**Edward M. Tashjian**

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| **4325 3rd Street NW**  **Hickory, NC 28601**  Mobile Phone**: (828) 320-0117** | [e*d.tashjian@gmail.com*](mailto:ed.tashjian@gmail.com)  [*www.tashjianmarketing.com*](http://www.tashjianmarketing.com)  <http://www.linkedin.com/in/edwardmtashjian> |

Qualifications Summary

35 years of senior level experience in premier packaged goods companies and high growth retail and distribution businesses leading marketing on major brands, licensed products and new channels. Strong communications, management, complex problem solving skills and a clear sense of how to profitably grow businesses through innovation and marketing.

**Areas of Expertise**

Segmentation, Targeting and Positioning

Brand Management

Customer Acquisition and LVC

New Product / Channel Development

Big Data and Predictive Analytics

Public Relations

Digital: Email, Re-targeting, Display, SEO/SEM

Licensing & Co-Branding

Agency Selection and Management

Store Planning including site selection and launch

Teaching / Mentoring

Business Philosophy

The goal of marketing is to actionably identify unmet real and psychological needs and to develop products and distribution channels so that target consumers can easily purchase what they want to buy, where they want to buy, and how they want to buy. Marketers must create obvious differentiated value for specific target markets and capture a meaningful amount of that value.

The role of the CMO is to create sustainable compelling benefits and to position products in such a way that the product or service offered is perceived as being different and better in relevant and meaningful ways. Once the positioning is defined, to cost-effectively communicate that message with clarity and passion using both traditional and innovative media, measuring effectiveness and doubling down on what is working. Marketing is a team sport. It requires the ability to collaborate, listen and bring out the best in others to accomplish a common goal.

Professional Experience Chronology

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| **2011**  **To**  **2015** | **Tashjian Marketing |** *Principal*  Results oriented marketing strategy and tactical execution to the home furnishing’s industry on an outsourced basis. See detailed case studies on my website: <http://www.tashjianmarketing.com/Case-Studies.html>. Recent clients include:   * **Calico Corners**. Directed customer acquisition and LTV capture for this 70-store chain. Segmented database, and developed positioning and messaging strategies. Developed comprehensive line item budget and managed the onboarding of a full time marketing director. Refined tools and established benchmarks for measuring the effectiveness of SEM/SEO, Display, Email, and Retargeting. * **Truliant Federal Credit Union.** Developed and executed public relations strategy for expanding Charlotte market with a new concept in banking. Press conference attended by every major network and resulted in coverage by more than 20 relevant publications. * **Vanguard Furniture**. Big Data analysis including sales by product type, channel, geography and price point. Help clients to interpret data to strategically differentiate themselves to grow their business. * **Stanley Furniture.** Responsible for the strategic relaunch of the brand. Advise client on new channels of distribution, customer acquisition, brand management, special event planning, showroom development, media and public relations. Successfully repositioned brand as the gateway to the upper end and tripled the designer business. * **Natuzzi Americas.** Brand segmentation and positioning analyses leading to a long-range marketing plan for the Natuzzi brand. Developed brand and traffic building plans for gallery stores including advertising and promotional materials. * **Lenoir Rhyne University.** Adjunct professor teaching Principles of Marketing in the undergraduate college, and Marketing Management in the graduate school of business. * **Bienenstock Furniture Library.** Manage public relations and rebranding on a pro bono basis. Developed comprehensive website [www.furniturelibrary.com](http://www.furniturelibrary.com) to raise money to fund scholarships and to increase traffic to the library. Since 1984, the Library has awarded more than $390,000 in scholarships. |

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| **Jan 2010**  **To**  **Oct 2011** | **Home Meridian International |** *Chief Marketing Officer*  Reporting to CEO with dotted line to divisional presidents. Managed all marketing activities for the HMI parent company and its 5 Divisions: [Pulaski](http://www.pulaskifurniture.com/" \t "_blank), [Samuel Lawrence](http://www.slf-co.com/" \t "_blank), [Samuel Lawrence Hospitality](http://www.slh-co.com/default.aspx" \t "_blank), [Prime Resources International](http://www.pri-co.com/" \t "_blank) and [Creations Baby](http://www.creationsbaby.com/" \t "_blank). Key accomplishments include:   * **Niche Brand Development**. Identified vacant flanks and developed niche brands to build significant new business and provide a platform for growth. * **Showroom Redesign**. Managed the planning for redesign of an architecturally resplendent showroom including selection of design firm, architect and contractors. * **Senior Living Analysis and Positioning**. Developed marketing plan to exploit burgeoning Senior Living category including a competitive analysis, brand positioning and development of selling tools supported by targeted advertising. |
| **1998**  **to** 2009 | **Century Furniture |** Vice President of Marketing  Recruited by CEO following buyout of Expressions Custom Furniture to direct marketing and brand building activities for all Century Brands including 12 cost centers with 5 direct reports. Key accomplishments include:   * **Growth & Brand Building.** Grew the Design Channel from 24% to 38% of total volume, accounting for more than 57% operating profit. Repositioned Century Furniture from an old-fashioned, traditional brand to the quintessential home furnishing’s luxury brand. This involved a new brand identity, evolving channels of distribution, positioning and advertising and web executions to differentiate it from the influx of lower priced imported product. * **New Category Development**. Developed marketing strategy and materials for Century Leisure, a line of high-end outdoor furniture, and Century Office and Entertainment. These added an incremental $8 Million in revenues and are among the most profitable categories. * **Effective Public Relations**. Evolved strategy to focus on Public Relations and Branding at Retail to augment advertising. A *Google* search of “Tashjian and Century Furniture” will yield over 1,000 articles in major periodicals including the *Wall Street Journal*, *New York Times*, and *USA Today*. Possess strong personal relationships with editors from most of the major home furnishings publications and major newspapers. * **Effective Licensing.** Successfully negotiated license agreement, and spearheaded co-branded launch of asuper-premium brands that position Century Furniture as the fashion and luxury expert and achieve superior margins. Licenses include: Oscar de la Renta, Kelly Hoppen, British Open, The National Trust and Richard Frinier. Involvement included contract negotiation, co-branding, cataloging, publicity, and event planning. Considered industry expert on licensing and lecture on topic. * **Management Development.** Strong track record of identifying, hiring and developing exceptional talent. In 2008 selected for the Home Furnishings Industry’s WithIt Mentoring Award, for a career of fostering advocacy, development and promotion of women. * **Effective Budget Management.** Developed and managed budgets for portfolio of 12 brands in the retail, design, contract and international channels of distribution. Reduced spending by over 25%, while at the same time increasing quality and effectiveness through new technology, shrewd negotiation, and careful planning. |
| **1995**  **to** 1997 | **Expressions Custom Furniture |** *Vice President of Advertising & Marketing*  Managed all marketing activities of this 55-store chain with franchises in 30 states. Marketing budget of $1.5 Million with 4 direct reports. Key accomplishments include: increased same store sales in 6 of 7 quarters allowing the company to be sold to Century; re-invented in-house agency and quintupled profitability. |
| **1995-96**  **1989-90** | **University of So. California |** *Adjunct Professor of Marketing – Marshall School of Business*  Taught Marketing and Advertising classes in the undergraduate school, and Consumer Behavior in the Graduate School of Business. Recruited for my advertising experience and expertise in geo-demographic market segmentation and cluster analysis. Was rated in top 10% of all professors evaluated in the business school. |
| **1991**  **to**  **1995** | Merchants Home Delivery Service, Oxnard, CA | *Senior Director*  Strategic planning and business development position focusing on pioneering the application of “Big Data” by applying micro-marketing technology to significantly increase sales and profitability while reducing marketing costs. 3 direct reports. Developed process that allowed clients to increase sales by 162%, first time customers by 80%, and revenues per mailer by 86% and predict sales of new store openings within 4% of actual first year sales. Co-authored 1992 Malcolm Baldrige application and was recognized as one of the 5 finalists in the service category. |
| **1988 to 1991** | **Tashjian Marketing, Los Angeles, CA**  Founded Tashjian Marketing with the mission of providing high quality strategic planning, business development, and general marketing services on a flexible basis to growth oriented companies. While consulting, taught Marketing and Consumer Behavior courses at the Undergraduate and Graduate Schools of Business at USC. |
| **1987**  **to**  **1988** | **Krause’s Sofa Factory, Fountain Valley, CA |** *Vice President of Marketing*  Recruited by new company President following an LBO to direct the strategic planning and marketing functions for a vertically integrated manufacturer and retailer of affordable custom furniture. Managed staff of 5. Profitably increased sales by 27% from $75MM to $95MM through store expansion and internal productivity programs. |
| **1985**  **to**  **1987** | **Sara Lee Corporation, Consumer Personal Products Group, |** *Director of Planning & Dev*.  Initiated new business development programs at the headquarters level, comprised of the 12 Consumer Personal Products Group Companies representing over $1.5 billion in sales. Directed analysis and recommendation on leased store space, licensing existing brand names, and securing designer names for new brand development. Identified, screened and analyzed potential acquisition candidates in the accessories category to complement existing franchises in Aris Isotoner, Coach Leather and Hosiery Divisions. |

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| **1984**  **to**  **1985** | **Trout & Ries Advertising, New York, NY |** *Vice President of Marketing Services*  Recruited by agency principals to manage Marketing, Positioning and Administrative Services while agency principals wrote book on *Marketing Warfare*. Directed staff of 10 in Account Management, Media Services, and Office Administration in a $30MM agency. Under my leadership, the agency enjoyed its most profitable year. Major clients included United Jersey Banks, Trump Plaza Casino, and Harrah’s Marina Hotel & Casino. Successfully completed positioning consulting assignments for clients including and Xerox and Westinghouse. |
| **1982**  **to**  **1984** | **International Playtex Inc., Stamford, CT |** *Group Product Manager* ***-***  Promoted by corporate president to lead new venture business development that included: new product conception, development, and testing; and acquisition identification, analysis and evaluation. Chief areas of exploration were the study of the senior citizen market, the aging process, and the resulting new product opportunities.  ***Group Product Manager* - *Knitwear Division***  Recruited by Division General manager, who was previously VP Marketing at Hanes Hosiery. Directed existing pantyhose brands, private label and new products. Increased division’s profit before taxes from $2MM to $6MM by introducing new products and eliminating unprofitable accounts and SKU’s. Wrote division annual marketing plan. |
| **1978**  **to**  **1982** | **Sara Lee/Hanes Group, Winston Salem, NC |** *Product Manager* - *Today’s Girl Brand*  Repositioned brand including: new pricing, packaging, advertising, and channel of trade focus resulting in a 20% increase in PBT. During tenure as Today’s Girl Brand Manager, coached Wake Forest Marketing Team to winning the National Collegiate Marketing Championship. Assistant Product Manager - Hanes Brand Introduced Hanes Too! Pantyhose, resulting in incremental sales and profits of $30MM and $4MM. During tenure as Hanes Brand Assistant Brand Manager, significantly contributed to increasing overall brand sales from $65MM to $130MM. Voted Marketer of the Year by the North Carolina Chapter of the American Marketing Association for these accomplishments. |
| **1977**  **to**  **1978** | **Campbell-Mithun Advertising |** *Assistant Account Executive - General Mills Packaged Goods*  Member of Account Team responsible the national roll-out of Nature Valley Granola Bars. |
| Education | |
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| **1977**  **1975** | **MBA -** *University of Minnesota Graduate School of Business*, Minneapolis, MN.  **Bachelor of Arts, with Distinction in Psychology and Asian Studies** *Saint Olaf College*, Northfield, MN. |