

# TURGUT ZİYAL

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## CEO / SENIOR EXECUTIVE

Senior level business executive with a proven operational expertise in FMCG with multi-national companies. Demonstrated ability to motivate and lead the management team for challenging results.

Comprehensive, in-depth experience across all corporate functions. Very strong M&A and new business development track record. Proven success in new product launches. Solid past in building successful distribution networks.

General Management Strengths:

- Large staff management and leadership,
- New business development,
- Mergers & Acquisitions,
- Corporate transformation and change management.
- Building and managing distribution and sales network systems,
- Marketing management,
- Corporate finance and accounting competency,
- Strategic planning and implementation,
- Multi-cultured international business outlook,
- Crisis management.

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## PROFESSIONAL EXPERIENCE

**YILDIZ HOLDING A.S.**

**Istanbul, Turkey**

*Yildiz Holding is the largest FMCG conglomerate in Turkey with US \$11B annual turnover and comprises well-known brands like Ulker, Godiva, Golden and others.*

**Gum & Sugar Confectionery Group Coordinator /COO  
Board Member**

(January 2009 – October 2010)

Senior Executive for US \$300 M gum and candy business unit with full responsibility for the management of operating companies, investment projects and partnerships in the unit. Reported to the Executive Group President for Food and Beverages. Restructured the business unit for international partnerships. Initiated, managed and completed a 50/50 joint venture between Yildiz Holding and Gumlink A/S of Denmark for manufacturing confectionery in Turkey for Euro-Asian markets. Planned and executed the transfer of production lines of both parties in a newly erected plant in Turkey. Obtained financial loan for the project from EBRD. Board member in five companies of Yildiz Holding.

**Managing Director and Board Member**  
(April 2006 – December 2008)

Managing director of US \$100 M gum and candy manufacturing company of the holding. Managed 450 employees. Successfully executed a transformation project to convert the company from a family business to a professionally managed manufacturing company. Improved production quality by introducing international quality certification standards. Improved production efficiency per direct labor hour by 32%. Established a brand-new distribution company dedicated to distribute gum and candy products within the Turkish market. Acquired a Turkish licorice candy manufacturing plant to enlarge the product portfolio. Realized US \$17 M. investments in the factory to introduce new products, to improve production efficiency and to increase production quality levels.

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**PERFETTI VAN MELLE TURKEY A.S.**

**Istanbul, Turkey**

*Perfetti Van Melle Turkey is a wholly owned affiliate of **Perfetti Van Melle S.p.a**, a major multinational sugar confectionery manufacturer of well-known brands like "Mentos", "Smint", "Chupa Chups", "Frisk", "Alpenliebe", "Fruit-tella" and "Vivident".*

**Managing Director and Board Vice Chairman**  
(January 1997 – April 2006)

Assumed full responsibility of US \$130 M operations in Turkey including manufacturing chewing gum for domestic and European markets, initiating and managing new investments, managing sales and marketing for the Turkish market. Reported directly to the CEO of Perfetti Van Melle International. Managed 520 employees. Established affiliate companies in Romania and in Kazakhstan to facilitate exports to these territories. Initiated joint distribution projects with Ulker and with British American Tobacco. Introduced sugar free pellets in flip-top boxes with Vivident brand and made Vivident an iconic brand in the Turkish chewing gum market. Transformed company to a financially strong, profit generating, high quality manufacturing company. Positioned the company in Turkey as an important manufacturing hub for Perfetti Van Melle network in Europe. Successfully steered the company through financial crisis of 2000 in Turkey. Obtained positive financial results in high inflation environment.

**Sales and Marketing Director and Board Member**  
(March 1990 – December 1996)

Managed sales team of 180 people and US \$10 M advertising budget. Established a sales force from scratch that covered the entirety of Turkey. Launched three successful gum and candy brands in the Turkish market. Turned the company into a market leader in sugar free gum segment with 30% market share. Managed US \$ 40 M exports to Middle East, CIS and East Europe. Restructured distribution model in parallel to changing trade conditions. Introduced the ex-van distribution model with 400+ trucks, reaching more than 50.000 retail outlets on weekly basis. Established strong win-win relations with modern distribution retailers. Launched creative in-store merchandising programs.

**SANIPAK SAGLIK URUNLERI SANAYI ve TICARET A.S.**

**Istanbul, Turkey**

*Sanipak was established as a joint venture between Eczacibasi Group of Turkey and Tambrands Inc. USA to manufacture sanitary napkins and diapers. Currently it is wholly owned by Procter and Gamble. Sanipak is the leader of both categories in Turkey.*

**National Sales Director**

(1987 – February 1990)

Managed US \$40 M diaper and sanitary pad sales in the Turkish market with a sales force of 40, covering wholesalers, pharmacies and organized trade. Restructured the clientele into a healthy and sustainable portfolio. Reduced bad debts by 80% in two years. Created a strong presence in newly emerging modern distribution outlets. Obtained a 68% numeric distribution for diapers and 57% numeric distribution for sanitary pads.

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**FORMER PROFESSIONAL HISTORY**

Eti Pazarlama A.S., Biscuits and Chocolate Manufacturer, Turkey  
Assistant General Manager/ Sales, 1986 – 1987

Mis Sut Sanayi A.S., Dairy Manufacturer, Turkey  
Sales and Marketing Manager, 1984 – 1986

Sinangil Holding A.S., Fine Wheat Flour Manufacturer, Turkey  
Sales and Marketing Manager, 1982 – 1986

Dasa Dagitim ve Satis A.S., Vitreous China and Bathing Accessories Distributor, Turkey  
Brand Manager, 1980 – 1982

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**EDUCATION**

BOSPHORUS UNIVERSITY, Graduate School of Business Administration, Istanbul Turkey  
Master of Business Administration, Marketing (1978)

BOSPHORUS UNIVERSITY, Faculty of Administrative Sciences, Istanbul Turkey  
Bachelor of Arts, Marketing (1977)

**VITAL INFORMATION**

Born in February 23, 1956, in Istanbul Turkey  
Married with one child.