

NESIM AVIGDOR

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Senior executive with entrepreneurial spirit tempered with managerial discipline and a passion for teaching. Extensive international experience with Turkish and foreign companies, start-ups to conglomerates, operating in a multitude of industries and countries. Skilled in strategic planning, organizational issues, operations, finance, marketing, retailing and shopping center management.

**PROFESSIONAL EXPERIENCE:**

**A) MANAGEMENT AND CONSULTANCY**

2008-2009 **JONES LANG LASALLE** Istanbul, Turkey  
**General Manager, Cevahir Shopping and Entertainment Center**

Directed Cevahir Shopping and Entertainment Center, the largest Shopping Center in Turkey boasting 350,000 square meters with close to 300 tenants (locals and franchise) and an average of 1,500,000 visitors per month, as well as managing the largest closed area entertainment center in Turkey, Atlantis. Responsibilities included overall property management, marketing and tenant relationships, operations as well as financial administration.

Specific accomplishments were in the areas of revenue generation, cost containment and collections, marketing and footfall generation, tenant relations, and health and safety:

**Revenue Generation:**

- Accomplished a 4% increase in minimum rental income and 32% increase in tenant turnover based rental income
- Achieved 21% increase in non-store mall income from kiosks, stands and advertising.
- Achieved an increase of 48% in entertainment center revenue, coupled with an increase of 460% in entertainment center profits.
- Achieved Tenant sales increase of 9%.

**Cost containment and collections:**

- Put together a service budget that minimized overheads and was simultaneously realistic. Stayed within 1% of the approved budget. Tracked expenditures to actively manage monthly variances from service budget.
- Reached a reduction of electricity cost by 6%.
- Despite the recent economic crisis, improved on the "on time collection rate" of rent and service charge invoices by increasing it from around 70% to over 90%.
- Also collected aged tenant debt, when appropriate, through debt restructuring.

**Marketing and footfall generation:**

- Instituted marketing programs to improve the footfall numbers, increasing annual footfall by 15% reaching 18,500,000 per annum.
- Redesigned Cevahir website for improving information sharing, public relations and marketing.

**Tenant Relations:**

- Organized and attended a minimum of 2 tenant meetings per year and monthly meetings with anchor stores to be aware of their problems, suggestions, and opinions as well as advising tenants on marketing and retail performance-enhancing strategies.

**Health and Safety:**

- Instituted a health and safety regime appropriate for Turkey and the landlord, followed by a risk assessment study accomplished by a UK firm specializing in shopping center risk assessment issues.
- Managed the Atlantis Entertainment Center for maximum profitability while staying within international health and safety guidelines.

2003-2007

GENESIS GLOBAL INC.

New York, USA

**President**

Fashion apparel design, manufacture, and wholesale with sales of \$10 million  
Started up the company and was able to penetrate into over 200 US retailers within the first two years. Organized suppliers from India and China.

1999 -2001

HIT OR MISS RETAIL CHAIN

Stoughton, USA

Nationwide specialty store chain of 300 US stores with sales over \$250 million

**President and CEO**

Took charge of Hit or Miss in 1998 at the brink of bankruptcy and re-established financial viability to render the company marketable.

- Revived the merchandise flow from current vendors.
- Enlisted new open account vendors and negotiated \$10 million of new supplier credit
- Reduced overhead expenses by \$8 million
- Shifted 50% of merchandise purchases from the domestic market to Far East and the Middle East to achieve a 20% merchandise cost reduction
- Secured additional \$4 million of debt financing
- Halted the rapid decline of sales by implementing a plan focused on short-term results.

Finally, conceived and concluded the sale of Hit or Miss to a Multinational Corporation.

1990-1999

CAPACITY, INC

New York, USA

Fashion apparel design, manufacture, wholesale and retail company with sales over \$120 million

**President**

Increased sales volume of the start-up from \$4 million in its first year to over \$120 million, managing a staff of over 250, and achieved consistent, extraordinary profitability resulting in triple digit returns on equity. Built the Company to be the largest Turkish origin fashion firm in the United States through the following accomplishments:

- Built a diversified international sourcing structure in Turkey, China, Taiwan, Korea, and Russia
- Opened a record number of 100 outlet mall retail stores over a 2-year period.
- Built an effective motivated sales organization that acquired and retained both major and smaller retailer customers.
- Installed an innovative automated warehousing & distribution system that shortened the order fulfillment cycle which in turn improved shipment and inventory accuracy, reduced charge-back expense, and cut labor cost, generating over \$2 million in additional annual profit.
- Kept the entire organization focused on growth, cost control, and profitability, through consistent communication, budget controls, and profitability focused design and pricing processes, performance management systems, and personnel development and empowerment.

1983-1989

RAMERICA INTERNATIONAL INC.

Geneva & New York

USA marketing subsidiary of Koç Holding, an international conglomerate.

**President**

Started up the US Company, and achieved \$60 million of annual sales of ready-to-wear clothing, while total 1982 Turkish exports of textiles, yarn and ready-to-wear clothing to the USA were 18 Million Dollars.

- Launched fashion apparel, leather accessories, and household appliances to the US market.
- Established a logging operation in Canada to export lumber to Japan and Turkey.
- Sourced worldwide steel and edible oils and marketed them to the Middle East markets such as Turkey, Iraq and Egypt.

1979-1983

**McKINSEY & COMPANY**

Milan & Cleveland

The leading International Management Consulting Company

**Management Consultant**

Served as a consultant to senior management of multinational corporations in the areas of strategy, organization, and operations. Consulting engagements were handled in a multitude of disciplines and industries.

Accomplishments included:

- The post-merger organizational integration of 5 industrial vehicle companies (Fiat, Unic, Magirus, OM, Lancia) from Italy, Germany, and France.
- Design and implementation of an overhead reduction process for a sewing machine producer (Rockwell International) in Italy, resulting in savings of over 20%.
- Design of Global Corporate Strategy' for a European pharmaceutical company (Farm-Italia-/Carlo-Erba).
- Strategic analysis of a mini-van introduction by a car manufacturer (Alfa Romeo)
- Scandinavian marketing strategy for an Italian truck manufacturer (Fiat).
- International sourcing strategy for a US asphalt company (Trumbull Asphalt)

1977-1979

**ELI LILLY**

Athens & Rome

Major multinational pharmaceutical company

**Marketing Associate** (Responsible for agricultural chemicals and veterinary medicine)

Formulated marketing strategy and plans resulting in record sales for 4 countries, namely Turkey, Egypt, Pakistan, and Kenya.

Ensured sales success by:

- Monitoring of country manager performances against plans and budgets.
- Training country sales forces in "demand pull" selling strategies and techniques.
- Developing country specific marketing tools.

**B) ACADEMIC EXPERIENCE:**

2010-2013                      **ISIK UNIVERSITESI**                      Istanbul, Turkey  
İşletme Fakültesi

**Lecturer**

Teaching a variety of undergraduate business management courses, namely, "International Business", "Principles of Financial Accounting", "New Venture Creation", "Introduction to Management", "Principles of Marketing", and "Strategic Management".

2010-2014                      **OZYEGIN UNIVERSITESI**                      Istanbul, Turkey  
İşletme Fakültesi

**Lecturer**

Teaching undergraduate and graduate courses: "New Venture Creation-Entrepreneurship", "Sectoral Solutions: Global Expertise", "Entrepreneurial Marketing", and "New Venture Finance" for the MinE program. Also taught "Seminar in Salesmanship" for the Goldman Sachs Entrepreneurship Program for Women. .

2009-2014                      **BAHÇEŞEHİR ÜNİVERSİTESİ**                      Istanbul, Turkey  
Sosyal Bilimler Enstitüsü

**Lecturer**

Taught MBA level courses, titled "Contemporary Management", "Strategic Management", "New Venture Creation and Entrepreneurship", "International Business" and, "Entrepreneurial Marketing"; in addition to an undergraduate course called "Foundations of Entrepreneurship".

2009-2013                      **KADIR HAS UNIVERSITESI**                      Istanbul, Turkey  
Sosyal Bilimler Enstitüsü

**Lecturer**

Taught undergraduate courses titled, "Management and Organizational Behavior", "Principles of Marketing", "Business Policy" as well as Graduate courses titled, "New Venture Creation", "Managerial Accounting", and "Entrepreneurial Marketing"

2008-2012                      **KOÇ ÜNİVERSİTY**                      Istanbul, Turkey  
Graduate School of Business Administration

**Lecturer**

Teaching MBA level courses titled "Managing Organizations", covering the key management functions of planning, organizing, leading and controlling; and "Innovation Management", covering the process of innovation from the development of an innovative idea to the successful launch of it. This course furthermore explored the application of "innovation management tools" to build an innovative business design, in order to generate growth and profit, as well as the role of innovation in times of global crises.

2002                                      **BOSTON UNIVERSITY**                      Boston, USA  
School of Management

**Lecturer**

Taught Undergraduate course titled "Management as a System". The course was designed to introduce undergraduates of School of Management to organizational functions like Marketing, PR, Strategy, Accounting, Finance, HR, Production and Operations, R&D and Procurement. Teaching strategy of the course was to bring business issues alive through the use of the case method.

**EDUCATION:**

1998                      **HARVARD BUSINESS SCHOOL**                      Boston, USA

Completed "Strategic Retail Management" course as Executive Education  
Studied contemporary issues of worldwide retail industry

1975-1977                      **HARVARD BUSINESS SCHOOL**                      Boston, USA

**Master in Business Administration**

Awarded the MBA degree with emphasis in General Management (was granted full scholarship by Türk Eğitim Vakfı)

1971-1975                      **HACETTEPE UNIVERSITY**                      Ankara, Turkey

**BA/MA Economics**

Graduated summa cum laude with a joint bachelor and masters degree. Awarded the "Ihsan Dogramaci Ustun Basari Odulu" as the top student of the graduating class.

1967-1969                      **ROBERT COLLEGE**                      Istanbul, Turkey  
(Presently **BOĞAZIÇI UNIVERSITY**)

Attended School of Business Administration & Management for 2 years and then transferred to Hacettepe University of Ankara to continue education there.

1960-1967                      **TARSUS AMERICAN COLLEGE**                      Tarsus, Turkey

Graduated high school in 1967

**LANGUAGES:** Turkish, English, and Italian