (2014 to 2016) from 70% to 84%.
  - Final launch of 2016 achieved a perfect 100% execution on new product commercial launches.

**Global Business Process Leader**

October 2008 – October 2012

- Project Manager on multiple company initiatives and large scale strategic improvement efforts.
- Applied the Six Sigma methodology and lean tools to continuous improvement efforts to achieve financial and customer benefits.
- Identified opportunities for process improvement and improved accuracy, efficiency and quality while reducing costs.
  - \$25MM increased revenue for Lens Crafters (2012); \$1.2 MM savings in manufacturing variance (2012);
  - \$3.5MM savings in polarized lens optical manufacturing (2012); \$6 MM savings in scrap within manufacturing (2012); \$.57 MM savings in OPEX projects (2011); \$5.5 million cost savings to the bottom line. (2008)
  - Reduced Payroll department costs down 27% and Accounts Payable operating costs 18% between 2008-2010.

**Manager** – Continuous Improvement

October 2007 - October 2008

- Performed project analysis and resource plans to prioritize opportunities and execute recommendations.

- Documented and analyzed existing business practices for various corporate functions (accounting, sales, manufacturing, etc.).
- Collaborated with senior executives to design and implement new business processes.
- Educated and trained staff to ensure proper implementation of policies and procedures.

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**Korky, Inc.**, San Juan Capistrano, California

July 2005 – July 2007

**Senior Project Manager** - Product Lifecycle Management

- Project manager on global acquisition efforts and global expansion into Latin America, Europe and Asia.
- Owner of the corporate strategic planning process and project management office.
- Oversaw the promotions, package engineering, and document control departments.
- Successfully implemented a project management culture, and resource tracking plans.

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**Tyson Foods**, Irvine, California

October 2003 – June 2005

**Senior Finance Manager** - Operations

- Responsible for managing the finance activities across the manufacturing facilities including standard cost management, plant performance reporting, internal controls, and Sarbanes Oxley Compliance.
- Provided extensive operations analysis and worked on a variety of cross functional projects with a multitude of internal business partners including other grocery departments and other ConAgra divisions.
- Commodity expert for the division providing purchase price variance (PPV) updates, calculated inflationary changes, analyzed impact of market changes, and communicated information to senior management.

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**PepsiCo North America**, Chicago, Illinois and Tampa, Florida

**October 1998 - October 2003**

**Category Marketing Manager** – Brand & Operations

October 2002 - October 2003

- Conducted annual SKU rationalization, and prepared cost analysis to justify recommendations.
- Performed trend analysis on performance of new product introductions.
- Analyzed and forecasted demand on new brands, promotional activities, and package introductions.
- Responsible for promotional and product demand ensuring programs were executed in the market.

**Finance Manager** – Corporate

September 2001 - October 2002

- Responsible for all financial duties in the new PepsiCo shared services environment, consolidating accounts payable, payroll, cost accounting, general ledger accounting, and fixed assets.
- Completed cost-reduction projects, analysis reporting, technological advancements, and implementations.

**Senior Financial Analyst** –Retail & Distribution

October 1998 - September 2001

- Liaison between sales centers and division controller, and presenting cost benefit scenarios.
- Created and implemented division time study model, realizing \$1.4 MM savings.

Secured \$1.4M in saving by creating and implementing a

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**KH&S Contractors**, Tampa, Florida

March 1998 - October 1998

**Project Manager**

- Managed and coordinated high-profile multi-million dollar commercial projects.
- Estimated, submitted bids and negotiated contracts.

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**JP Morgan**, Tampa, Florida

January 1997 - March 1998

**Finance Manager**

- Developed action plans to fully maximize profits and analyzed consumer profiles.
- Performed profit and loss analysis presenting recommendations to department Vice Presidents.

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**Ford Motor Division**, Winston-Salem, North Carolina

September 1994 - December 1996

**Marketing Manager**

- Performed ad hoc analytical support to Regional Sales Vice President and Operations Director.
- Coordinated public relations events with media and sponsors.