



ER3 CONSULTING

Real. Raw. Results.

EMBEDDED OPERATOR

Modernizing Legacy Industries From The Inside Out

"Helping legacy product, manufacturing, and distribution businesses regain control when complexity exceeds the operating model that got them here."

I work with legacy product and distribution businesses — manufacturers, distributors, industrial companies and consumer brands — that have outgrown their current operating model. Growth has exceeded the systems, leadership is transitioning, or the digital infrastructure isn't there yet. I come in as an embedded operator and build what needs to be built. Not a strategy deck. Not a report. Operating systems, accountability structures, and commercial infrastructure that work when I leave.

WHO I WORK WITH

European brands —

building or rebuilding North American operations — manufacturing, industrial, consumer products

Founder-led companies —

\$5–25M that have outgrown their operating model

Digital commerce & multichannel retail or distribution —

companies needing distribution and pricing control

Legacy businesses —

navigating operational modernization and digital infrastructure gaps

START HERE

Forensic Assessment

1-2 week on-site diagnostics & report

Understand what is actually happening before committing to a larger engagement

BUILD OPTIONS

Stabilization Sprint

100 day fixed scope project

Fractional Operator

Longer term buildouts and turnarounds

"Most operators need a map. I work best when there isn't one."

THREE MODES OF ENGAGEMENT

TURNAROUND:

Walk into a broken operation. Diagnose. Stabilize. Rebuild. Leave it running.

SCALE-UP:

Professionalize what works. Build the systems and commercial architecture the next phase requires.

GREENFIELD:

Launch from zero. Build the operating model, channels, and infrastructure.

SELECTED PROOF POINTS

Italian manufacturer | North American turnaround

Sustained losses → positive EBIT in 18 months. Double-digit revenue growth while industry contracted 20–25%.

Top-200 Amazon seller | Digital commerce scale-up

85%+ returns recovery rate. ~10% incremental profit in new channels. ERP built from scratch.

Specialty water heating | Greenfield multi-continent build

\$120K to \$5M+ in four years. Distribution across North America, 10+ European countries, and Australia.

*I don't deliver recommendations. I build the operating systems that make execution possible.
Different industries. Different countries. Different products.
The pattern is always the same: complexity exceeds the operating model.*

25+

Years Operating

40+ Point EBIT Gain

Turnaround

85%+

Returns Recovery

\$120K → \$5M

Greenfield Build

3 Continents

Operational Reach