

Global Fortune 500 Executive ▪ Board Member ▪ Strategic Advisor

Seasoned global executive driving consumer-centric business strategies, operating model restructure, and talent transformations that deliver top-line growth and create P&L value for consumer goods and luxury experience brands. Bold strategist leading M&A; scaling brands in diverse cultural and regulatory environments; and building market-leading innovation, revenue growth, and supply chain capabilities. Dual U.S. and German citizen with well-honed cultural radar. Harvard MBA.

- **Unlocking Growth:** Delivered multiple years of double-digit increases for \$7B U.S. spirits and Canada business unit amidst pandemic-related disruptions. Outpaced category growth across 51-country Europe business unit.
- **Launching New Capabilities to Drive Value:** Established industry-first advanced analytics function to steer hyper-focused market execution, generating on-premise share gains of 200 basis points in margin-accretive channel. Built organizational digital and revenue growth skills to drive gross margin expansion in a deflationary environment.
- **Incubating & Scaling Innovation:** Produced 6 out of the top-10 2023 core spirits innovations. Scaled top-performing tequila brands to annual sales of 2M+ cases. Guided Distill Ventures' investments in next generation of visionary tastemakers.

Market Watch's Industry Executive of the Year (2023) ▪ Sam Bronfman Memorial Award Recipient, Spirits & Wine (2022)

Strategic Visioning ▪ \$8B P&L Oversight ▪ Brand Building ▪ Business Model Transformation ▪ New Market Entry ▪ Distributor Partnerships ▪ M&A Leadership ▪ Environmental, Social & Governance (ESG) ▪ Talent & Culture ▪ Multi-Country Business Units

BOARD & INDUSTRY EXPERIENCE

Board Member (2022–Present) ▪ Ketel One Global Joint Venture Board

Steer governance and risk management as board member of Diageo's Netherlands-based 50/50 partnership with the Nolet family.

Fellow (2021–Present) ▪ Culinary Institute of America

Nominated to join invitation-only Society of Fellows representing the world's premier culinary educational institution.

Board Member (2019–Present) ▪ Distill Ventures

Guide venture capital fund investing in and providing expert guidance to entrepreneurial brands as board member of world's first spirits accelerator. Support founder teams to enable successful outcomes in highly regulated sector.

Diageo Representative (2016–2018) ▪ AIM – European Brand Association

Represented Diageo as member of Brussels-based association advocating for brand manufacturers' interests in Europe.

EXECUTIVE EXPERIENCE

DIAGEO ▪ 2002–Present

President & COO, North America—Diageo North America (2022–Present)

Ascended to hold full P&L accountability for \$8B North America region with 200 brands, 12 supply sites, and a 2.5K+-member workforce. Served on global executive team. Liaised with board of directors.

- **Guided company's 5-year growth strategy and radical operating model and route-to-market transformation** to sharpen growth strategy, raise level of marketing and commercial excellence, and unlock speed and agility across the region.
- **Completed and integrated 4 brand acquisitions** and architected new operating models to scale emerging brands in ultra-premium and high-growth categories, including Diageo's first non-alcoholic business unit achieving market leadership.
- **Delivered record productivity savings** via product cost efficiencies, inventory reduction, and footprint transformation.
- **Developed environmental, social, and governance (ESG) roadmaps** to chart course toward Diageo's Society 2030 agenda across 3 pillars: promoting positive drinking, championing inclusion and diversity, and pioneering grain-to-glass sustainability.

President, U.S. Spirits & Canada—Diageo North America (2018–2022)

Returned to U.S. to reimagine business and brand portfolio strategies, drive distributor and capability transformation, turn around performance, and deliver industry-leading price mix for \$7B US spirits and Canada markets, Diageo's largest business unit globally.

- **Surged organic net sales 24% in 2021 and 15% in 2022** despite pandemic-related supply and channel disruptions. Grew business to be 40% bigger than pre-pandemic, scaling Don Julio and Casamigos tequila brands to strong double-digit growth, surpassing 2M cases sold annually. Gained share of overall total beverage alcohol sector.
- **Led transformation and renegotiations** of \$20B+ multi-generational distributor relationships to deliver aligned value creation plans, margin enhancement, and improved relations. Executed first major distributor change in 15 years.
- **Invested in capabilities and specialization to create competitive advantage** and launched industry-first advanced analytics function leveraging digital image recognition software. Built on-premise channel specialization despite pandemic disruption leading to step change in reputation for Diageo portfolio and a 200+ basis point market share gain.
- **Shaped global DEI roadmap and directed business unit execution** to craft joint plans with top-5 distributors and key suppliers to achieve diverse supplier spend, employee training, and engagement milestones.

DIAGEO • continued**General Manager, Continental Europe, Eastern Europe & Middle East—Diageo Europe (2015–2018)**

Relocated to Amsterdam for newly created role igniting growth in both established and emerging markets. Managed \$800M P&L across 51 countries with 1.2K staff. Built and developed culturally diverse leadership team and championed “one team, one plan, one purpose” culture. Served on Diageo Europe executive team and Diageo Brands BV governance board.

- **Architected new region and operating model to unlock growth** and established a unified business unit while honoring local nuance. Realized 6% top-line revenue increases and drove share gains in highly fragmented hospitality sector.
- **Transformed region’s capabilities to accelerate value creation**, building brand innovation capability, accelerating speed to market, and producing Europe’s most successful innovation launch. Established region’s revenue management and key account function to deliver positive price realization in deflationary environment and highly concentrated retail sector.
- **Accelerated Diageo Reserve brand growth** with a new luxury marketing team and focus on emerging digital channels, capturing new business from consumers seeking experiential connections with brands.

President, U.S. Control States & Canada—Diageo North America (2014–2015)

As executive team member, managed \$746M spirits and wine business in 17 U.S. control states and \$515M Canadian P&L.

- **Jump-started flat net sales value (NSV) to yield 5% growth** via commercial excellence and workforce optimization.
- **Improved efficiency and account coverage** throughout Canada with transition from direct to broker sales force.
- **Championed employee engagement and advancement** as executive sponsor of the NA Spirited Women Network and faculty member of the Diageo leadership development program.
- **Led industry steering committee** to introduce EDI in Control State bailment inventory management. Piloted in 3 states.

President—Diageo Chateau & Estate Wines (2012–2014)

Headed \$320M wines business with a 40-brand portfolio spanning value to ultra-premium price points. Held supply and demand accountability with 450 staff across 12 locations. Managed the U.S.’s largest French Bordeaux and Burgundy import business.

- **Reversed sales decline to yield up to 6% growth** via revamped strategy focusing on heritage brands and build-out of a lifestyle wine portfolio. Seeded 8 new-to-world brands, 3 of which earned *Wine Spectator’s* Emerging Wine Star Award.
- **Built margin-accretive direct-to-consumer business** and opened digital wine concierge channel and 2 experience centers.
- **Increased quality and COGS efficiency** to reshape CA North and Central Coast supply footprint into centers of excellence.
- **Ultimately orchestrated sale of wine business in a \$550M+ transaction** after implementing strategic plans.

General Manager, West Control—Diageo North America (2010–2012)

Managed spirits and wine businesses with \$338M in NSV across 7 West control markets.

- **Spearheaded WA state business transformation from control to open state** (following first market privatization since Prohibition), launching new business and distribution model in 3 months and expanding coverage from 360 to 1.2K outlets.
- **Boosted NSV 7.1% and share performance by 35 bps** via transition from 4-broker network to 1 national organization.

VP | Director, Marketing, Innovation & Emerging Brands—Diageo Chateau & Estate Wines (2003–2010)**Financial Planning & Analysis Manager—Diageo Chateau & Estate Wines (2002–2003)**

Joined company in corporate finance role and pivoted into marketing to establish innovation function. Promoted 2x to VP-level role overseeing entire marketing, PR, and innovation department. Served on DC&E executive and NA marketing leadership teams.

- **Vaulted market performance** while reshaping portfolio through new consumer segmentation and launch of several new domestic and international brands, contributing to market-share gaining performance attractive in super-premium sector.
- **Grew NSV 13%** for 3 consecutive years via integration of 2 acquired brand portfolios, well ahead of acquisition models.
- **Launched #1 new item according to IRI** and returned stagnant core brand to double-digit growth with a line extension.

THE BOSTON CONSULTING GROUP • Consultant | Associate • 1997–2002

Steered strategy development, M&A integration, and business transformations for multinational corporations across diverse sectors including manufacturing, technology, finance, CPG, and pharmaceuticals.

EDUCATION & PROFESSIONAL DEVELOPMENT

MBA • Harvard Business School

BS, Business Administration • Technical University Dresden, Germany

Oxford Leading Sustainable Corporations Programme • University of Oxford, UK