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Bachelor of Arts, Communications
Gonzaga University



PROFILE

A President level executive with a proven track record of broad based leadership and multiple P&L experiences in both the US and international markets. Results oriented individual with strategic planning responsibilities, Officer and Board of Directors experience and a reputation for profit achievement through consistently increasing revenue generation. Recognized for dynamic team building and communication skills resulting in focused organizational execution and implementation of strategic planning.

EXPERIENCE

January 2005-
January 2007

Independent Consultancy

THE HOME WORLD HYPERMARKET, Tianjin, P.R. China
Northern China's leading operator of hypermarkets
(www.thehomeworld.com)

President and Chief Operating Officer

Served as President, COO of a rapidly expanding hypermarket chain concentrated in cities throughout northern China, with a store base of 68 units and 34 attached and operated Shopping Malls. Retained by the founder and Chairman/CEO to establish structure and best practices to expand operations and profitably compete against the challenge of numerous international hypermarket retailers entering China. The average store size of 12,000 square meters offers fresh meat and produce, deli, groceries, electronic goods, general merchandise and apparel targeting middle income urban dwellers that represent the largest segment of the Chinese population. The following are a number of the major initiatives successfully implemented.

- Developed and executed a strategic plan to expand the business while simultaneously converting virtually all aspects of the company to an international standard of operating.
- Revamped entire overhead organizational and training structures area by area to support best practices and create a more customer focused mentality.



- Consolidated numerous satellite and regional offices and duties while streamlining processes and eliminating extensive redundancy; integrated Mall and Property Management Groups into the Hypermarket organization resulting in elimination of over 1,100 support staff positions.
- With limited working capital, balanced the opening of 29 new stores, 23 malls and two large scale (22,000 & 33,000 square meters) distribution centers.
- Established quantifiable KPI driven annual evaluations with management incentive bonus and salary adjustments performance based.
- Implemented financial systems to improve planning and performance analysis, consolidated reports from over 900 to 98.
- Introduced Category Management, enhanced direct sourcing, began phase out of guaranteed purchases in support of centralization of a decentralized merchandising platform.
- Began conversion to JDA E3 Pro Auto Replenishment with systematic approach to core sets, SKU rationalization, dead stock exit strategies and extensive training,
- Restructured advertising from a three week window to a rolling quarter, significantly improving promotional planning.
- Improved service levels while eliminating 32% of store employees through improved training, simplification and payroll standards; reduced new store opening labor costs by 68%.
- Developed new customer friendly single and multi floor store prototypes resulting in an 11% reduction in fixture and fill cost with 14% greater selling area by reducing non selling space.

2003-2004

ALGHANIM INDUSTRIES, Kuwait
Kuwait's largest privately held enterprise
(www.alghanim.com).
Chief Operating Officer

As the senior, non family member executive for Alghanim's 19 businesses, provided oversight for the formulation, communication and execution of short and long term strategies for the business entities.

- Directed the final phase development and opening of new fabric, furniture and linens & accessories retail businesses as modeling for further retail expansion through the region.

EXPERIENCE

- Directed strategic planning and export initiative of proprietary branded merchandise throughout Middle East and Far East regions.
- Improved inventory turns and liquidity by implementing defined SKU rationalization process and open to buy criteria, resulting in improved margins, product display and customer acceptance.
- Provided guidance and direction in revamping company wide performance driven salary and incentive compensation plans across all businesses.

1970-2002

SEARS HOLDINGS CORPORATION, Troy, Michigan
(One of the world's largest retail organizations.)

2000-2002

Kmart, San Juan, Puerto Rico President
International Division

Served as President of all retailing activities outside of the continental United States, with complete P&L control for the International Division's store group. Responsible for execution of the Division's strategic expansion plans, day-to-day operating and merchandising decisions and direction.

- Led Division's comparable store base to 135% of profit plan in back to back years while managing recruitment, integration and training of expanded International management team.
- Conducted country and market specific reviews for potential retail locations including government and regulatory meetings and interviews with potential developers and JV partners.
- Developed marketing position strategies for existing Hawaii, Alaska, Guam, Puerto Rico, and U.S. Virgin Islands stores, new markets in Central America, Philippines, and the Caribbean.

1994-2000

Kmart, Troy, Michigan
Senior Vice President, Store Operations

Overall accountability for store execution of corporate programs, expense budgeting, asset protection, store financial planning, administration, facility management and store design, store systems support, and food franchise development. Considered a key member of senior management leadership team, directed seven Regional Vice Presidents & field management, 2100 store managers, and 250,000 employees.

- Reorganized field sinicture with identification, indoctrination and training of five (of seven total) new Regional Vice Presidents/Officers resulting in dramalic operating turnaround.
- Oversaw creation of budgeting model utilized to execute an annual and monthly expense plan of \$7,2 billion. Concurrently developed unique and effective store payroll budgets based on sales per labor hour standards that produced dramatic improvements in productivity and service.
- Achieved 71 consecutive reporting periods at or less than store financial expense plan; saved actual expense dollars vs. budget in six of the seven years in position totaling \$610 million.
- Re-engineered and improved processes in construction and maintenance divisions resulting in a 74% reduction in staff, 53% reduction in overhead costs and 11% reduction in energy costs.

1988-1994

Kmart Western Region, West Central Region, Troy, Michigan Regional Vice President

Total P&L responsibility, operational and human resource accountability for 550 stores in the Midwest and Western states.

- Directed and managed the merchandise, operations, human resources and marketing functions through eight Regional Executives and 42 District Managers.
- Achieved the highest profit, dollars and percent, of all regions in five of six years as RVP.

1970-1987

Regional Manager, Human Resources

Regional Manager, Store Operations

Various Operating, Human Resources and Store Management positions

Western Region