

## JOHN J. FISHER

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### SUMMARY

General Manager with a unique combination of retail, foodservice, brand marketing, and supply chain leadership experience at **The Pantry**, **The Coca-Cola Company** and **Colgate-Palmolive Company**. An innovator with an engineering discipline focused on growth as a marketing and sales strategic leader. A team builder dedicated to results through people, brands and great execution at both large public and mid-sized private companies.

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### PROFESSIONAL EXPERIENCE

#### **THE PANTRY, INC. – Raleigh, NC**

**March 2010-March 2013**

*With over \$7 billion in revenue and 1,550 stores in 13 states, The Pantry owns and operates the third largest publicly-traded convenience store chain in the U.S., under the Kangaroo Express banner, including 220 quick-service restaurants*

#### **Senior Vice President, Retail Merchandising and Restaurant Operations**

Reporting to the CEO, responsible for the creation and execution of the company's strategic retail revenue growth plan, along with full operating responsibility for the \$100 million restaurant business.

- *As the lead merchant for the company, responsible for managing the \$2 billion retail offering across the store footprint. Includes responsibility for the development of grocery and foodservice category plans, vendor relationships, distribution, inventory management, store layout and design, merchandise fixturing, overall product assortment, and the customer shopping experience.*
- Results include three consecutive years of positive same store sales growth reversing a two year negative trend and a four-year negative trend in unit sales, driving a 15% increase in operating cash flow. A prudent approach to inventory optimization reduced working capital, combined with sequentially improving gross margins, financed a \$90 million reduction in debt.
- Identified operational need and guided requirements for strategic modules of enterprise systems including Merchandise Price Book, Retail Store Reporting, Category Management, Assortment Planning and Optimization, Planograms, and Mobile App.
- Lead the "FRESH" initiative, an enterprise-wide initiative to reposition the company and Kangaroo Express brand around the meal and snack occasion, the fastest growing segment and highest margin in the industry. Developed the brand and operating strategy and introduced commercialization teams to accelerate the cultural changes required to achieve transformational results company-wide.
- Drove foodservice growth from 4% of total store sales to nearly 12% in two years.
- Full P&L responsibility for a \$100 million restaurant business including the operation of 220 restaurants (150 Subway's, six other national QSR brands, and a 40-unit proprietary fried chicken concept). Lead 2,000 restaurant associates to deliver top-line sales results, optimize food costs, and deliver quality and speed targets for seven franchised and one proprietary brand.
- Opened 27 new restaurants and closed 14 under-performing restaurants. Year-over-year restaurant business has grown 12% in sales (5% same store) and 40% in profit.
- Developed the award-winning "Salute Our Troops®" campaign which, in only two years, raised \$5 million from consumer donations to support military families. Campaign earned the trust of military customer community and partners and elevated the Kangaroo Express brand in the hearts and minds of core consumers across the Southeast.

#### **LINBECK GROUP, LLC – Boston, MA**

**2003–2009**

*A privately-held industry leader with \$600 million in revenue, Houston, Texas based Linbeck specializes in the design and construction of complex healthcare facilities.*

#### **Executive Vice President and General Manager Northeast Region**

- Full P&L responsibility for 150 team members in seven locations across New England. Recruited to lead the turnaround of the Northeast Division. Increased regional sales from \$60 million to \$118 million in the first 24 months.

- Repositioned Linbeck as the premier planner/builder of high performance facilities in the healthcare and biotech research markets.
- Built a sales organization to realize the new market position. Key new clients included Cape Cod Healthcare System, Sanofi-Aventis, and Tufts University. Leveraged foodservice profitability as a unique element in the "bundle of services" Linbeck offered to help clients reposition high cost facility projects into profit generating investments. In this critical segment, sales increased from \$30 million to \$65 million and return on equity improved from 10% to 22%.

**THE COCA-COLA COMPANY, Atlanta, GA****1992-2003*****Senior Vice President of Marketing—North America Foodservice*****2003**

Consumer and customer marketing responsibility for \$2.5 billion Foodservice and Hospitality Division. Responsible for strategic planning, marketing, communications and sales execution for Coca-Cola's only direct-to-consumer operating group. Led a 185-member team with an annual budget of \$220 million.

- Grew sales by 6% with a focus on core brand (Coca-Cola, Diet Coke, and Sprite); aligned programming to customer retail execution, including development of strategic partnerships with Wal-Mart, Kroger and Home Depot.
- Implemented a customer-driven process for sales and marketing that improved quality, speed, and effectiveness as measured by improved customer retention rates and reduced costs of new customer acquisition by 40%. Approach led to the acquisition of Pepsi's largest customer, Subway (15,000 restaurants).
- Accelerated company's presence in the fast-growing still beverage category by developing a plan for foodservice customers, introduced Minute Maid Lemonade Lite, Dannon Spring Water and Flavor Rage in five months, generating \$60 million annual sales.
- Developed a plan for a \$150 million strategic revenue expansion into the restaurant / hospitality service category in 2004.
- Re-chartered new product development process and organization. Built pipeline of products to fill gaps as identified in customer-need state segmentation study (breakfast, snack, on-the-go, and dinner).
- Reorganized seven North America marketing units into one focused team based on channel segmentation, reducing overhead costs by 30%.

***Vice President of Sales, Global Accounts*****2000-2002**

General Manager of \$400 million global sales account team covering Burger King. P&L responsibility and leadership of an 85-member cross-functional account team in 52 countries with an annual operating budget of \$180 million.

- Developed global selling strategy for Burger King unifying multiple acquired consumer-facing trade names (e.g. Hungry Jack in Australia) across four continents. Resulted in a new eight-year, 51-country, international partnership agreement.
- Won exclusive seven-year, 50 million unit case, \$600 million agreement for the orange juice business. Unseated Tropicana/Pepsi, which had a 25-year relationship. The winning growth strategy, which overcame a significant price disadvantage, centered on health and wellness consumer benefits and a multiple day-part marketing campaign.
- Launched Frozen Coke in 8,000 restaurants—the most profitable new product launch in BK history since the Whopper. Frozen Coke generated \$1 billion in revenue and \$800 million in profit annually. BK launched over 100 new products from 2000-2004, and Frozen Coke is one of only 10 still served today.
- Reversed a 24-month BK sales decline by simultaneously serving for six months as BK's Acting Vice President of Marketing, at Burger King's request.
- Achieved highest team engagement scores within the entire Coca-Cola organization.

***Global Sales/Marketing Director—Burger King Account Team*****1998-1999**

- Developed negotiation strategy that successfully led to a 10-year extension of supply contracts worth \$7 billion in revenue. Overcame a \$110 million financial gap versus Pepsi by "creating the future today," a three-restaurant initiative to transform the industry: drive thru, zone merchandising, and snack day-part. All three concepts were simulated in restaurants, filmed, and "grand" revealed to BK leadership with 1,000 Coke employees in attendance ready to install at BK's commitment.

**Marketing Director - Brand****1995-1997**

Responsible for strategic brand development and new product introduction behind 40 million unit case business generating \$280 million in revenue. Led a team of 18 marketing professionals and managed a \$9 million budget.

- Grew volume of core brands (Coca-Cola, Diet Coke, and Sprite) by 7%, with contribution from new products increasing from 5% to 30% of total growth.
- Developed and introduced Minute Maid Lemonade, a \$70 million franchise.
- Launched Nestea, generating \$28 million in revenue.

**Executive Assistant to the Vice President of Marketing****1995**

- Following a ground breaking research study, restructured a previously large customer-centric marketing organization into a consumer occasion insights group organized around foodservice customer growth segments.

**Branded Technology Marketing Manager****1992-1994**

- Developed the customer benefit story behind the massive Coke infrastructure dedicated to deliver millions of fountain drinks and profits every day in customers' restaurants.

**COLGATE-PALMOLIVE COMPANY – New York, NY****1984-1992**

*Advanced through a series of cross-functional assignments from manufacturing to brand management. Gained classic CPG brand marketing experience on FAB laundry care and Lady Speed Stick, implemented a just-in-time supply chain management program, and most importantly, learned the power of influencing as a leadership tool while leading craftsmen 30 years my senior on the plant floor.*

**Brand Manager—New York, NY****1989-1992**

- Lady Speed Stick Brand. Launched Teen Spirit, the first underarm 'just for teens.' Gained 1.5 share points in nine months.
- Fresh Start Laundry Care, –the first "green" consumer laundry detergent. Converted the concentrated detergent from a bottle to a box, saved \$1 million in packaging costs.

**Flavor and Fragrance Production Manager—Burlington, NJ****1987-1988**

- Led the successful start-up of Colgate's first greenfield union production facility in the U.S. Transformed 25 union employees from Jersey City to a team-based, single job description organization.

**Maintenance Foreman—Jeffersonville, IN****1985-1986**

- Third shift supervisor of 35 craftsmen at the largest toothpaste production facility in the world.

**Industrial Engineer—Jeffersonville, IN****1984****EDUCATION**

*Bachelor of Science in Mechanical Engineering, University of Notre Dame, 1984*

**PATENTS**

*Hold two U.S. Patents, #5988441 and #6712237, for innovative food merchandising.*

**www.AUTHENTICLEADERSHIP.LLC.COM**

Founded Authentic Leadership LLC, an on-line leadership tool and strategic consulting service. Clients include Meriel, GAF, Carrols Corporation and Mereo

**PERSONAL**

- Development Committee, Cardinal Gibbons High School, Raleigh, North Carolina
- Long distance runner (completed 12 marathons with a personal best of 3:18)
- Student of World War II in Europe. Coach basketball and hockey.