

Founder Growth Series

Brief No. 2

Scale Without Compromise

Turning demand into disciplined, profitable growth

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The Shift

Growth changes the questions.

Early-stage brands fight to create awareness, distribution & demand.

Then momentum builds. Retailers say yes. Innovation opportunities multiply. New channels emerge. The organization evolves.

And suddenly the challenge isn't proving the brand can grow. It's being judicious about where – and how – it should.

Every new SKU, customer, promotion, capability and hire creates opportunity **and complexity.**

The brands that scale well learn to distinguish between **growth that creates value and growth that simply creates more.**

Scaling without compromise requires both ambition and discipline – often in equal measure.

If I Joined the Conversation Tomorrow...

- **Where should we grow next - and where should we deliberately not?**
- Which **innovation and distribution opportunities** will strengthen velocity, retailer confidence & long-term brand equity?
- How should **pricing, promotion & revenue growth management** evolve as the brand scales?
- Where can **retailer partnerships, shopper activation and localized execution** create mutual value instead of transactional selling?
- What **commercial capabilities, organizational structure & culture** will the next stage of growth require – not just what we need today?
- Which growth initiatives create **sustainable profit & enterprise value** - not simply more revenue, distribution, or share?

Growth creates choices.

**The best brands know what to change,
where to invest & what to protect.**

Perspective Earned

- Twenty years making the commercial choices that come with growth – where to invest, what to prioritize, when to simplify & when to say no
- Experience building growth strategies, teams & capabilities across challenger and iconic brands – balancing revenue, profitability, retailer expectations & long-term brand health
- A reputation for asking difficult questions that challenge assumptions, strengthen perspective & move organizations beyond the status quo
- A career spent telling compelling brand stories and translating consumer relevance into breakthrough performance, retailer confidence, exceptional execution & sustainable growth

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Commercial Strategy • Go-to-Market • Revenue Growth • Organizational Design • Executive Advisory