

CASE STUDY #1

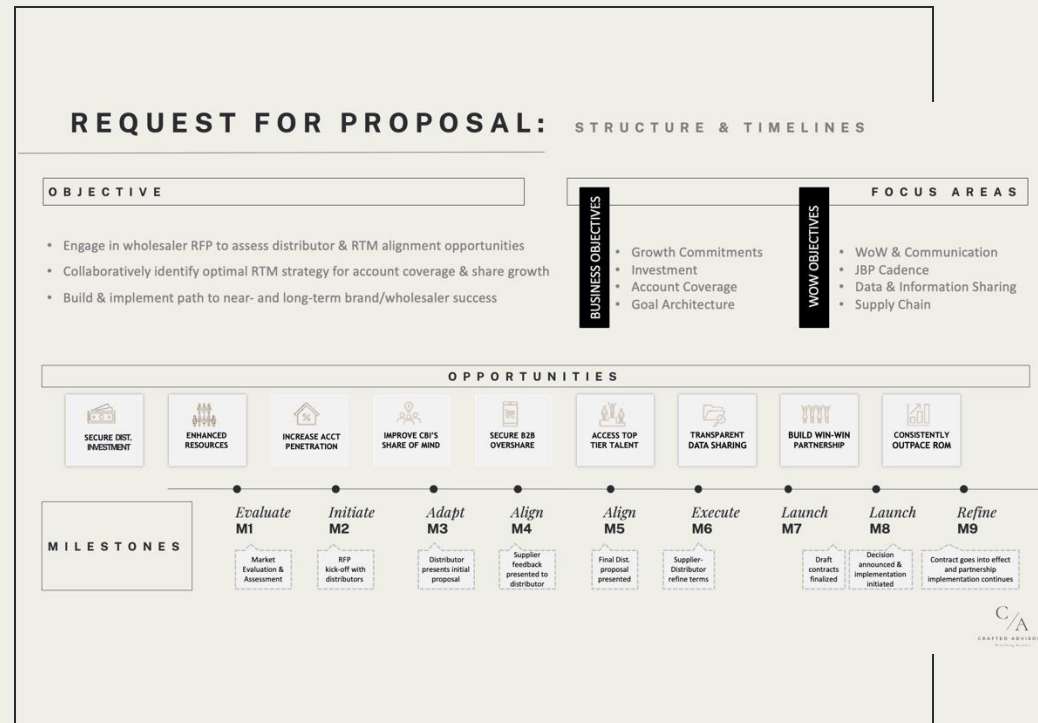
WHOLESALE NETWORK OPTIMIZATION

Challenge: Company A needed to optimize its US wholesaler network in Franchise markets with a need to enhance previous contracts and negotiate new franchise contracts to increase market share and improve coverage.

Solution: Identified all Route-to-Market (RTM) avenues by conducting a SWOT analysis of the existing network – including term evaluation. Deployed the Request for Proposal (RFP) process to evaluate wholesaler performance, identify ideal market partners, and define key terms and leverage points. Developed a blueprint for contract deployment and managed the integration process through a dedicated Project Management Office (PMO) responsible for all aspects of commercialization – regulatory, supply chain, training, etc.

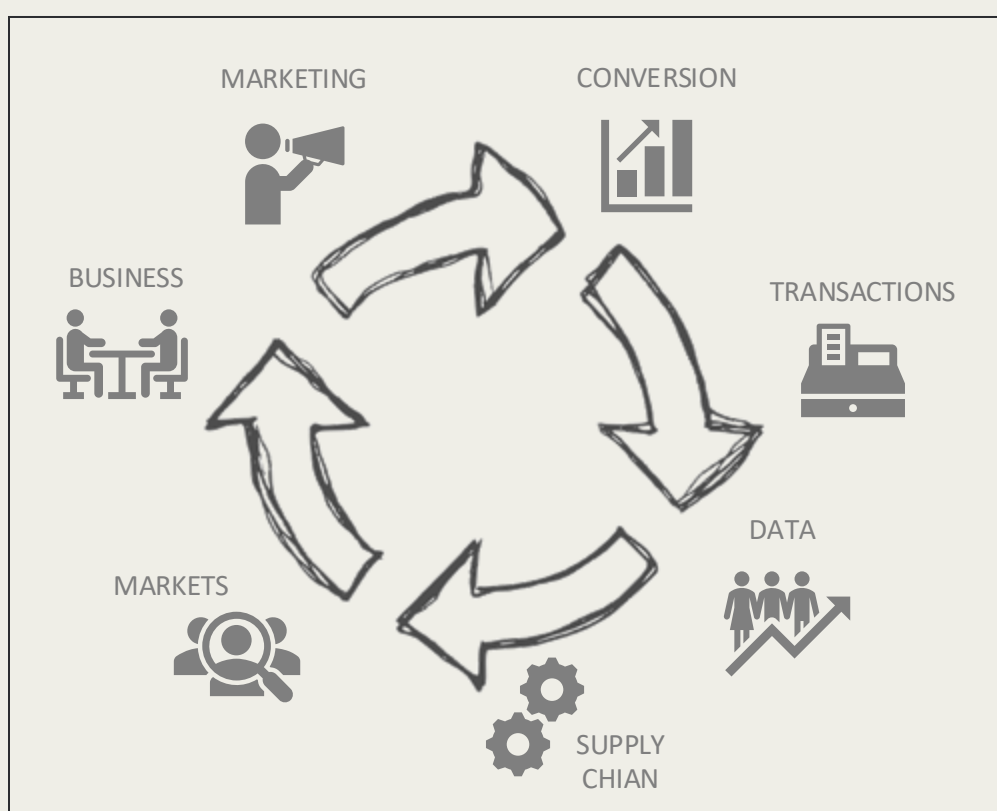
Results: Enriched five existing contracts and established three new Franchise contracts resulting in improved revenue growth target alignment, enhanced account coverage models, over-share in quota and program goals, integration of B2B (where relevant) marketing overshare, and an overall increase in wholesaler investment and performance across the network. Delivered an +18% growth rate in a declining market, with significant improvements in contract performance and alignment with strategic priorities.

Analytics-driven / Strategy / Negotiations / RTM / GTM



CASE STUDY #2

DIGITAL STRATEGY & B2B ENABLEMENT



Challenge: Become an industry leader in the digital B2B space within the three-tier wholesaler network and increase presence on key digital platforms

Solution: Spearheaded the development of a comprehensive digital strategy structured to manage digital initiatives, agency partnerships, and long-range growth plans. Developed sales training program (internal & wholesaler) to amplify B2B relevance and aligned with commercial plan and marketing equity objectives.

Results: Achieved #1 Wine supplier status on preferred wholesaler B2B platform driving revenue growth +136% over 3-years stacked performance. Deployed successful third-party partnership with Provi doubling company's business year-over-year. Developed Digital Roadmap featuring 3-year long-range plan.

Strategy / Long-Range Planning / B2B / Digital Enablement

CASE STUDY #3

INDUSTRY GUIDANCE & COMPLIANCE: RESORT EXPERIENTIAL ACTIVATION

Challenge: Resort A was establishing a seltzer brand partnership to execute successful and compliant pop-up consumer-facing experiential activations throughout the winter season to increase brand awareness and amplify resort equity

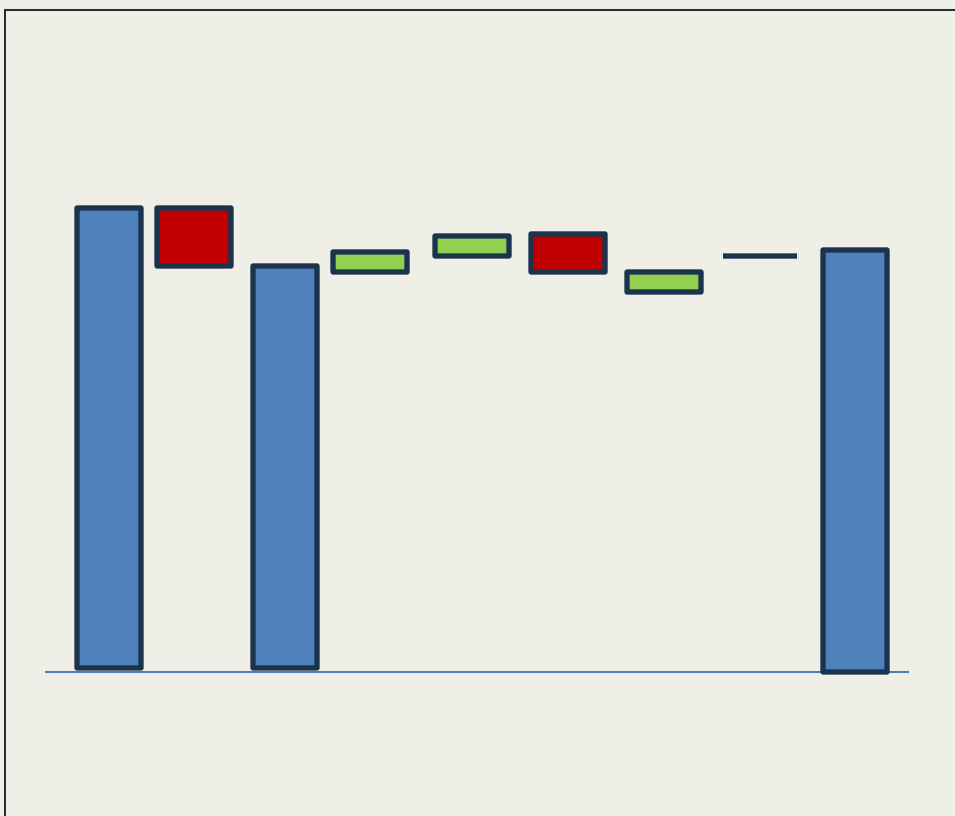
Solution: Provided industry guidance related to the three-tier system, including regulatory and state-level activation and marketing legalities assisting the client in structuring a compliant program. Outlined potential pitfalls and risk to educate the client on building a robust experiential experience from consumer sweeps, pop-up bars, and branding that were in-line with state- and federal-level regulation.

Result: Resort A was empowered to make educated and informed decisions on nature and scope of the partnership opportunity with full visibility to risk.

Regulatory - Compliance / Strategy / Programming

CASE STUDY #4

MARKET OVER-INVENTORY



Challenge: Major market team was faced with an over-inventory situation, where national and regional accounts were carrying 15-21 weeks of stock, resulting in over \$2 million in “phantom cases” resulting in short term business solutions impacting long term business needs.

Solution: Lead a detailed analysis to identify the root causes of load-in issues and the effect on brand velocity. Partnered with the wholesaler to create a strategy focused on managing revenue expectations while reducing inventory levels. Developed incentive programs and a commercial plan aimed at driving incremental revenue through merchandising and promotional activities.

Results: Successfully reduced inventory levels while generating significant incremental revenue through targeted velocity-driving activities, resulting in improved profitability for both the chain and independent business segments

Strategy / Long-Range Planning / sales / Risk Assessment

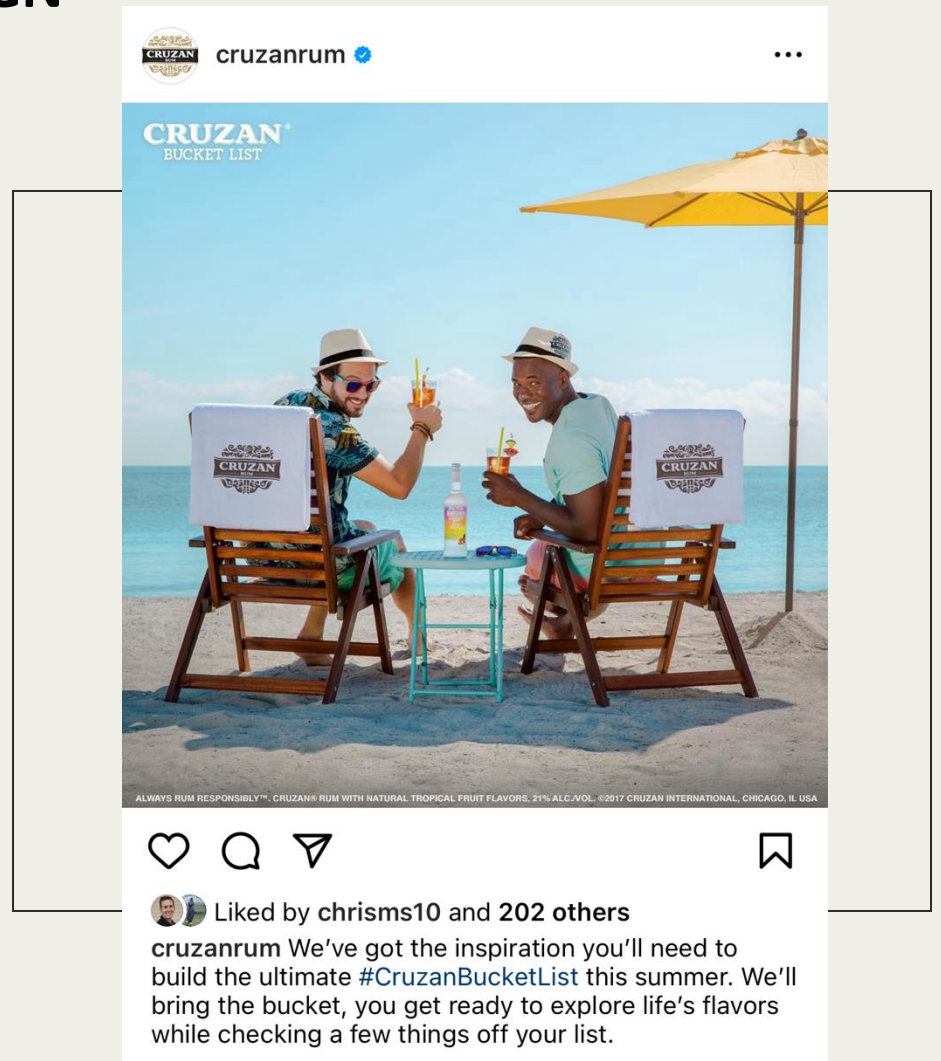
CASE STUDY #5

CRUZAN RUM “BUCKET LIST” CAMPAIGN

Challenge: Reinvigorate Cruzan Rum, a declining brand, by creating a campaign that would resonate with new consumers and drive engagement.

Solution: Led the creation and launch of the “Cruzan Bucket List” campaign, which centered around encouraging consumers to share their bucket list experiences. The campaign included a 360-degree marketing strategy with in-store / on-premise activation, social, and a sweepstakes overlay for a chance to win a trip to St. Croix. The effort also involved innovation with the introduction of a new product, Cruzan Tropical Punch Rum.

Results: The campaign was named one of The Spirits Business’ Top 10 Spirits Marketing Campaigns of 2017 and won Beam Suntory’s “Golden Shaker” award for highest-impact marketing with limited resources



Marketing / Strategy / Commercial Planning / Budget Optimization

CASE STUDY #6

SUPPLY CHAIN TRANSFORMATION & PROCESS IMPROVEMENT



Challenge: Post-wholesaler transition, Company A needed to overhaul its supply chain processes to improve forecasting accuracy, streamline operations, and enhance collaboration between cross-functional teams.

Solution: Spearheaded the development of a new PMO (Project Management Office) structure focused on identifying root causes of inefficiencies and established a change management plan to address gaps in ways of working (WoW).

- Introduced a new standardized forecasting process that improved forecast accuracy by 15%.
- Developed a collaborative S&OP (Sales and Operations Planning) process that integrated regional forecasting into the national framework, ensuring a six-month shipment forecast and clear alignment between demand and supply.
- Established a master calendar & defined meeting cadences to enhance communication and decision-making across departments.
- Deployed the new target account structure to enhance customer focus, resulting in a +13.1% increase in sales velocity.

Results: Achieved #1 Wine supplier status on preferred wholesaler B2B platform driving revenue growth +136% over 3-years stacked performance. Deployed successful third-party partnership with Provi doubling company’s business year-over-year. Developed Digital Roadmap featuring 3-year long-range plan.

Strategy / Long-Range Planning / B2B / Digital Enablement