

Meltem HEPER

Alacaatlı Mahallesi, Çayyolu, Çankaya, Ankara, Turkey
M: +90 (532) 456 0335 E-Mail: heper.meltem@gmail.com
Business: RiesTurkey.com, MagneticBrand.com.tr, Personal: MeltemHeper.com, Cultural: GoingGlobing.com

I help companies & brands strategically Position themselves for Market Dominance and Profitable Growth.

I provide guidance on Owning, Strengthening & Sustaining a Winning Position
by leveraging more than 25 years of:

Functional Experience:

Strategic Positioning and Marketing Management,
Corporate Strategy / Planning & Marketing Capability Building,

Geographical Experience:

Global, Regional & Local scope, having sat on Global brand teams and led Regional as well as Local
markets, with success in developing marketing mixes that have both global and local appeal,

Industry Experience:

Fortune 500 (Unilever, 15+ years) to Small & Medium Sized Companies - looking to either go global
or gain strength locally - to Start Ups,
mainly in FMCG (Personal Care, Detergents, Dairy Nutrition) , OTC / Pharma & Construction,
driving major Global & Local Brands (Dove, Lux, Vaseline, Sunsilk / Elidor, Clear, Rexona, Signal,
Duru, Arko, Evy Baby, Dalin, Sesu, Voila, Alix Avien, Foot Doctor; Snuggle / Yumos; La Vache Qui-Rit,
Karper; Cistus AntiVirus; Knauf).

Experience

RIES, The Positioning Pioneers Jan 2020 – Present

Global Partner / Founder at RIES Strategic Positioning Consulting Turkey

Magnetic Brand Sep 2010 – Present

Founder

Consultancy & Training especially for medium sized companies for **Growth via Excellence in Marketing** using
the **Integrated Marketing Planning & Implementation System** & leveraging timeless **Brand Positioning
Principles**.

Major Achievements:

- ✓ Supported **innovative OTC launches** for Generica Pharmaceuticals on an on-going basis
- ✓ Supported various companies on a project basis
- ✓ **Turquality trainings delivered at Bilkent University** on various Marketing Modules

Knauf Nov 2017 – Nov 2018

Head of Regional Market Management, Southern Europe, Middle East, Africa & South Asia

Driving Regional Marketing Strategy, Innovation & Communication;

Identifying opportunities based on customer insights, identifying portfolio priorities, building the strategic growth
roadmap for key categories, defining the long term strategies of key brands and delivery of key innovation &
communication packages to the Countries.

Major Achievements:

- ✓ Launched the **Integrated Marketing Planning & Implementation System** for the 1st time in Knauf.
- ✓ Performed Audits for Key Categories & Geographies for the 1st time resulting in fact based innovation and
communication ideas.
- ✓ Trained local teams on key phases of Integrated Marketing Planning & Implementation System.

Chief Marketing Officer

Full top & bottom line kpi, (100million USD).

Joined the company to drive a major start-up / turn-around challenge after change in ownership.

Responsible for full budgeting, systems and organisational set-up of the Marketing department, bringing in global best practice while adapting it to the needs of the company.

Managing 3 direct reports & their teams.

Major Achievements:

- ✓ Launched the **Integrated Marketing Planning & Implementation System** for the 1st time in Kopas.
- ✓ **Developed major strategies and implemented major initiatives in record time** while setting up everything from scratch, including major relaunches in Dalin & Sesu bringing **40% growth & share gains**.
- ✓ Established a **new marketing department**.
- ✓ Supported sister OTC / Pharmaceutical companies in Marketing Best Practice & Launch of Cistus AntiVirus

Evyap Holding

Feb 2013 – Nov 2014

Global Marketing Director, Feb 2014 – Nov 2014

Full top & bottom line KPI, Evyap Branded Business (500million USD).

Driving Global Marketing Strategy, Innovation & Communication;

Identifying opportunities based on consumer/shopper insights, identifying portfolio priorities, building the strategic growth roadmap for key categories, defining the long term strategies of key brands and delivery of key innovation & communication packages to the Business Units.

Managing 5 direct reports, team of 12 in total.

Major Achievements:

- ✓ Launched the **Integrated Marketing Planning & Implementation System** for the 1st time in Evyap.
- ✓ Drove Corporate Portfolio Prioritisation (where to sell, what to sell)
- ✓ Led the formulation of Long Term Category Strategic Plans for key Categories, with alignment between Categories, Business Units & Functions.
- ✓ Led the formulation of Long Term Brand Strategic Plans for key brands, especially the formulation of strong & global brand positionings, innovation initiatives & ad campaigns to revamp key brands.
- ✓ Worked with major global consulting company during the transition of Evyap from an **export model to a multinational model** on the **reorganisation of the total marketing department**.

International Marketing Director, Feb 2013 – Jan 2014

Full P&L responsibility, Evyap Branded Business outside Turkey (300 million USD).

(This role has transitioned to the role above with the new Evyap organisation moving from an export to a multinational model)

Managing 3 direct reports, team of 15 in total (4 dotted line – country Marketing Managers).

Major Achievements:

- ✓ Achievements above are a continuation of this role.

Groupe Bel - Karper

Dec 2008 – Aug 2010

General Manager

Full P&L responsibility (20 M€ gross sales: of start-up prior to planned acquisition of natural cheese company), local production with 1 factory and own sales team, head count of ca. 190.

Major Achievements:

- ✓ Extensive work on improvement of business model / P&L structure
- ✓ Revamped portfolio strategy, moving away from expansion to a focused brand & marketing strategy
- ✓ Strengthened corporate reputation as the Global Cheese Expert
- ✓ **La Vache Qui-Rit: only brand to grow market share during the crisis despite premium pricing (+1.1), increased brand awareness (65% to 83%) becoming as well-known as historical cheese brands**
- ✓ **Karper: renewed positioning, reworked the range, launched the very first facebook campaign of Turkey: "Karper Legendary Taste," which resulted in 27% volume uplift & +9pts in awareness**
- ✓ Developed Export Platform for factory capacity utilization to absorb fixed costs, optimized product costs
- ✓ Developed Strategic Distribution Partnership with Danone to improve route to market
- ✓ Capability building and major image relaunch with the Turkish HR community

*AMET: Africa, Middle East & Turkey

Brand Development Director, New Vitality Platforms (Nutrition), AMET*, Aug 2007-Sep 2008

Joined the Regional team 7 months after the pilot launch of the kids' nutrition brand, Amaze.

Major Achievements:

- ✓ Played a leading role in the no-go decision for Amaze, and took the brand off the market (despite important wins: securing UNICEF endorsement and a promising re-development of the mix) facilitating the dialogue between global and local teams during the process.

Brand Building Director, Personal Care, Turkey, Oct 2004-Jul 2007

Led the Personal Care business of Unilever Turkey with full P&L responsibility (120 M€ gross sales). Drove Dove, Sunsilk (Elidor), Lux, Clear, Axe, Rexona & Signal brands Locally while contributing to the Region on Hair Care due to previous expertise. Managed a cross functional team of 5 direct and over 50 non-direct reports.

Major Achievements:

- ✓ Led the **growth** of the Personal Care business each year from 2001 to 2007, which was consistently a **major contributor to company profits** thanks to development of very strong value propositions for her brands and leadership & development of her own team as well as non-direct reports
- ✓ Dove Masterbrand: Received **Super Brands award** (2005). Became the **#1 Brand for Women** (2005) (AC Nielsen FMCG Track Turkey). Initiated and led an award winning 360 activation.
- ✓ Dove Cream Bar: **Hit #2 & 18.6% share with only 3 SKU's** (nearest competitor: 30+ SKU's) via Exfoliating launch & communication strategies which were rolled out regionally.
- ✓ Dove Intensive Cream: Activation received **Diamond Award** in the **"Best Retail Campaign in the World"** category.
- ✓ Dove Shampoo: Achieved the **highest market share within Unilever** with 11% vs. global average and target of 7%. Developed **unique mix for Dove A/D shampoo** which became **best practice globally** and was one of the 3 contributors to Unilever Turkey's Path to Growth Award (2005).
- ✓ Elidor: Received **Effie Award** with Sunsilk (Elidor) Cream 7/24 campaign in 2005.
- ✓ Clear: Re-launched Clear Shampoo with a completely new mix (2006), which brought a **share leap of 2 pts.**
- ✓ Rexona: Turned crisis into an opportunity and re-launched the range, improving image scores.
- ✓ Signal: Brought a turnaround to the brand in 2005.

Marketing Manager, Personal Care, Turkey & Central Asia &**Regional Marketing Manager, Sunsilk (Elidor), AMET* North Aug 2001-Sep 2004 (Double Hat)**

Responsible for full P&L locally and marketing budgets regionally. Drove Dove, Organics, Elidor, Lux, Clear, Axe, Rexona, Suave & Signal brands locally & Sunsilk (Elidor) regionally. Was part of the global team for Sunsilk (Elidor) & Clear brands. Managed a cross functional team of 11 direct and over 50 non-direct reports.

Major Achievements:

- ✓ Led the **growth** of the Personal Care business each year which was consistently a **major contributor to company profits**. Especially 2003 was a record year in growth (Total 22%, Dove 55% and Elidor 46%) and profit contribution.
- ✓ Dove Cream Bar: developed communication which greatly improved equity and was rolled out in the region.
- ✓ Extended the Dove range and surpassed growth targets.
- ✓ Sunsilk / Elidor: **Revamped the brand in Turkey** (2001), raised market shares by 3 pts and improved image scores; this relaunch was awarded with a Growth Success Certificate (2002)
 - Crystal Apple award in Outdoor & Press (2001/2002)
- ✓ Sunsilk / Elidor: Relunched the brand in the North Africa, Middle East and Turkey region in 2002 bringing a step change to the brand, strong equity improvements and market share gains
- ✓ Personal Brainchild: **Creation of a Brand New Category in Hair Care with Elidor 7/24** in 2003,
 - Became a Global Best Practice in Unilever, contributing to Record Growth
 - Received Best Brand Presentation (Launch) Award from Capital magazine (2004)
 - Received Crystal Apple Awards (2003/2004)
- ✓ Rexona: Global leadership in volume growth within Unilever (35%), through Male Range launch. Received **Silver Globes Award** in **"Best Event Marketing"** category.
- ✓ **Named one of the "Top 25 Marketers of Turkey"** (2003) by Capital magazine

Marketing Manager, Hair Care, Turkey &

Regional Marketing Manager, Hair Care, CEE & later, AMET* North Mar 1998-Jul 2001 (Double Hat)

Responsible for full P&L locally and marketing budgets regionally. Drove Organics, Elidor, Clear, & Suave brands locally & regionally. Was part of the global team for Sunsilk (Elidor) brand. Managed a cross functional team of 6 direct and over 50 non-direct reports.

Major Achievements:

- ✓ **Launched Suave in Turkey** and re-launched all other Hair brands resulting in significant sales & PBO.
- ✓ Implemented the regional hair care plan & **developed the Russian Sunsilk mix.**

Senior Brand Manager, Hair Care, Romania, Oct 1997-Feb 1998 (Expatriation)

Brand Manager, Hair Care, Romania, Oct 1996-Sep 1997 (Expatriation)

Managed Hair Care Category in Romania from entry stage onwards, with responsibility for Hair Care financials & 1 assistant.

Major Achievements:

- ✓ **Achieved corporate Hair Care share of 17.1% vs. target of 15.8%**, launching Organics & Timotei.

Assistant Brand Manager, Hair Care, Turkey, Sep 1995-Sep 1996

Managed Organics Brand with partial responsibility.

Major Achievements:

- ✓ Assisted Organics Shampoo Launch reaching **6% value share in only 1 month.**

Assistant Brand Manager, Detergents, Turkey, Mar 1993-Aug 1995

(Management Trainee until Dec 1993, assisted in all marketing activities)

Major Achievements:

- ✓ Assisted Dove Cream Bar Launch. (Brand was in Detergents portfolio at the time).

Andersen Consulting (Accenture)

Sep 1992 – Dec 1992

Staff Consultant

Education

University:

Bosphorus University, B.A., Business Administration, 1992 GPA: 3.51, 10th in Class

Middle East Technical University, B.A., Business Administration, 1989 GPA: 3.81 (Transfer)

Middle & High School:

Uskudar American Academy, Diploma, 1988 2nd in Class

Parrs Wood High School, Visiting Student, Manchester, England 1986-1987

Primary School:

Educated in 5 different schools and 3 different countries in 5 years: USA, TR, Israel, TR, USA.

Qualification Highlights / Key Skills

Professional Development: Over 50 Global & Local Courses in Various Industries.

Performance Coaching: Certified Facilitator of The Passion Test for Business, For Adults & For Kids, Certified Life Success Coach, The School for The Work of Byron Katie Graduate.

Language Skills: Turkish & English: Native / Bilingual, TEFL & TEFL for Business Certified; German: Intermediate

Cultural Mission:

Brand Turkey Going Global.

Family

2 Children.

*AMET: Africa, Middle East & Turkey