



Samir Behl

Amway
Regional President, Europe/India/Africa

A seasoned executive with significant global experience of living and working on four continents with top tier companies like Amway, General Mills/Pillsbury, Kellogg and Unilever. Works closely with affiliate and functional leaders to drive continued strategic growth and business performance. Strong P&L management with significant experience in General Management, Marketing and Innovation.

PROFESSIONAL EXPERIENCE

AMWAY

Regional President, EIA

Oct 2011 – Present

Successfully stabilized the region after managing through significant regulatory, geo-political and economic turmoil in India, Russia and Ukraine.

- In the process of restructuring EIA Region via a new Operating Model to improve Profitability from 9% (in '17) to 15% (in '19).
- Completed a holistic Business model re-design in India in the light of Regulatory challenges that has resulted in a +20% Sales growth during 1st Half '17.
- Creating an environment for growth in the mature Europe subregion by realigning resources around Partnership with our key Business Leaders.
- Overcoming economic headwinds generated from geo-political issues in Russia, through a new Business Entry model and focus on affordable products.
- Successfully implemented an Oracle based ERP solution in Europe and Russia subregions (first Amway Region to accomplish this).

GENERAL MILLS INC.

Among the world's largest food companies, marketing some of the world's best-loved brands, e.g. Cheerio's, Wheaties, Betty Crocker, Pillsbury, Häagen-Dazs, Green Giant, Nature Valley. Annual Sales of \$16.6 billion, General Mills sells products in more than 100 countries and employs nearly 30,000 people. Recognized in 2010 by Fortune magazine as amongst the 50 "Most Admired" Companies.

President, Asia Pacific Region, Hong Kong

2009 to Sep 2011

- Direct operating responsibility for all of General Mills' international brands and businesses in the Asia Pacific region
 - P&L responsibility for a \$1 billion business. Member of the Corporate Operating Committee (General Mills Leadership team of company's top 30 managers)
- Responsible for Regional Leadership team of 8 Country Managing Directors and 9 Functional Leaders. Region comprises of 5 Manufacturing Plants and nearly 1,500 employees.
- Grew the Core business by +10% topline and +15% bottomline despite macro-economic headwinds, through recession marketing strategies, prudent cost optimization, and application of Continuous Improvement processes.

- Demonstrated strong Leadership through focus on building Talent and Capabilities.
- Working through influence has effectively managed a diverse business structure comprising of Joint Ventures, Licensee and Franchisee partners.
- Board Member of General Mills Joint Ventures in Japan, Korea, Singapore, Thailand.

Regional Vice President, Asia, Hong Kong

2007 to 2009

- An Officer of General Mills Inc. Business head for Asia region with P&L responsibility for a \$600 million business
- Developed a Vision and Strategy for the region which resulted in topline growth of +12% and bottom line growth of +20% by targeting the emerging middle class. Margins improved by +5 points through Holistic Margin Management.
- Turned around the business in S. Korea and Philippines through investment in relevant marketing initiatives/new media strategies, and expanding distribution.
- Häagen-Dazs achieved its highest ever market share in key markets.

Vice President, International Marketing, Minneapolis, MN

2001 to 2007

- An Officer of General Mills Inc.
- Responsible for Marketing and Innovation strategies of all countries outside North America.
- Developed marketing strategies for all General Mills International brands. All brands achieved a #1 or #2 market share position in every market through development of strong “Growth Ideas” and aggressive investment in Brand Building.
- Innovative and Margin accretive New Products pipeline developed in key markets through a Stage-Gate process.
- Appointed 2 International Advertising agencies - TBWA for Haagen-Dazs, and Saatchi & Saatchi for all other brands.
- Led cross-functional Brand Champions training.

VP, International Marketing, The Pillsbury Co., Minneapolis, MN

1999 to 2001

The Pillsbury Co. was acquired by General Mills Inc. in Nov 2001.

- An Officer of The Pillsbury Company.
- Laid the foundation for growth of the International division through marketing-led strategies and M&A activity.
- Grew Häagen-Dazs and Old El Paso brands to be market leaders in their respective categories.

President & CEO, Godrej Pillsbury Ltd., Mumbai, India

1995 to 1999

A joint venture of Pillsbury Co., USA.

- Led the start-up of the business.
- Put together a very competent Senior Management team.
- Successful launch of Pillsbury brand in India, which is now one of the most recognized food brands in India.

KELLOGG COMPANY

Director, Marketing & Sales, Kellogg India Ltd., Mumbai, India **1994 to 1995**

- Created the Breakfast Cereal category through launch of different brands of Kellogg's cereals.
- Market Development Manager for Sri Lanka and Pakistan.
- Increased Sales by +25%.

Group Product Manager, Kellogg Australia, Sydney, Australia **Jan to Dec 1993**

- Developed a Brand Equity Profile for Kellogg's Corn Flakes and Coco Pops.
- Completed a Market Portfolio Analysis study for all Kellogg's Cereals in Australia, which helped increase share by +5 points.

UNILEVER PLC

Sr Product Manager, Detergents, Hindustan Lever Ltd., Mumbai, India
(Surf, Surf Ultra, Surfmatic, Surf Liquid) **1991 to 1992**

- Launched Surf Ultra, a super concentrate detergent powder, in less than 6 months. Successful National roll-out of Surf Ultra in 12 months achieving category leadership.

Product Manager, Lever Brothers Co., New York, NY **1990 to 1991**
(Shield & Lifebuoy Bar Soaps,)

- Restaged Shield with doubling of market share
- Developed a new Trade Promotion Strategy for Lifebuoy which improved Trade Effectiveness by +15%

Associate Product Manager, Lever Brothers Co., New York, NY **1988 to 1989**
(Surf Detergent)

- Worked with McKinsey & Company to successfully complete the Detergent "Big Scale Value Analysis" project.
- Launched Surf Powder in the North East Region.

Associate Product Manager, Lever Brothers Co., New York, NY **1987 to 1988**
(Sunlight Dishwashing Liquid)

- Worked on a cost optimization packaging project to reduce costs by 10%
- Developed a new advertising campaign which increased sales by +15%

Product Manager, Hindustan Lever Ltd., Mumbai, India **1985 to 1987**
(Lux Bar Soap)

- Relaunched Lux nationally strengthening its #1 share position.
- Launched into test market a new complexion bar soap-Caress.

Sales Manager, Hindustan Lever Ltd., Mumbai, India **1983 to 1985**
(Personal Products)

- Managed one of the four Sales Regions increasing Sales by +40%.

Area Sales Manager, Hindustan Lever Ltd., Mumbai, India **1981 to 1983**
(Household Products)

- Managed one of the 20 Sales Areas increasing Sales by +30%

EDUCATION

Masters of Business Administration (1981)

INDIAN INSTITUTE OF MANAGEMENT

Ahmedabad, India

Bachelor of Technology, Mechanical Engineering (1979)

INDIAN INSTITUTE OF TECHNOLOGY

New Delhi, India

ADDITIONAL INFORMATION

Interests include Tennis, Golf, Hiking and International Travel

Languages spoken: English, Indian Languages (Hindi, Punjabi)