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Kolkata, West Bengal

## CORE COMPETENCIES

- RTM Innovation
- Data-Driven Commercial Decisions
- Channel Portfolio
- Agile Market Launches
- Cost Optimization
- Customer Centricity
- Route-to-Market Transformation
- Salesforce Capability Building
- Operational & Execution Excellence
- Channel Management
- Stakeholder Management
- Cross-Functional Collaboration
- Strategic Business Partnerships
- Channel Diversification
- Market Share Growth
- Team Engagement

## ACADEMICS

- **2012:** MBA(Marketing) from SCMHRD, Symbiosis International University, Pune
- **2008:** B.Tech. (Mechanical) from Vellore Institute of Technology, Vellore



With over 15 years of experience across high-growth commercial roles, I bring a strategic blend of operational expertise and visionary leadership.

My professional journey spans diverse industries including FMCG, telecom, and power, where I've consistently demonstrated my ability to scale business operations, build high-performing teams, and execute large-scale transformation strategies. Having led operations across diverse markets in West, North, and East/South-East India, I thrive in complex, multi-channel environments and am passionate about driving sustainable growth through impactful leadership and operational excellence.

With a strategic mindset and results-oriented approach, I help organizations grow by optimizing both existing operations and new market opportunities. I focus on aligning sales and marketing strategies with business objectives, ensuring that every move is geared toward driving profitability and operational excellence. By leveraging my strong background in P&L management, channel development (across Traditional Trade, Modern Trade, and Out of Home channels), and people leadership, I ensure that growth is both sustainable and scalable. I believe in empowering my team and fostering an environment of collaboration and growth. By providing clear vision, feedback, and development opportunities, I ensure that team members are motivated and aligned with business goals. My leadership style emphasizes ownership, accountability, and continuous learning, allowing my teams to consistently exceed expectations.

# NAME SURNAME

**Senior Business Leader | Channel Strategy & P&L Management Expertise in National GTM, Sales Transformation, Trade Marketing, and Leadership Across Traditional Trade, Modern Trade, and Out-of-Home Channels**

- **RTM Innovation:** Spearheaded the Power Distributor model, Samriddhi Rural Expansion Program, driving 2X growth in rural distribution through digital integration for real-time performance tracking, optimizing route-to-market strategies across diverse regions.
- **Data-Driven Commercial Decisions:** Implemented targeted trade promotions and resource allocation models, resulting in a 34% increase in sales incentive earnings and consistent target achievement in new product launches.
- **Channel Portfolio Focus:** Established clear channel prioritization frameworks, unlocking sustainable growth by targeting high-potential sub-channels balancing cost-to-serve with revenue opportunities.
- **Leadership Development:** Built high-performance teams by focusing on leadership pipeline and succession planning, driving team engagement to the 80th percentile and achieving a 1.5% market share gain.
- **Agile Market Launches:** Led successful product launches with customized urban-rural distribution strategies, ensuring timely rollouts and strong topline growth, including 100% target achievement in new product initiatives.
- **Cost Optimization:** Streamlined cost-to-serve models across multiple regions, reducing costs by 2.1% in TT & 1.4% in MT while driving operational efficiencies and reinvesting savings into growth initiatives.

## WORK EXPERIENCE

**Nov 2015 – Present | Cumulative Tenure: 9+ Years**  
**Mars Wrigley Confectionery India**

**Tenure Overview:** Over a tenure exceeding nine years with Mars Wrigley, I have consistently progressed through high-impact leadership roles, scaling the commercial value chain from frontline sales management in high-intensity urban markets to owning national channel strategy and

P&L for high-growth, diversified portfolios. My career arc at Mars is marked by a balanced blend of deep field immersion and strategic thought leadership, underscoring my ability to conceptualize, operationalize, and scale commercial interventions that align with evolving market dynamics and enterprise growth priorities. I have led large-scale, multi-state operations, driven national GTM transformations, spearheaded rural acceleration initiatives, and taken ownership of complex revenue systems across Traditional Trade, Out of Home, and Modern Trade. At every juncture, my focus has remained on building high-performing teams, creating scalable commercial frameworks, and delivering consistent top-line acceleration with a sharp eye on profitability.

## Growth Trajectory

### Jan 2024 – Present | Channel Head Out of Home & Modern Trade (All India)

**Role Overview:** Promoted to lead the largest and most strategically critical Channel for Mars Wrigley India, overseeing Modern Trade & Out of Home, which collectively drive over 35% of the company's national revenue. Brought in to transform performance, simplify operations, and strengthen fundamentals in a high-potential yet complex market environment by leveraging expertise in route-to-market (RTM) strategies, capability building, and execution excellence. Tasked with delivering profitable growth, building organizational agility, and preparing the channels for sustained scale and expansion.

#### Key Accountabilities:

- **Strategic Business Leadership & Customer Centricity:** Spearheaded channel growth strategies to accelerate sales performance and drive profitable market share gains in Modern Trade through Joint Business Planning (JBP), enhanced in-store execution, category development, and Perfect Store initiatives.
- **Route-to-Market Transformation:** Led a full-scale RTM transformation in Out-of-Home (OOH), expanding distribution reach across Railways, Highways, Workplaces, and Educational Institutions through tech-enabled, scalable models while optimizing cost structures.
- **Salesforce Capability Building & Culture Reinforcement:** Managed the largest commercial team at Mars India — 11 Senior Managers, 60+ Associates, and 500+ third-party associates — focusing on capability enhancement, high-performance culture building, and structured coaching frameworks.
- **Operational & Execution Excellence:** Simplified operational processes, embedded performance benchmarks, and institutionalized data-driven decision-making to elevate execution standards and reduce operational inefficiencies.
- **Channel Management & JBP Excellence:** Led annual Joint Business Planning with key modern trade partners, aligning growth strategies, promotional calendars, and shopper engagement plans to strengthen retailer relationships and drive category growth.
- **Stakeholder Management & Cross-Functional Collaboration:** Built strong partnerships with Modern Trade customers and internal cross-functional teams to ensure seamless GTM execution, portfolio expansion, and business alignment.
- **Strategic Business Partnerships:** Established landmark partnerships with Cinopolis, WOW Momo, Vendiman, Barista, and Adani Airports, achieving first-time placements and expansion of the chocolate category into high-traffic locations.

#### Impact to Business:

- **Distribution Expansion & Channel Diversification:** Doubled direct reach in education and workplace channels, tripled railway distribution reach, and onboarded 16 new strategic customers across unconventional channels such as highways, vending, QSRs, cinemas, and gaming zones.
- **Business Fundamentals Reset:** Revamped Perfect Store scoring, trade architecture, and ROI models to strengthen channel fundamentals and build a sustainable, scalable growth framework.
- **Operational Efficiency Improvements:** Achieved key operational KPIs — OSA improved from 62% to 77%, Perfect Store Scores increased from 67 to 84, TS efficiency enabled 1.2% savings in Modern Trade, SFA compliance rose from 87% to 93%, and Fill Rate improved from 89% to 94%.
- **Market Share Growth:** Delivered a 1% market share gain through focused portfolio interventions, shopper-centric activations, and top-to-top strategic customer engagements.
- **Team Engagement & Retention Success:** Attained a 4.6/5 associate satisfaction score, reduced attrition to historic lows, and improved workforce attendance from 66% to 92%, fostering a high-engagement, high-performance team environment.

### Oct 2021 – Dec 2023 | Regional Sales Manager AP/Telangana, Odisha, Bihar, Jharkhand, NES & West Bengal

**Role Overview:** Entrusted with the commercial leadership of one of the most complex and opportunity-rich clusters in India, I was responsible for revenue delivery, people leadership, GTM transformation, and executional excellence across 14

### **Key Accountabilities:**

- Designed and institutionalized state-specific RTM plans grounded in micro-market analysis, doubling rural business contribution within the region
- Championed DMS (Distributor Management System) implementation, establishing North as the first region to achieve 100% digital compliance
- Led trade promotion optimization by creating highly targeted programs, reducing regional trade spends while enhancing ROI
- Partnered with sales training functions to uplift front-line capabilities through focused skill-building initiatives
- Drove the implementation of multi-tiered loyalty programs, resulting in highest channel penetration across national benchmarks
- Managed Sales Incentive Plans for internal and external salesforces, ensuring alignment with productivity levers and business priorities.

### **Impact to Business:**

- Achieved a 34% increase in sales incentive earnings through sharper field execution and motivation programs
- Reduced regional cost-to-serve by 2.1% by rationalizing manpower deployment and optimizing travel structures
- Delivered 100% target achievement in 8 out of 11 new product launches through agile GTM strategies
- Strengthened brand presence and demand stimulation through best-in-class front-end visibility programs, enhancing retail activation effectiveness

## **Sep 2017 – Sep 2018 | Business Development Manager Delhi**

Led micro-market expansion, optimized outlet classification, and ensured distributor network compliance. Executed localized promotions diverse states. This role required deep market understanding, strong organizational navigation, and the ability to manage both growth acceleration and operational turnaround mandates in parallel.

### **Key Accountabilities:**

- Directed a regional team of 8 managers (7 ASMs and 1 RBDM), an extended field force of 45 Sales Officers, and over 350 third-party sales reps
- Led the design and execution of annual business plans, regional CBU strategies, and RTM evolution roadmaps aligned to enterprise growth objectives
- Drove team capability building, talent succession planning, and engagement-focused leadership to unlock high performance
- Collaborated cross-functionally to elevate service standards, streamline execution, and optimize regional cost-to-serve frameworks

### **Impact to Business:**

- Delivered the fastest-growing Traditional Trade channel nationally, with 38% growth in 2022 and a sustained 32% CAGR over two years
- Successfully grew rural distribution by 2X and urban footprint by 1.5X through the accelerated RTM model, expanding addressable market coverage
- Achieved a 0.9% market share gain through focused penetration strategies and superior execution
- Drove a breakthrough in team engagement, achieving 80th percentile in the 2022 & 2023 Gallup Associate Engagement Survey, setting a benchmark across clusters

## **Nov 2020 – Oct 2021 | GTM Manager Traditional Trade (All India)**

**Role Overview:** Tasked with leading the Go-To-Market transformation for Traditional Trade across India, I was responsible for shaping and executing a comprehensive national strategy that enhanced productivity, future-proofed distribution architecture, optimize in-store execution through Customer Engagement Program leading to improved return on commercial investment. This role sat at the intersection of strategic planning and on-ground execution, demanding deep alignment with marketing, supply, and frontline sales.

### **Key Accountabilities:**

- Conceptualized and deployed the 2021 channel-level activity calendar across Traditional Trade to activate both new and existing portfolios

- Oversaw the national rollout of GTM levers such as loyalty program reinvention, RTM optimization, and incentive payout restructuring
- Partnered with regional teams to operationalize new product launches and drive rural expansion through spoke-town activation and digital integration

### **Impact to Business:**

- Successfully launched Boomer Burst and Snickers F&N through a targeted urban-rural distribution strategy
- Led the Samriddhi Rural Expansion Program, establishing 600 spoke towns with backend tech integration for real-time tracking
- Implemented the GIG Merchandising Program across 600 top outlets, improving visibility and conversion in core retail formats
- Drove transparency and efficiency by building a direct incentive transfer module for third-party field sales personnel

## **Sep 2018 – Oct 2020 | Regional Business Development Manager North India**

**Role Overview:** As the Regional Business Development Manager for North India, I held end-to-end ownership for crafting and executing the commercial growth blueprint across a diverse and high-revenue geography. My role was deeply strategic, with a mandate to unlock regional value by tailoring route-to-market strategies to demographic nuances, optimizing resource deployment, driving adoption of digital sales systems, and sharpening portfolio play. This position demanded a dual lens—strategic foresight to design frameworks and tactical rigor to deliver measurable outcomes across revenue, cost, and engagement metrics.

with sales alignment and KPIs, partnering with regional marketing for targeted activations. Drove topline growth through improved distribution, enhanced regional profitability, and prepared for portfolio expansion with robust execution in urban markets.

## **Nov 2015 – Sep 2017 | Area Sales Manager Mumbai**

Managed operations across trade, retail, and institutional accounts in Mumbai, leading sales teams to meet KPIs. Delivered in-store visibility, planogram compliance, and promotions with trade marketing, while overseeing distributor health and credit control. Turned around underperforming areas through data-driven segmentation, improved distributor ROI, and consistently exceeded sales targets, paving the way for leadership roles.

## **EARLY EXPERIENCE**

### **Oct'13 - Nov'15: Branch Manager – Mumbai & Goa | Pidilite Industries Limited**

As Branch Manager, led operations for the Mumbai & Goa regions, overseeing sales, distribution, and team management. Spearheaded regional growth initiatives, optimized product placements, and ensured robust execution of trade marketing activities, driving revenue growth and market penetration.

### **Jun'12 - Oct'13: Assistant Manager – Sales | Idea Cellular Limited**

Managed key accounts and contributed to territory growth through sales strategies, customer acquisition, and retention efforts. Coordinated with cross-functional teams to enhance product offerings and improve customer engagement, while also implementing sales initiatives to achieve targets.

### **Jun'08 - Apr'10: Executive – Power Transformer | Crompton Greaves Limited**

Handled the execution and coordination of power transformer sales and projects. Focused on client relationship management, tendering processes, and ensuring smooth project deliveries, contributing to the growth of the power sector and company's project pipeline.

