

# M. SURAN SURANJAN

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## SUMMARY

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- Senior Executive with over 25 years of experience in increasingly responsible positions of General Management, Change Management, Finance & Accounting, and Systems integration.
- Demonstrated abilities in leading and motivating global teams to quickly achieve complex business objectives
- Highly skilled in applying strategic and analytical concepts to accelerate growth and drive sales, profit and cash.

## PROFESSIONAL EXPERIENCE

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### PROCTER & GAMBLE

1994 –Present

#### *President, P&G Asia Pacific, Singapore*

11/15-Present

- Led a >\$6 billion Business and 10,000+ colleagues with overall responsibility for P&G business in all Asia countries, except India and China.
- Turned around in 6 months P&G's worst performing Region to fastest top and bottom line growth Region globally.
- Implemented turn around strategies across Brand Growth Model, Go-to-market, Business Planning, and Organization.
- Youngest President (top 25 officers at P&G) globally, and report to P&G CEO

#### *Vice President, General Manager, Asia Home, Power, Oral & Professional, Singapore*

07/12-10/15

- Led a \$1 billion sales fast growing Asia Business, with responsibility for full P/L and for all markets in Asia. (including India and Greater China). Operated 5 separate complex businesses simultaneously across 20+ countries.
- Delivered best in Globe results across all measures of Profit, Sales, Cash, and Share.
- Led a >100 person direct organization and multiple Agency partners, located across Asia markets.

#### *Vice President, General Manager, North America Febreze, Cincinnati, OH*

07/11-06/12

- Delivered highest profit and share growth in P&G North America on the \$700 million business. Achieved #1 share position in North America Air Care industry.
- Turned around business momentum behind new Breath Happy Advertising Campaign, accelerated new product launches, and developed customized programs with largest customers.
- Motivated and led global Advertising team, including multiple Advertising agencies to improve Brand Equity through Copy development, Packaging innovation, Digital Connectivity, and Public Relations.

#### *Vice President, CFO, Global Home Products, Cincinnati, OH*

10/08-06/12

- Led all aspects of Strategic Business Planning, Operational Financial Leadership, and Business Stewardship of P&G Global Home Products, one of P&G's largest Global Business Units with ~\$7 billion sales.
- Delivered >15% profit growth and 110% cash delivery on profits in the face of challenging global economic dynamics. This was the highest growth businesses over this period for P&G globally.
- Led the \$500 million Ambi Pur Air Care brand acquisition from Sara Lee Corporation. This was P&G's biggest acquisition since the Gillette acquisition, and gave P&G Home Care presence in over 80 countries. Industry Analysts identified the acquisition as a "strategic Home run" and the Purchase price, at two thirds of market comparisons, as "outstanding value".
- Established and qualified global expansion plans in Asia, Eastern Europe, and Latin America that is accelerating Global Home growth.
- Supervised and coach a >100 person Home Products Finance and Accounting organization around the world.
- Sponsored the Company's Asian Network, overseeing Asian Managers' development and career progress.
- Achieved fastest globally to CFO level in P&G Finance and Accounting.

#### *Director, Corporate Forecasts and Analysis, Cincinnati, OH*

9/07-9/08

- Led P&G's Global Business Planning process and delivered the Company's global financial forecasts. Developed P&G's external forecast guidance and accurately forecasted P&G's financial results for all four quarters of fiscal 2007/08.
- Developed Strategy and Business Reviews for P&G's Board of Directors and for the Company's Senior Officers. Interacted routinely with P&G's Senior Management, including the CEO, CFO, Vice-Chairmen, and with members of the Company's Top 30 Officers, on the company's financial plans and on strategic priorities for the Company.
- Led a network of over 200 forecasters globally to develop and deliver the Company's quarterly and fiscal earnings forecasts. Improved the efficiency and accuracy of the Company's Global Business Planning processes.

**Director, Greater China Finance and Accounting, Guangzhou, China**

7/04-8/07

- Achieved 30% sales growth, 40% profit growth, and over 90% cash delivery of profits, on a >\$3 billion business which made over 20% margins, owning all aspects of Strategic Planning, Financial Analysis, and Stewardship, with Supervisory responsibility for over 100 Finance and Accounting managers.
- Led strategy development sessions for all P&G Business Units in the Greater China markets (China, Hong Kong, Taiwan), that resulted in enhanced 5-year Greater China Accelerated Growth Business plans.
- Close advisor to Greater China President on the total business, including Sales strategy, Pricing strategy, Innovation portfolio management, Supply chain strategy, and Marketing investments. Owned all aspects of Greater China Business Unit strategy development, financial analysis, cash and profit management.
- Reviewed and aligned Greater China strategy and business plans with P&G's Senior Management, including the P&G CEO, CFO, Vice Chairman, and Global Business Unit Presidents, on the Company's highest growth business globally.
- Delivered breakthrough organizational results and developed several local Chinese managers to senior level scope through innovative organizational capability initiatives. Created 'Centers of Excellence' on Leadership Influence, Coaching, Financial Analysis, to enable enhanced Leadership influence of Asian F&A managers. Successfully developed and promoted over 50 local Chinese managers to increased scope responsibilities.

**Associate Director, Global Customer Business Development, Cincinnati, OH**

7/02-6/04

- Led P&G's Global Commercial Strategy 'Joint Value Creation' and the 'Customer Profitability' pillars. Developed global action plans to reframe the discussions with P&G's top global customers from the traditional negotiation model to a more collaborative supplier-retailer Joint Value Creation approach to enable accelerated global sales.
- Implemented a new Global Business Planning Process to synchronize P&G's internal business planning with external business planning with top customers and provide P&G with a global retail competitive advantage. P&G and top customers are now able to collaboratively make new product and funding decisions 18 months in advance.
- Created and managed a \$25 million global innovation fund to drive commercial innovation initiatives resulting in over 10 major global corporate initiatives achieving implementation within two years from concept development.
- Provided leadership to major diversity and recruiting initiatives as the leader of the North America P&G Finance and Accounting Asians Network and the leader of P&G's University of Chicago recruiting team.

**Associate Director, CFO, North America Cosmetics, Baltimore, MD**

5/00 – 6/02

- Achieved 300% increase in profits and industry leading margins for P&G's \$600 million North American Cosmetics business. Developed and implemented a new Business strategy for this previously underachieving business unit, led improved business planning capabilities, focused the business on delivering superior new initiatives with higher margins, and owned all cost savings initiatives and internal controls.
- Achieved record sales by developing a process and participating in quarterly joint business planning with top customers.
- Achieved a 53% reduction in working capital while maintaining flat capital expenses by providing the business leadership and financial flexibility to implement a Produce-to-Demand manufacturing process.
- Delivered \$70 million of cost savings for the business and funded 50% increase in media spending by developing a method to conduct loss analysis across the business, identifying areas of waste, and consulting on cost savings plans.
- Coached and supervised 36 Finance and Accounting managers to provide financial leadership to the business from the Financial Analysis, Business Planning, Plant Finance and General Accounting departments.

**Finance Group Manager, P&G Global Chemicals, Cincinnati, OH**

10/98 – 4/00

- Provided financial planning and analysis to P&G's \$500 million Global Chemicals business.
- Managed Chemicals Finance and Accounting organization based in the U.K., Asia, and in the U.S.
- Designed and implemented a global financial decision support system enabling the business unit's 20% profit increase. This system provided transparency and measurement of the business unit's global sales and its complex global supply costs. Awarded global business unit's annual "Stretch, Innovation, and Speed" recognition – one of three awards presented in the global organization in 2000.

**Finance Group Manager, North America Customer Business Development, Cincinnati, OH**

10/96 – 9/98

- Led North America Sales strategy to collaborate with P&G's retailers to influence improved measurement of P&G brands at retail. Developed the strategy, aligned senior management, and led a team of 20 managers to implement the action plans. Awarded one of five P&G Finance & Accounting North America region "Top Financial Leadership" awards.

- Developed and commercialized the ‘Category Profit and Cost Model’ (CPCM), the North America Grocery Industry’s first low cost, fully automated, easy to use retail activity based costing tool to measure and analyze shelf profitability of items. Purchased by over 30 retailers and manufacturers. Developed an alliance between P&G, retail productivity consultants and shelf technology software developers to market and distribute the tool.
- Presented at major industry conferences on activity based costing techniques to better assess item retail profitability.

**Senior Analyst, Profit Forecaster, North America Fabric and Home Care, Cincinnati, OH** 1/95 – 9/96

- Provided financial planning and forecasting to P&G’s \$8 billion North America Fabric and Home Care business.
- Delivered 50% reduced forecasting effort while improving accuracy by reengineering the North American forecasting process. Created a new business planning organization, process and forecast system.

**Senior Cost Analyst, North America Dish Care, Cincinnati, OH** 8/94 – 12/94

- Developed the cost economics for P&G’s largest Dish Care initiative in 20 years resulting in the re-launch of brands that have maintained #1 share in North America for 15 years.
- Developed cost projections and financial analysis of savings opportunities for the \$700MM Dish Care business.
- Participated in major materials pricing negotiations with vendors.

**COMMODORE CORPORATION** 1990 - 1992

**Corporate Accounting Manager, Goshen, IN**

Prepared, analyzed, and presented consolidated financial statements to senior management. Directed corporate budgeting and monitored project budgets. Designed and reviewed internal controls.

**CROWE, CHIZEK AND COMPANY, CPAs** 1989 - 1990

**Auditor and Tax Accountant, Elkhart, IN**

Prepared and reviewed federal and state, corporate, individual and property tax returns. Executed audits and reviews. Consulted and researched tax compliance for clients.

**MEMBERSHIPS, EDUCATION, & CERTIFICATIONS**

**Board Member, Singapore American Chamber of Commerce, 2016**

**Board Member, US-Philippines Business Council, 2016**

**Board Member, US-ASEAN Business Council, 2016**

**Board Member, Singapore Management University School of Business, 2016**

**Board Member, Agile Pursuits Corporation, 2010**

**Executive Mentor, Cincinnati Executive Partners Program** to mentor and coach the sixteen lowest performing schools’ Principals in Cincinnati school District, 2010

**MBA, Finance and Marketing, University of Chicago, Chicago, IL, 1994**

**BS (Honors), Accounting, Indiana University, Bloomington, IN, 1989**

**Certified Public Accountant, 1989**

**PERSONAL**

Enjoy golf and travel

Lived in four continents and widely traveled