

YOUSSEF N. ZAKHARIA

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CEO - PRESIDENT - COO

Growth, Transformation, & Profitability in \$4.5B Vertically Integrated Company

Groundbreaking Results From M&A, Restructuring, Product Strategy, & Cultural Evolution

Senior executive and growth builder who revitalizes businesses, teams, and outdated practices to create operations tuned for maximum performance in publicly traded and private companies. Leverages resilience, hands-on management, employee engagement, technology affinity, and financial acumen to reverse business challenges, motivate teams, and refocus organizations on business priorities. Diverse industry expertise; Multicultural executive leader. TEDx speaker; BoD member. Multilingual.

"A terrific, enigmatic leader, with passion and drive for performance and people... an incredible boss." – VP Global FP&A; SVP Corporate R&D

Market Dominance, Startup Success, & Profit Growth

Growth Strategy & Execution: Launched and grew teams, operations, and new-market growth products, reaching peak performance in operations, HR, sales, M&A, supply chain, marketing, manufacturing, shipping, JVs, and restructuring.

Prominent QSR Contract: Added \$60M revenue by positioning Del Monte Fresh Produce International as sole global produce supplier for McDonalds.

Team & Global Changes: Realized ~150% better productivity; sharpened innovation, teamwork, and market edge in Del Monte Fresh Produce International's *One Team, One Plan, One Outcome* initiative, with other successes including:

- **Biggest culture change in 16 years** with C-suite reorg to rectify lack of vision
- \$70M saved by shuttering underperforming businesses and obsolete models
- Conversion of Walmart, Kroger, Albertsons, and other retailers to top partners
- **Unprecedented productivity, growth, and engagement** from high expectations
- \$150M debt reduced by reining in spending (securing credit line covenant)
- Elimination of \$10M yearly in legal fees by settling conflict with competitor
- **Expansion into China, India, Singapore, Egypt, and other new markets**

MENA Startup & Growth: Opened and grew region to \$600M, outpacing European revenue with new, higher margin products, concepts, and value-added production, reducing dependence on commodity offerings.

Business & Technology Transformation
SAP, AI, EDI, Drone, & R&D Solutions
Top-Caliber Leadership Teams
Forward-Thinking Corporate Objectives
JV & Company Board Leadership
Company-Wide Talent Strategy
Sustainability & Supply Optimization
State-of-The-Art Production Facilities
Employee Engagement & Collaboration
Regional Market Analysis & Startup
Product & Business Model Innovation
Diversification for Stronger Profitability
Industry-Recognized Sustainability Initiatives
Distributor & Direct Sales Agreements
Risk Assessment & Mitigation
Leadership & Team Turnarounds
Employee Communications Platforms
Country Sales & Marketing Strategies

Leadership Career History

DEL MONTE FRESH PRODUCE INTERNATIONAL INC.

Global President & COO, Miami, FL | 2016–2022

Millions in Growth & Savings From Refreshed Global Culture – Improving Productivity, Engagement, & Accountability

New Supply Chain, Capacity, Technology Utilization, Sustainability, & Performance Benchmarks

14 Direct & 40,000 Indirect Reports - \$4.5B Revenue

Shaped profitable, lasting improvements by refocusing executives and teams on strategic vision and priorities, inspiring top performance, and establishing culture of ownership backed by data. Built Global Leadership Team driving strategic plans and objectives and Corporate Communication fostering transparency and engagement. Headed global business transformation (new supply chain practices, technical solutions, JVs, sales differentiation, products, retailer and customer engagement, business alliances). Restructured and developed talent.

- **Global Revitalization:** **Gained market edge** and top / bottom-line growth with focus on core business, value-added category innovation, technology, consumer-driven model, and sustainability practices. Formed partnerships and JVs for fast results.
 - Launched market entries and increased supply chain agility using KPIs and Power BI dashboards; maximized capacity via automation and reorganized sales for differentiation. Formed synergistic QSR, C-store, and global retailer relationships.
 - Saved \$40M/year for 2 years in a row with new value-based performance culture and efficiencies.

DEL MONTE FRESH PRODUCE INTERNATIONAL INC.

Global President & COO (Continued...)

- **Cultural Transformation:** Drove massive change – replacing CFO, CHRO, CMO, and CLO plus 2 NA executive roles; built Global Leadership Team setting priorities and Corporate Communication team conveying crucial goals. Hired analytical Sales leader.
 - Revitalized sales with training academy; emphasized market KPIs, market intelligence, and long-range planning.
 - Cut selling costs 10%, reworked channels, strengthened top-to-top relations, and formed customer service team.
- **Talent Strategy:** Reached 94% staff satisfaction with notable changes in behavior after launching Fresh Del Monte Academy career training, Fresh Talk webcasts, Fresh Hub information resource, and Fresh Team platform for mentoring and outreach.
- **NA Turnaround:** Reversed issues *affecting 50% total revenue*, hiring Operations head to revamp supply chain, warehouse, DC, transportation, and fresh-cut facilities for savings and efficiency. Added 3-year, \$30M automation / maintenance program.
 - Grew avocado business via state-of-the-art Mexico site, cut OPEX 15%, optimized procurement, and grew supply network.
 - Established award-winning, profitable F&B concept FRSHst, garnering investor interest in national expansion.
- **Asset Divestiture:** Delivered cash flow with 3-year, \$100M sale of underutilized assets, reviewing fully depreciated assets and evaluating offers with in-house experts (realized \$65M in sales in first 2 years, with \$35M pending for 2022).
- **New McDonalds Contract:** *Won prominent global produce contract* (\$40M in 2 years, growing to \$60M) by promoting company capabilities and differentiation. Captured 60% of total new market in 6 months. Extended strategy to other QSRs.
 - Added Asia, Africa, Canada, and US to service map; outlined and replicated successful lettuce greenhouse model, with sites in Philippines and Costa Rica as exclusive supply source to APAC and NA.
- **Produce Supply:** Built first Tropical Race 4 disease resistance strategy for bananas with Queensland University of Technology, aligned with market position, customer loyalty, and quality goals. Maximized yield with R&D practices / grower negotiations.
- **Marketing & Product JVs:** Resolved import / brand rights legal issues with Del Monte Foods by arranging new collaboration, leading to 4 new JVs (producing \$100M), plus sales channels and key customer strategies for NA.
- **Sustainability Promotion:** *Raised awareness of decades-long sustainability journey*, distinguishing company and earning Rabobank Sustainability Award, World Economic Forum One Trillion Trees, and World Biodiversity Summit participation.

Vice President, Europe & Africa, Monaco | 2016

Rapid Turnaround in Strategic Reset (Portfolio, Talent, Grower Contracts) – Restoring Profit & Inspiring Entrepreneurial Energy

12 Direct & 6,000 Indirect Reports - \$700M Revenue

Quickly spearheaded change in products, growth and portfolio opportunities, staff motivation, diversification, sourcing, sales, and supply chain strategies as change agent, while supporting MENA and expanding long-term capacity. Strengthened major retailer agreements with fixed-price contracts – reversing shrinking profits and lost sales opportunities. Held region P&L authority.

- **Fast Turnaround:** Countered losses with 3-year strategy; worked with leaders on goals and team motivation. Revamped plants with automation; boosted market presence via grower JVs. Hired supply chain team; placed leaders throughout region.
- **Diversification & Sourcing:** *Grew top / bottom-line results (reaching \$80M)* with broad product and concept strategies.
 - Reached #1 in local kiwi sourcing and marketing from Europe; added company rollouts red kiwi and Italian ginger.
 - Leveraged robust MENA sourcing (Europe, Africa, Americas, Asia) to obtain grapes, citrus, apples, cherries, and avocado.
- **New Business Development:** Obtained fixed-price retailer deals (growing to 70% of volume vs. risky open market), targeting customers based on location, using value-added sales tactics, and differentiating based on quality, sustainability, and R&D.

Vice President, MENA FZE (UAE), Dubai | 2007–2015

Ground-Up, \$600M Region Success as Worldwide Growth & Productivity Model (Outpacing European Market Revenue)

10 Direct & 2,800 Indirect Reports - \$600M Revenue

Built region (all facilities, team, UAE and KSA market presence, DCs, production, market penetration, diversification strategy, site selection, buildout) in UAE, KSA, Qatar, Turkey, Kuwait, Iraq, and Egypt. Established direct sales and distributor networks. Launched greenhouse agriculture, juice production, fresh market retail, frozen products, van sales, and catering. Grew fresh and prepared product volume, with presence in key markets facilitating #1 industry ranking in MENA.

- **New Growth Areas:** Created Fresh Market retail F&B shops, *generating \$20M / 15% operating income* with 25 stores in 3 years at hospitals, airports, and universities in 5 countries. Added \$8M / 20% OI catering business in established markets.
- **Quality & Volume:** Preserved quality lettuce supply to QSRs as unique global supplier, adding facilities in 3 countries using \$20M, automated, drip-irrigated 10 ha greenhouse (1st in region); leased land for planting; and contract farming with growers.

DEL MONTE FRESH PRODUCE INTERNATIONAL INC.

Vice President, MENA FZE (UAE) (Continued...)

- **Business Unit Expansion:** *Grew region to \$600M in 5 years*; set up UAE and KSA direct sales and production, expanding into 5 countries. Used core teams trained in Dubai to develop staff, country business and implementation plans, grower relationships, producer agreements, and other elements. Attained Year 1 investment payback for Dubai HQ.
 - Accelerated country production by creating local JV, engaging banana receivers in long-term deals, securing lettuce farming under agronomist supervision to diversify sourcing, and signing juice production toll packing contract.
- **Product & Concept Diversification:** *Reduced commodity dependence 20%* with high-margin concepts including chocolate covered fruit, juice, salads, fresh sandwiches, hummus, catering, and retail. Built concept, logo, menu, marketing, and staffing.

Vice President, EAME, Monaco | 2006–2007 ▪ Vice President, HR - EAME, Monaco | 2005–2006

Top Management Teams, Training, Relationships, HR Model, & Strategies of Impact to Regional & Global Expansion

6-12 Direct & 120 Indirect HR Reports - \$200M EAME Revenue

Built strategic plan and team from scratch, driving business development in Prepared Food and Poultry division. Spearheaded UAE and KSA setup, including core team, direct production, and sales and marketing organization, QSR and retailer relationships, JVs, and land investments **key to growth and MENA emergence as talent, product, innovation, and technology incubator**. Built modern HR function as company model, with succession planning, unified titles and job descriptions, compensation, recruiting, and training. Integrated \$350M Prepared Foods division, achieving synergies through site visits and action plans.

Director Business Development, EAME, Monaco | 2004–2005 ▪ Director Operations, Europe & Africa, Monaco | 2000–2004

Innovative Product Line Introduction Into Targeted Markets; Growth Via Acquisition

7-12 Direct & Up to 9,500 Indirect Reports - \$300M-\$400M Revenue

Drove M&A strategy and acquisition including EAME Del Monte canned business. Expanded ripening capabilities to meet demand, with 4 new facilities. Closed South African Fresh operation via strategic exit. Led Middle Eastern business development with new products. Grew European presence by \$80M; acquired product licenses, cut costs, and increased market share / profit. Reabsorbed 2 JVs; gained market share via direct sales, marketing, and distribution. Acquired / integrated fresh-cut facilities from Fisher Foods.

A.W. CHESTERTON – INTERNATIONAL: Regional General Manager, International Sales, France, 1997–2000

Led marketing and sales for all divisions in EAME region, directed Corporate Sales, and oversaw Distribution Network.

NEVADA POWER COMPANY: Director / Manager of Operations / Engineer III / Rates Engineer, Las Vegas, 1988–1997

Managed power resources covering actual and forecasted loads, purchasing / sales strategy, acquisition, and technical support in Bulk Power, Transmission Planning, Rates and Regulatory Affairs, and Resource Planning. Oversaw hardware, software development, and programming support. Analyzed wholesale marketing. Coordinated transmission planning engineering tasks.

Education

Executive MBA / Advanced Leadership Program, University of Southern California (1996)

MS in Electrical Engineering, University of Nevada, Las Vegas (1987)

Bachelor of Engineering in Electrical Engineering, American University of Beirut, Lebanon (1985)

Affiliations, Honors, & Language Abilities (Partial List)

Board Chairman, Global Banana Sustainability Alliance, 2020–2021

Board Chair & Member, Del Monte Fresh Produce International (Internal Companies Plus JVs as Listed): KSA Joint Venture With Muhaidib Group; Qatar Joint Venture With Al Thani Group; US Joint Venture on Vanilla Farming With McCormick; US Joint Venture on Guacamole & Dips With Del Monte Foods; US Joint Venture on FRSHst With Del Monte Foods

Howard R. Hughes College of Engineering, Academy of Engineering, **2020 Distinguished Alumni**

Leadership in Sustainability, **Rabobank North America Leadership Awards**, 2021

Best Visual Identity & Best New Brand Development Within Existing Portfolio **Gold Awards**, FRSHst Concept, 2020

Fluent in English, French, & Arabic