

Chief Marketing Officer and General Manager who combines big picture thinking with a bottom-line orientation to create profitable, enduring brands in highly competitive categories through game-changing innovations, brand communications and digital marketing strategies. Delivers results through analytical rigor, a passion for big ideas, a close eye on execution, a collaborative spirit, and dedication to mentoring others. Successful in both public multinational and entrepreneurial, private equity owned companies.

- Built enterprise marketing strategy to position *Mariani* as the **1st premium landscaping platform**
- Drove *Serta* from **#3 to #1 market share**, toppling Sealy from a position they held for 40+ years
- Introduced the *iComfort* gel memory foam sleep system, building a **profitable \$500MM franchise**
- Repositioned the 80+ year old *Perfect Sleeper* mattress line, **doubling unit sales** in less than 5 years
- Reinvigorated Serta's iconic *Counting Sheep* campaign, nearly **doubling unaided brand awareness**
- Led Unilever hair category team to **market leadership over P&G** for the first time
- Led two of the **most successful new brand launches ever** in hair care (*Dove* & *ThermaSilk*)

BROAD EXECUTIVE LEADERSHIP SKILLS

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|-------------------------|----------------------------|---------------------------|
| • Strategic Planning | • Brand Vision/Positioning | • E-Commerce / Analytics |
| • Portfolio Management | • Breakthrough Innovation | • Trade Strategy |
| • P&L Leadership | • Bold Communications | • New Channel Development |
| • Organizational Design | • Digital Marketing | • Licensing Expansion |
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BUILDING PROFITABLE BRANDS, DELIVERING BOLD INNOVATION AND TRANSFORMING TEAMS**MARIANI ENTERPRISES, LLC (MARIANI PREMIER GROUP)**

Private, PE backed platform of full-service, premium residential landscape design, construction and maintenance businesses, now comprised of 16 operating companies with total revenues over \$500MM.

A CI Capital Partners portfolio company.

Senior Vice President, Marketing**2022 -**

Recruited by Chairman and PE sponsors to help transform 65-year-old Mariani Landscape into the industry's first premium residential landscaping platform with operations across multiple states. Charged with building the national brand strategy, marketing platform and services to support accelerated value creation through both M&A and organic growth.

- Developed and **introduced the corporate brand architecture, vision, mission and values**, repositioning a loose collection of local companies purchased by Mariani Enterprises into a single *Mariani Premier Group* operating under a clear house of brands strategy. Launched the new corporate brand across multiple channels (digital, social, PR, internal) helping to build industry awareness, target company interest and the new deal pipeline. The company will complete 9 acquisitions in 2023 after acquiring 7 companies over 2021-22.
- Revamped local market lead generation strategies by pivoting from traditional to digital tactics, **reducing cost per lead by up to 55% and increasing marketing driven new business by up to 3x.**
- **Standardized the core marketing processes and platforms** while still allowing for local market independence. Introduced a common marketing technology stack across CRM, ESP, creative tools, analytics and AI platforms to be fully implemented in 2024.
- Elevated local marketing team capabilities by introducing the industry's **first-ever consumer segmentation model** and establishing a series of monthly roundtables and webinars to increase best practice sharing and learning across the portfolio companies.

TWELVE SQUARED LLC, Chicago, IL

Founder and Managing Director

2019 - 2022

Founded consultancy to help businesses and organizations exponentially change their growth game, using a set of principles, processes, and tools to build a game plan for growth and sustain peak performance.

- Guided online newsletter startup (1440 Daily Digest) to develop stronger audience insights, a brand purpose, and optimized acquisition tactics, **increasing subscribers 5x and ad revenue over 20x**.
- Pivoted an emerging CBD business from retail to e-commerce and **accelerated DTC sales 5x**.
- Developed **new corporate and brand partnership strategy** for leading health and wellness non-profit.

SERTA SIMMONS BEDDING LLC (SSB), Atlanta, GA/Hoffman Estates, IL

2016 - 2019

World's largest privately held bedding company, with a leading overall position in the US market. Markets Serta, Simmons, Beautyrest and Tuft & Needle brands. Formerly an Advent International portfolio company.

Executive Vice President, Serta Brand

Board Member, Serta, Inc.

Charged with leading all brand-specific functions for the \$1.7B Serta brand following the merger of separate Serta and Simmons organizations into a single operating company. Responsibilities included brand/product management, national consumer marketing, channel marketing, digital/e-commerce, global licensing, marketing operations, and customer service. Reported to the CEO. Supervised 42-person team and served as site leader for 120-person Hoffman Estates office. Board Director and lead day-to-day officer of Serta Inc., the subsidiary managing the Serta brand on behalf of SSB and five remaining independent licensee owners.

- Implemented disciplined new product development and introduction processes, improving success rates while reducing SKU complexity. Drove the reinvention of *iComfort* memory foam with a step-change in performance and aesthetics, resulting in **52% growth in 2017**. Also relaunched the *Perfect Sleeper* line, helping to drive a **1100 bps shift in mix to premium price points**.
- Restructured Serta product licensing program across 13 licensees and over 30 product categories to align with brand strategy and increase royalty rates, driving a **26% increase in royalties** over two years.
- Drove brand role in a broader operations transformation, resulting in a **54% reduction in finished goods models**, over **35% reduction in raw material SKUs** and **\$35MM in annual savings** for the brand.
- Led extensive restructuring across Serta marketing, NPD and sales planning/operations functions, integrating multiple legacy groups into a single, high-performing brand business team.

SERTA INTERNATIONAL, Hoffman Estates, IL

2006 – 2015

Private, \$1.7B #1 US mattress manufacturer. A decentralized licensing organization that was consolidated by its largest licensee prior to selling to Ares Management/OTPP in 2005.

Senior Vice President, Marketing

Recruited by new private equity owners to be the company's top marketing executive, bringing strategic focus and bottom-line discipline to the company's marketing initiatives. First outsider added to well-established management team in almost 10 years. Responsible for brand development, all national and retail marketing programs, major product commercialization, digital/e-commerce and customer service. Reported to the CEO.

- Reinvigorated the *Serta* brand with product innovation and new creative, media and retail marketing strategies, **adding 960 bps of market share** between 2007-2015, moving Serta from **#3 to #1 market share** position while **doubling EBITDA**. Named to *Advertising Age* Marketer A-List in 2012.
- Drove strategy, technology development and marketing for the 2011 introduction of the *iComfort* gel-memory foam mattress line, widely recognized as **the most successful new product in category history**. Followed with the *iSeries* hybrid line, building and sustaining a **profitable \$500MM+ franchise**.
- Led transformation of 80+ year old *Perfect Sleeper* line, repositioning the brand as the first and only Official Mattress of the National Sleep Foundation. Resulted in **210% unit growth** between 2011-2015.

- Relaunched award-winning “Counting Sheep” campaign with new creative, more product focus and tighter link to retail promotions, helping to drive Serta to **#1 unaided awareness** in the category.
- Launched factory-direct e-commerce business delivering **\$10MM revenue at 30%+ EBITDA** margins.
- Selected by CEO and PE sponsors to be part of the 5-person core pitch team that drove the successful \$3B sale/recapitalization of Serta and sister company Simmons in 2012 at a **record EBITDA multiple**.

INDEPENDENT STRATEGY CONSULTANT

2006

UNILEVER HOME & PERSONAL CARE (formerly Helene Curtis), Chicago, IL

1992 – 2005

Leading global consumer packaged goods company. Acquired \$1B Helene Curtis Industries in 1996.

Vice President, Brand Development & Marketing – North America (2000-2005)

Promoted after Unilever’s four North American operating units merged into a single regional business. Charged with transforming a \$900MM hair portfolio to a globally aligned strategy. Led brand management for all North American brands and global innovations for *Dove* and *Sunsilk*. Supervised 43 marketing professionals.

- Launched *Dove Hair Care* into North America in 2003, the **most successful launch** in category history. Transformed what was initially judged a mediocre concept into a world-class new brand program. Delivered **\$175MM net sales** despite a competing L’Oréal launch and a 35% increase in category spend.
- Drove *Suave Hair Care* to its **first sustained 10%+ U.S. market share position**, adding over 300 bps of share between 1998-2001 and maintaining this position through 2005.

Category Director – USA (1999-2000)

P&L responsible for the entire \$800MM US hair business.

- Achieved market share leadership over P&G for the first time while delivering net sales growth of 12% and 6% in 1999 and 2000 and increasing operating profit margins by 1000 bps.

Marketing Manager – ThermaSilk (1998-99)

Led the development and launch of *ThermaSilk*, including advertising, innovation, and P&L delivery.

- Delivered **the most successful launch in category history to date**, achieving **\$127MM Year 1 net sales**. Outflanked a full defense from P&G that included pre-emptive ads and legal challenges. Awarded Gold *Edison Best New Product* award and Silver *Effie* for advertising effectiveness.

Brand Assistant/Assistant Brand Manager/Brand Manager – Suave, Salon Selectives, Innovation (1992-98)

DOM HANDLOWY ANDRZEJ PAWLICZEK, Bytom, Poland

Summer 1991

MAY DEPARTMENT STORES, LORD & TAYLOR DIVISION, New York, NY

1988-90

Retail Trainee/Assistant Buyer

EDUCATION

UNIVERSITY OF MICHIGAN BUSINESS SCHOOL, Ann Arbor, MI

1992

MBA with Distinction. Received Henry Ford II Scholarship for the highest first year GPA.

CORNELL UNIVERSITY COLLEGE OF ARTS AND SCIENCES, Ithaca, NY

1988

BA with Distinction in All Subjects. Phi Beta Kappa.

VOLUNTEER AND ADVISORY EXPERIENCE

Board Director, Coop Home Goods (Topspin Consumer Partners portfolio company)

2021-Present

Volunteer Mentor, 1871 Chicago

2019-2022

Advisor, 1440 Media

2019-Present

Advisory Board Member, Comfort Research

2020

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