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46, Married, 3 children
7, 6 and 5 years old



CAREER PATH 1989 - 2010

An essay compiling learnings and personality evolution all along my 20 years professional journey

My professional career started while I was still student, being attracted by the values of AIESEC, an international association of student, I naturally become an active member before handling several responsibilities and being elected as national President for Morocco. During my 2 years mandate, I had to attend and represent Morocco's interest in various international meetings & congresses (Finland, Egypt, USA, Canada, Brazil...).

AIESEC was indeed operated as a multinational company and having tight relationships with worldwide large corporate.

Being afterwards also elected during an international proxy/legislation congress to take role of regional development officer for the Maghreb region, I was involved with an international project team to fund raise over US\$3Millions throughout a summer road show in the US meeting with several executives of corporate such as IBM, J&J, P&G, The Gillette Co,...

Back to Morocco I have been contacted by the local offices of P&G and the Gillette company at that time (IMM and Interlame du Maroc), rapidly received job offers from these institutions, After a short start with IMM I accepted a second opportunity from Gillette known at that time as "the temple of distribution".

Prior to take charge of my Product management responsibilities, I was assigned to the sales force for a 6 months period with my own van and own territories to cover under the supervision of the area manager. During all 6 month time I had to manage my own inventories, sales & invoicing, cash collection, reporting and maintenance of my vehicle. On the technical side my objectives were based on numerical distribution, weighted distributions, POP materials and sales volumes growth.

This period of my career had a tremendous affect not only on the technical learning but much more on the personal side whereby the challenge was quiet substantial especially not speaking Berber and being freshly graduated in marketing & management.

I realized when back to my desk in the marketing department that the experience largely contributed in changing some of own believes and perceptions, namely that "it does happen on the field side no matter what". Having gained enormous respect from the sales force eased up my marketing plan execution and endorsement by the

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100+ person sales force.

The key learning was that the quality of interactions between Marketing and sales are critical and that distribution and shares whether in terms of unit or value are naturally interdependent.

For the 2 next years, and being frankly lucky to have outstanding mentors, I successfully achieved my distribution and shares objectives in both my product portfolio and later on in my brand portfolio.

The Gross margins also were under my direct supervision since any movement on Overhead transfers In at the factory level were hitting my margin and therefore the entire company P&L, as well as any provision from excess inventories.

Therefore Interactions, challenges and extreme rigor were daily as I was handling personally the sales forecast with its large implications on manufacturing and inventories especially in the case of several SKU's.

My team and I were handling the consumer related investments (advertising agency, copies, media planning, GRP's, briefs, sweepstakes, product launches,..), the market researches (distribution checks, retail audit –as a matter of fact we were at that time the first company in Morocco initiating the very first retail audit in morocco with the AMER company-, focus groups, Usage & habits studies,...) and finally the trade related marketing investments (objectives & incentives to sales force, POP materials, sweepstakes to retail/wholesale/distributors, trade promotions, sales builders, sales/launch meetings...)

Key achievements were above expectations unit and value share growth, margin growth through solid numerical distribution and enlarged weighted penetration both in terms of volumes and high value SKU's.

Very proud of these achievements, The recognition came rapidly during budget and forecast reviews with regional headquarters (Eastern Europe, Africa & Middle East) where I have been selected among a 20 persons worldwide to attend the prestigious Gillette international training program consisting in selecting so called "high potentials" for a 2 years assignment at the international headquarters in Boston-USA combining specific courses from Harvard University and dealing with worldwide project in assisting senior VP and executives.

Consolidating and commenting on the 3 years business plans and yearly budgets for entire regions (Asia Pacific , Latin America and EEAME region), recommending and preparing specific presentations to NY stock exchange analysts on demand or for quarter releases, Coordinating world wide new product launches or new projects pipelines (market research, advertising concepts, reporting tools, FIFA world cup sponsoring), Putting together "zoom" papers on specific key

Confidentiel – Anouar Atmani – Career path.

markets preparing senior executive trips (India, Brazil, Japan, Poland, China, FSU,...) and finally preparing board meeting sets were part of the duties handled.

In parallel the program involved 7 hours a week at the Harvard University with key focus on the following academic fields: strategic financials planning, verbal & written communication, Emotional intelligence, organizations, human resources modeling and strategic management.

During this second turning curve of my career I got enriched academically in a prestigious learning environment such the Harvard University and extensively learned and practiced new concepts such as bridging gap from corporate vision and plans to regional headquarters drill down to finally markets execution. Other new challenges were linked to managing complexity and paradoxes, dealing with different magnitude and scopes whether in terms of figures or priorities, interacting and leveraging different cultures and backgrounds, analyzing and acting on key business priorities and ratios.

The business world (geography wise) kind of shrank to my perspective with this experience and I acquired a much coherent view/grasp of top to bottom and vice versa business interactions, witch enormously consolidated my strategic vision capacities.

At completion of this assignment, we have been (the 20 selected persons) advised that our career would be scrutinized and directly handled from the international witch somehow contributed in an accelerated career path.

My next assignment was consisting in being part of an ad hoc team based in London for an 6 to 8 months period to decentralize the export business (markets with distributor(s) and no legal entity) from a centrally managed business from UK to a 3 different delocalized P&Ls : in Poland for eastern Europe countries, South Africa for English speaking African markets and to Morocco for the French speaking Africa & Islands with I was suppose to handle in terms of area management afterwards. Our team succeeded in walking the timely the project in terms of financial reporting tools, information systems, supply chain processes, virtual warehousing and export processes (shipment tracking, invoicing and collection, legal...).

Since then and for the next 5 years or so, My life changed and so my duties where by I was exposed to a kind of "forced" autonomy as a one man show role, extensive travelling with more that 160 days a year, and remote control management. The fact I was overlooking a region of 23 different markets was certainly requiring

Confidentiel – Anouar Atmani – Career path.

frequent mobility and changes in my management practices. During almost a year I experienced to be based in Senegal for more proximity with my markets, but this option demonstrated not being effective vis a vis of the fast growth market being Algeria and Tunisia. At that time flight connections were not that evident.

The challenges were again high and quiet different from what I have been used to in the past, since I had to deal with distributors with different interests and perspectives from Mother Company, convincing partners to invest in margins, co-op marketing and distribution effort required determination, trust and establishing win-win relationships. Assigning and consolidating distributors in existing and new markets or terminating less effective partners needed from its part strong sense of judgment, adequate support from legal and certainly unaltered focus on sales & profit targets.

Critical to success was also constantly establishing the necessary balance between a professional rigor and a mature, transparent personal relationship with the partners no matter what were the cultural backgrounds or their personal aims.

During the Two last years of my "African" journey, I was promoted as country manager for Tunisia in an effort to enter this market rather in a strategic way. While physically established in Tunisia, My team and I kept the responsibility in managing the rest of the export markets in Central and West Africa.

My key role consisted in establishing a team and tripling the sales volumes of the Tunisian market by deploying proper marketing and distribution intelligence in partnership with the local distributors (Personal care and Battery businesses). Management headcount was directly handled by us, while sales force and admin was reporting to distributors.

We successfully managed to integrate to distributor's practices business plan concepts, reporting tools and business reviews practices.

After spending almost 8 years outside my country of origin and reaching 34 years old, the need to settle down and balance my life came naturally and refusing the assignment proposed to UK for another couple of years was just unbearable and I gave a positive response to a "head hunt" initiative for a 2 years challenge in Morocco within the financial sector.

The choice of leaving The Gillette Company with a promising career was not evident as I felt it was one of my best schools, but I had no choice as far as my personal life was concerned.

Confidentiel – Anouar Atmani – Career path.

In the mid 90's, ABN AMRO indeed initiated a worldwide strategy to enter the consumer banking as a new business segment aside SME's, corporate finance and financial engineering. Part of the markets targeted was Morocco and the bank's HR strategy was to recruit from outside particularly from FMCG experienced profiles. My strong reporting lines were to Amsterdam with the VP Consumer banking and dotted to the local president with a clear mission to build from scratch a whole business starting with its organization design and staffing.

Managing in complexity, risk and process management as well as influencing capabilities in a large matrix organization were the challenges and thus related learning's.

Being accepted by the associates and gaining credibility in terms of competencies among the banking community needed role modeling, self control and positive leadership. Also changing mentalities and behaviors from "desk/admin" to self starting attitude and entrepreneurship was a key challenge of itself.

Most importantly getting adherence to the project demanded considerably in terms of energy, hard work, determination, focus minding and constant self demonstration attitude.

Since then, I had the impression that my own management style started to shape up differently and a management identity of "builder / developer" was predominantly perceived.

This has been demonstrated by the various job opportunities that were offered by "head hunting" groups.

Taking the lead and driving the Morocco market entry of AVON Beauty products & cosmetics was very attractive in terms of financial package and in terms of career path. I took the challenge then.

As a general manager, I had two main missions to achieve; one being executing a market entry business model and second being implementing a direct selling model far different from the traditional retail model.

The experience of general management is unique as such as being an ultimate level as far as management is concerned. Building and consolidating a team is critical from marketing and sales to supply chain, HR and finance.

The management orchestra needs to play the same symphony which was one of my main duty along of being constantly in the field without shadowing the sales manager.

Complex marketing with over 1200 SKU's along with assembly line inventory challenges and service requirements to thousands of representatives required

Confidentiel – Anouar Atmani – Career path.

always a “just in time” philosophy with my team and I succeeded most of the time to achieve.

After more than 5 years we managed to move from a “chaos” inherent to any market entry to an effective team and a sound, established and profitable business.

In early 2001, AVON worldwide initiated a top to bottom restructuring project to save 20% of its payroll worldwide, part of the reorganization designs was to deploy lighter organizations in markets below US\$20 Millions sales which was actually the case of Morocco and therefore the general management, marketing management and supply chain responsibilities were clustered and I was asked to take lead of the Saudi market which did not correspond to my short term personnel objectives since I got married and already had 3 kids, 2 of them in a Spanish schooling system. I felt it was not the right time to disturb this new family equilibrium.

I decided rather to leave the organization and accepted a “package” which includes a personal coaching financed by AVON Cosmetics.

I took an 8 months break while pursuing my personal career coaching which was also a new turning curve after 17 years of career.

Even though I have in the past attended several leadership seminars or leadership assessment as specific management training modules, the experience of being coached by a master coach is unique in terms of connection with itself and in terms of awareness of self management style, practices and core competencies.

The outcome of these 8 months were ending up having a clear project of own life which consists on a family balance to start with and to retire in a Latin American country within a 12 to 15 years. In order to achieve so, deploying my competencies within a large corporate either public or private or within a high value innovation projects are my personal “road maps” to achieve the required financial and life objectives.

The CDG group enabling the “emergence program” initiated by the Moroccan government looked as a great fit plus the motivation of learning for the very first time managing within a BtoB environment drove me to accept the challenge. High level negotiations, effective communication, understanding political mechanics, and lobbying were key new competencies required.

My team and I performed indeed very well in terms of setting up, executing and

Confidentiel – Anouar Atmani – Career path.

upgrading the business strategies. I have to admit my resignation after 15 months was linked to the fact the culture as far as career is concerned was much driven by cooptation and circles of influence needs that on pure competencies, skills and achievements.

A couple of months after duly honoring my notice period, I joined RXR Protect being in charge of the US and Asia Pacific markets development.

RXR is a breakthrough patented technology acting in the extreme and action sport and has tremendous worldwide potential, I have taken the challenge to contribute in fulfilling/walking its great potential in the key areas of the US, Japan and Australia/NZ.

Its status of being a start-up entering the large action sport business requires adequate financing which was refrained some how in terms of cash capitalization since the last financial crisis, thus affecting its business plan roll out.

This did coincide with MEDZ contacting me and offering rejoining the group and continuing the mission within the offshoring business, offer that I have accepted immediately and without any condition since my ultimate motivating aim is to serve my country first.

I indeed came back to the CDG group and led again the MEDZ offshoring and technologies strategies and business development part until nowadays. At stake was the pipeline and integration of the PNEI (Pacte National pour l'Emmergence Industrielle) within the MEDZ dedicated sites such as Casanearshore, Technopolis, FesShore,...

My team and I were busy bridging gaps with worldwide service outsourcing suppliers, influencing and generating white papers from senior industry consultancy firms as well as putting together a comprehensive promotion strategy along with the newly created Moroccan Investment Board (AMDI).

Today, aging 46 and lucky to be part of a new generation building fundamentals to the country, I have the strong desire to pursue my modest contribution within some of the fantastic challenges my country is currently entering.