

GEORGE DOWDIE

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Home Phone:

R&D /New Business Development /Product Commercialization/Operations /Quality / Global Expansion

Results-driven R&D executive leading successful divisions in multi-national consumer products organizations. Consistently built corporate value by capitalizing upon consumer and market opportunities to drive revenue and profit growth. Excel in conceptualizing, developing and commercializing new products, building and renewing competitive advantage. A visionary leader with strong general management, technical, operational and strategic skills.

PROFESSIONAL HISTORY

CAMPBELL SOUP COMPANY, Campbell Place, Camden, NJ **2002 to Present**

SENIOR VICE PRESIDENT – Global Research & Development and Quality ***2007 to Present***

Promoted to Senior Vice President, Global R&D and Quality, in October 2007, reporting to the Chief Strategy Officer and as a member of the C.E.O.'s Corporate Leadership Team. Accomplishments include:

- Set new strategic direction for the Global team with a focus on core scientific areas to drive speed to market, differentiation, and value creation.
- Re-aligned the organization structure and staffing priorities to realize the enhanced mission for the function.
- Established Centers of Excellence to drive breakthrough products and services.
- New products with new scientific inputs launched and contributing to company sales and earnings.
- Multi-million dollar cost savings goal achieved annually.

VICE PRESIDENT – R&D – Food & Beverage Division ***2002 to 2004***

VICE PRESIDENT – R&D CAMPBELL U.S.A. ***2004 to 2007***

Joined Campbell Soup Company in December 2002 as Vice President, R&D, Food & Beverage Division, reporting to the Senior V.P., Global R&D/Quality and President, Food and Beverage Division. Promoted to Vice President – R&D Campbell U.S. Soups, Sauces, and Beverages in March 2004, reporting to both the president of Campbell USA and the Chief Strategy Officer. Accomplishments include:

- Revitalization of the Company's soup, sauce, beverage portfolios, including the development of several new strategic growth platforms.
- Leadership role in developing the Company's global R&D strategic plan. Key elements of the plan are currently being implemented.
- Establishing a framework for breakthrough innovation and speed to market by implementing a "Cross-category Innovation Platform Group".
- Driving meaningful improvement in staff alignment and productivity through clear direction, rigorous prioritization and cross-functional linkages.
- Successfully establishing a protocol that facilitated effective technology transfer between US, Canada and Latin America.

- Developing the technical strategy, organization structure and high impact initiatives to drive “on-the-go-convenience” through new channels, new consumers and new consumption behaviors.
- The commercialization of new products in existing and emerging categories that contributed 5.8% growth in net sales and 8.5% growth in EBIT for fiscal year '03.

JOSEPH E. SEAGRAM & SONS, INC., Seagram Beverage Company, White Plains, NY **1991 - 2002**

SENIOR VICE PRESIDENT, PRODUCT DEVELOPMENT, OPERATIONS & QUALITY **1999 - 2002**

Developed and implemented the organizational mission and key operating strategies for *Seagram Beverage Company*, an entrepreneurial division of Joseph E. Seagram & Sons, Inc. Integrated the resources of R&D, Product Commercialization and Quality Assurance to better serve the needs of customers and consumers. Managed a multi-plant contract-manufacturing network, including contract negotiations, product and material flow. *Selected accomplishments:*

- Developed and implemented business platforms and strategies that improved overall competitiveness and achieved industry leading cost advantages. Developed and commercialized over 70 new products and packages in established and emerging categories that contributed to revenue growth and profitability.
- Investigated best practices for innovation across various industries. Implemented modified versions of “best practices” for innovation and productivity. "Fast Cycle Time" and "Spoke & Wheel Strategy", external partnerships and collaboration have reduced time to market by as much as 60%. The practices have been very helpful in commercializing new packaging such as high barrier packaging, bag-in-box and multi-layer pouch for shelf stable and frozen products.
- Generated annual product cost savings of up to \$10 million by optimizing product formulations using experimental design models, Six Sigma productivity tools, excise tax, packaging obsolescence strategies and insightful use of consumer research.
- Personal vision and insight led to the company’s product strategy based on ‘consumer lifetime-value marketing’. The strategy led to the launch of Seagram’s *Seltzer Naturals*, the first seltzer in the U.S. fortified with multi-vitamins. Other new product platforms were developed based on juice-based smoothies, cream-based products, distilled spirits specialty and energy beverages. The products were strategically designed to command premium pricing and attract new consumers/usage occasions.
- Developed the strategic basis for a Productivity & Technical Services Function. Successfully sold the plan to Senior Management. Developed the business goals for the function. Recruited and staffed the function. Implemented several tools that improved organizational learning. The company achieved its objective of reducing “costs of goods” sold by 2%. Cross-functional collaboration improved noticeably.
- Improved the division’s ability to screen projects and quantify the performance of R&D and commercial products through the use of financial & non-financial metrics (ROI, Asset turnover, Inventory turnover, Payback analysis, and Number of revenue-generating technology platforms). The use of these tools led to a dynamic R&D portfolio structured to account for technological breakthrough, sustainable growth and risk.
- Improved the credibility and visibility of Quality Assurance across the company through improved consumer satisfaction scores and effectively communicating the role of quality in maintaining consumer confidence brand loyalty and protecting the company’s trademarks and reputation. Quality Assurance became a recognized business competency and was a key factor in Royal Grolsch Company of the Netherlands’ decision to enter into a distribution agreement with the Seagram Beverage Company.

VICE PRESIDENT, RESEARCH, BUSINESS DEVELOPMENT & QUALITY - Seagram Beverage Company **1994 - 1999**

Appointed to head the R&D and Quality Assurance functions, emphasizing new business development and consumer quality. Specific responsibilities included technology strategy and staffing; new product commercialization; developing and implementing Quality systems; coordinating business development with joint venture partners; and overseeing regulatory approval and compliance for new and existing products. *Selected accomplishments:*

- Created and developed a business platform that led to improvements in consumer acceptance and market performance of one of the division's core products. Retail sales exceeded \$500 million and the company solidified its stature with retailers as the top brand for category innovation.
- Introduced product development model to broaden the company's approach to product development and improve consumer acceptance loyalty and product differentiation. Several products developed with the model won gold medal in national competition and were successful in the market (*Devil Mountain, Coyote and Frozen Paradise*).
- Led company program that included several company functions and external partners (packaging and contract producer) to quickly develop and commercialize Frozen Paradise for an emerging consumer category. The team was able to roll nationally in seven months with a very challenging technical project that required excellent risk management and cooperation. The brand produced the highest gross margins in the division's portfolio.
- Established a scientific advisory board for malt technology and beer science. Recruited Dr. Owades, one of the most prominent beer scientists in the US for the Board. The work of the board was instrumental in *Coyote Amber Lager* winning the gold medal in a national beer competition for innovative product design, enabled by breakthrough consumer testing strategies. The consumer testing strategy became a company-wide model.
- Commitment to innovation, cross-functional teamwork and the use of "knowledge building processes" led to significant increase in the percentage of new knowledge/scientific principles incorporated in existing products. Key results included a 50% increase in shelf life of division's core product and reduce manufacturing complexity.
- Developed and implemented a revitalized mission and strategy for the Seagram Beverage Company Quality Assurance function that resulted in a culture change and a more dynamic quality function. Elements of the "McKenzie 7-S" model and strategic management principles were used to guide the transition and culture change. Consumer complaints decreased by 80%.
- Launched Quality Control System, metrics and tools (based on ISO principles) to ensure trademark protection, efficient manufacturing and consumer satisfaction in domestic and international markets. An internally developed Quality Index tool proved effective in predicting quality risks thereby ensuring proactive actions.
- Successfully launched carbonated soft drinks accounting for 15% of the division's soft drink revenues in ten international markets. Critical to the launch was the design and implementation of quality programs and effective cross-cultural collaboration.

DIRECTOR, PRODUCT DEVELOPMENT - Joseph E. Seagram & Sons

1992 - 1994

Managed technology programs for the company's low alcohol portfolio. Also responsible for commissioning two new manufacturing lines for the company's low calorie soda. *Selected accomplishments:*

- Reduced product development time by implementing Fast Cycle Time (FCT) as a framework for new product development, to increase speed to market and competitiveness, reduce complexity, lower development costs and improve the overall effectiveness of brand development, product and engineering processes.
- Improved skill and effectiveness of the technical staff by introducing DuPont's experimental design strategies.
- Solidified company's leadership position in malt, through process simplification and outsourcing. As a result, national expansion was sped up and company's capital requirements were reduced. Gross margin of malt products improved by 48%.
- Developed and launched a proprietary anti-oxidant system that significantly extended the shelf life of company products.
- Launched two new brands (*2-Calorie Quest* and *Spritzer*) in different market segments.

MANAGER, PRODUCT DEVELOPMENT - Joseph E. Seagram & Sons

1991 - 1992

Responsible for product development and cost reduction programs. Worked closely with Marketing and Consumer Research to develop new product concepts. *Selected accomplishments:*

- Spearheaded efforts to bring beer technology to Seagram, resulting in the company successfully entering the beer business.
- Improved margins and profitability by managing the conversion of coolers from wine to malt. This conversion also enabled the company to gain advantage in retail distribution.
- Introduced the creative problem solving techniques of Dr. Min Basadur to the company to assist employees with the problem solving process.

FRITO-LAY, INC., Dallas, TX

1982 - 1991

A major player in the snack food industry.

NEW PRODUCT/PROCESS BUSINESS DEVELOPMENT MANAGER: *Progressed from Scientist to Senior Scientist to Task Force Leader to Project Leader to Manager.*

Appointed to one of the company's early cross-functional teams, charged with improving the performance of the company's pretzel and bakery businesses. *Selected accomplishments:*

- Led the technology program that was key to re-staging *Rold Gold Pretzel*. The technology was based on a new pretzel process and product re-formulation that resulted in improved product texture, taste, packaging and positioning. As a result of this program, the brand won several product awards and went on to become the category leader.
- Managed the process-engineering conversion from single screw extrusion technology to multiple screw technology for *Funnyuns*. The conversion led to improved productivity and product consistency.
- Developed products using the following technologies: baking; batter and breading; carbohydrate; cereal; fats and oil; fruit snack; fruit handling and processing; microwave; potato chip; meat snack; packaging; pellet; pretzel, protein; shelf stable cheese; shelf stable dough; twin screw extrusion; vacuum infusion; vacuum frying; vegetable chip; refining; seasoning and flavor.

ON BEHALF OF FRITO-LAY, DEVELOPED AND SUCCESSFULLY PATENTED THE FOLLOWING NEW PROCESSES:

- Utilizing Low Molecular Weight Saccharides to Increase Finished Product Yield (1992)
- Improvements to Topped Savory Snack Foods - U.S. Patent # 4,910,031 (1989)
- Fruit Chip Product and Process - - U.S. Patent # 4,547,376 (1983) and U.S. Patent # 4,767,630 (1985)

EDUCATION

Advanced Management Program, (1999) HARVARD BUSINESS SCHOOL, Cambridge, MA

Ph.D. LOUISIANA STATE UNIVERSITY, Baton Rouge, LA

M.S., LOUISIANA STATE UNIVERSITY, Baton Rouge, LA

B.S., TUSKEGEE UNIVERSITY, Tuskegee, AL

ADDITIONAL TRAINING

Finance and Accounting, Wharton School, UNIVERSITY OF PENNSYLVANIA, Philadelphia, PA

Operations & Technology Management, CALIFORNIA INSTITUTE OF TECHNOLOGY, Pasadena, CA

Executive Management Programme, INSEAD, Fontainebleau, France

Brand Management, UNIVERSITY OF CHICAGO, Chicago, IL