

## Candidate CVs

*[This is a high-level draft for Heidrick to build out in detail]*

### **MICHAEL ALVAREZ**

President, Organic Snacks Division Cardinal Harvest Naturals

#### **Professional Summary**

Michael Alvarez is a senior operating executive in the natural and organic foods industry with more than 25 years of experience spanning branding, supply chain, operations, and general management. As President of the Organic Snacks Division at Cardinal Harvest Naturals—the company’s largest and highest performing business—he oversees more than 40% of enterprise revenue (\$2 billion in annual sales out of the enterprise’s \$5b) and leads a 50-brand portfolio that has become the company’s most reliable growth engine.

Michael is known for his disciplined operational leadership, strong cross functional credibility, and ability to elevate performance in complex, regulated environments. His experience includes leading large-scale manufacturing and sourcing networks, driving brand strategy, and integrating acquired businesses. While his enterprise level exposure continues to expand, his accelerated performance has positioned him as the designated successor for the CEO role within a 3–5 year horizon. He was in some respects considered the “heir apparent” at CHN, although the unexpected retirement of CHN’s CEO has accelerated the timeline for his consideration.

#### **Current Role**

**Cardinal Harvest Naturals (Private, MultiDivision Natural Foods Company, \$5 billion in revenue)**

**President, Organic Snacks Division | 2019–Present**

Michael was appointed to lead the Organic Snacks division during a period of heightened competition, supply chain volatility, and the need for stronger cross division alignment.

### **Scope of Responsibility**

- Full P&L responsibility for the Organic Snacks division, representing more than 40% of enterprise revenue
- Oversight of sourcing, manufacturing, quality, food safety, supply chain, marketing, innovation, and commercial execution across a 50-brand portfolio
- Leadership of multisite operations and cross functional teams across the value chain
- Integration leadership for the merger of two competitor snack businesses, including systems, culture, and organizational structure

### **Selected Accomplishments**

- Grew the division into the company's top performer while maintaining industry-leading safety and quality standards
- Unified previously siloed teams under a more cohesive operating model
- Strengthened supply chain resilience and improved cost structure through disciplined sourcing and manufacturing practices
- Led a complex business unit merger, gaining enterprise level insight into M&A integration challenges and cross functional alignment
- Built strong internal credibility as a transparent, execution-focused operator

### **Prior Relevant Experience**

#### **Cardinal Harvest Naturals**

##### **President, Cereal Division | 2015–2019**

Redeployed an underperforming division into profitability by redesigning supply chains, revamping branding, and strengthening cross functional engagement.

##### **Key Contributions**

- Rebuilt supply chain architecture to improve reliability and cost efficiency
- Modernized brand positioning to restore relevance and competitiveness
- Established clearer performance expectations and accountability mechanisms across functions

#### **Farm & Field Organics**

##### **Vice President, Branding | 2012–2015**

Oversaw company-wide brand strategy and played a central role in shaping the company's identity during a period of rapid category expansion.

##### **Highlights**

- Recommended key partnerships with organic farmers and strengthened the value of organic supply chains
- Executed multiple flawless new product launches
- Built brand frameworks that aligned marketing, sourcing, and sustainability commitments

## **Education**

- **M.B.A., Wharton School of Business**
- **B.S., Psychology and Food Science (Double Major), Cornell University**

## **Leadership Style & Reputation**

- Viewed as a disciplined, credible operator with strong cross functional relationships
- Known for elevating performance standards and building alignment across teams
- Communicates with clarity and transparency, particularly in operationally complex environments
- Moves quickly to establish expectations and strengthen execution discipline
- Relies on strong technical and functional partners while maintaining enterprise level oversight

## **Awards & Recognition**

- Food Safety Innovator Award
- Conscious Leadership Honors
- Frequent speaker on scaling natural food companies and building resilient supply chains

## **Succession & Enterprise Readiness**

Michael has been identified by his CEO as the heir apparent for enterprise leadership within a 3–5 year window. His division's exceptional performance supports consideration of his readiness. He brings deep internal credibility, operational mastery, and a strong track record of disciplined execution. Continued development in enterprise-wide exposure and external stakeholder engagement remains a priority as he advances toward broader leadership.

## **JENNIFER RUSSELL**

President & Chief Executive Officer  
HarvestWay Foods Group

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### **Professional Summary**

Jennifer Russell is a seasoned public company CEO and consumer brand leader with more than 25 years of experience in the food and consumer products industry. She has built a reputation for modernization, restoring growth, rebuilding trust, and unifying complex, multidivisional organizations. Her career spans brand strategy, general management, and enterprise leadership, with deep exposure to natural and organic food categories, largescale supply chains, and public company governance.

Jennifer is known for her ability to combine **clear strategic narrative** with **disciplined execution**, particularly in environments requiring cultural reset, stakeholder engagement, and cross functional integration.

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### **Current Role**

**HarvestWay Foods Group** (Public Company, \$4B revenue)

**President & Chief Executive Officer** | 2018–Present

Jennifer was appointed CEO of HarvestWay Foods Group during a period of declining growth, portfolio complexity, and waning consumer interest in the category

#### **Scope of Responsibility**

- Full P&L and stakeholder engagement responsibility for a diversified portfolio of branded food businesses across grocery, frozen, and refrigerated categories
- Oversight of manufacturing, quality, food safety, sourcing, supply chain, marketing, innovation, and commercial operations
- Leadership of an executive team spanning multiple business units and geographies
- Primary interface with the Board, investors, regulators, and external stakeholders

#### **Selected Accomplishments**

- Repositioned the company's core brands around quality, trust, and innovation, reversing multi-year volume declines
- Integrated previously siloed business units under a unified operating model and cultural framework
- Led a multi-year investment in new product development and branding renewal resulting in increased consumer excitement and revenue
- Delivered sustained revenue growth and margin improvement while simplifying the portfolio

- Became a popular contributor across media outlets on the future of the food industry and the company's brands

## Prior Experience

### **Green Meadow Organics** (\$2.5b in revenue Private, PE-backed company; later acquired) **Chief Brand Officer** | 2014–2018

Jennifer joined Green Meadow Organics to help modernize and professionalize a fast-growing natural foods company whose brand equity had outpaced its internal capabilities.

#### **Key Contributions**

- Led a comprehensive brand and portfolio repositioning focused on authenticity, ingredient integrity, and consumer education
- Partnered closely with operations and sourcing leaders to align brand promises with on-the-ground practices
- Built external partnerships with non-profit and advocacy organizations to enhance credibility
- Played a central role in preparing the company for a successful strategic sale

### **Global Nature Co.** (\$5b Global Consumer Products Company)

#### **Senior Vice President / General Manager roles** | 2005–2014

Over nearly a decade, Jennifer held a series of progressively senior roles spanning marketing, category leadership, and general management.

#### **Highlights**

- Led multi-category businesses with responsibility for strategy, marketing, innovation, and commercial execution
- Managed cross-border teams and complex supply chains
- Launched new product platforms in health-oriented and plant-based categories
- Gained early exposure to large-scale manufacturing, quality systems, and regulatory environments

## Education

- **M.B.A.**, Kellogg School of Management, Northwestern University
- **B.A.**, Economics, Stanford University

## Leadership Style & Reputation

- Viewed as a **clear, credible communicator** with strong presence in boardrooms and public forums
- Known for setting direction decisively while empowering strong functional and business unit leaders

- Comfortable and experienced with engaging with activist investors, regulators, and critical stakeholders
- Tends to move quickly to establish cultural expectations and leadership accountability
- Relies on capable operational partners for deep technical execution, while maintaining enterprise-level oversight

#### **Board & External Engagement**

- Regular presenter to public company boards and institutional investors
- Frequent participant in industry forums on food integrity, transparency, and sustainability
- Experience working with activist shareholders during periods of strategic change

#### **Relevant Strengths for Cardinal Harvest Naturals**

- Proven enterprise CEO experience across multiple divisions
- Track record of rebuilding trust following reputational challenges
- Ability to unify silos and create shared cultural and operational standards
- Strong external credibility with investors, media, and stakeholders
- Deep familiarity with natural and organic food categories