

# DENNIS P CARR

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STARTUPS • TURNAROUNDS • GROWTH MANAGEMENT • RESTRUCTURING

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## CEO – SENIOR EXECUTIVE

*Executive leadership position with a dynamic consumer product company.*

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### Professional Profile

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- Experienced President and CEO reporting to a board of directors made up of international and domestic members.
- Highly analytical decision-maker with extensive experience in building, turning around, and operating companies, along with proven history of increasing productivity and generating positive results from difficult situations.
- Reliable results leader who has overdelivered the financial plan five consecutive years.
- Accomplished strategic thinker with a proven ability to identify and develop creative concepts that work.
- Brand/Category developer, having been a leader in building the Craft Beer and Craft Spirits categories.
- Proven track record in recruiting, motivating, and directing successful leadership teams that deliver results.
- Unique perspective and successful background in sales, marketing, and operations in spirits, beer, and wine industries state- and world-wide.
- Experience driving profit through efficiency. Led distillery plant efficiencies and improved COGS by 13%.
- Excellent planning and organizational skills with the ability to prioritize and get things done in a rapidly changing and highly regulated environment.

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### Areas of Expertise

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|----------------------------|----------------------------|------------------------------|
| • Asset & Liability        | • Market Strategy          | • Return on Investment       |
| • Brand Building           | • National/Regional Sales  | • Revenue Growth             |
| • Budget Development       | • Negotiations             | • Staff Coaching & Mentoring |
| • Change Management        | • New Business Development | • Strategic Alliances        |
| • Conflict Resolution      | • New Product Development  | • Strategic Planning         |
| • Consumer Marketing       | • Profit & Loss Management | • Team Building              |
| • Corporate Reorganization | • Profit Margin Increases  | • Training & Development     |
| • Forecasting              | • Relationship Building    | • Visionary Strategies       |

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## Professional Experience

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### **President and CEO, Board of Directors**

Hoteling & Co. (formerly Anchor Distilling Company), San Francisco, CA  
*2011 to 2019*

- Built business from \$8 Million to \$44 Million in annual sales revenue.
- Introduced and implemented a disruptive business platform that brought high profit margins and effective brand building techniques to an industry struggling with innovation.
- Created one of the fastest growing premium spirits companies in the drinks business, growing sales by over 700% in seven years, a CAGR of 26% which significantly outpaced the category.
- Rebranded and relocated the company in 2017, after selling off the underperforming beer division, while maintaining a thriving culture of passionate and motivated full time (64) employees.
- Restructured company to include rebranding company name, positioning, and long-term strategic direction.
- Hired leadership team to include Chief Finance, Marketing and Sales Officers and established board of directors to include executives and non-executives to govern and provide additional perspective to the growth strategies.
- Hired a national sales and marketing organization to focus on selling a world class craft spirits portfolio.
- Developed a national distributor network to include Southern Glazers Wine & Spirits, RNDC, Breakthru, Horizon Beverage, Allied Beverage, and Control State Brokerages.
- Worked with international and domestic suppliers to develop marketing and sales plans that developed new categories in North America to include Japanese whiskey, Taiwanese whiskey, Canadian whiskey, Italian liquors, French cognacs, Scotch whisky's, Peruvian Pisco's, Mexican Tequilas and Mezcal and American single malt whiskeys.
- Widely considered a leader in the development of the craft spirits category in the U.S.A.
- Current board member and strategic leader of the organization.

### **Vice President, Marketing**

C. Mondavi & Family Winery, Saint Helena, CA  
*2003-2011*

- Increased annual sales by 330K cases, 29%. Incremental \$15M annual gross sales.
- Member of executive team that set company direction and long-term goals.
- Restructured sales and marketing strategy to rebrand and reposition the key brands within the portfolio, Charles Krug, CK Mondavi and CR Cellars.
- Developed a new ultra-premium Howell Mountain wine brand, Aloft.
- Created and managed a sales analytics department that provided strategic direction and sales support for national accounts and distributor management.
- Managed inventory, including setting sales goals, managing shipments vs. allocations, and worked with sales and winemaking team to coordinate optimal release dates.
- Drove new product development by managing research and design agencies to determine brand strategies and developed and improved packaging, promotional material and web-site design.
- Sold to all HQ chain buyers, including Safeway, Albertsons, Costco, Raley's, Ralphs, Rite Aid, Longs, and Trader Joes, Morton's, Ruth's Chris, PF Chang's.
- Managed statewide wholesalers through market reviews, incentive plans, inventory control and pricing to drive distribution and volume.

## **Regional Sales Manager**

Boston Beer Company (Samuel Adams)

1996-2003

- Managed volume base of 780K cases, which generated \$5M gross sales. Managed \$3.8M sales and marketing budgets for salaries, local spending, and media.
- Responsible for all product sales and marketing strategy for region.
- Hired, trained, and managed district managers, off-premise chain managers, on-premise chain manager and sales representatives.
- Responsible for managing 30 wholesalers through market reviews, incentive plans, inventory control and pricing to drive distribution and volume.

## **E & J Gallo Winery**

1991-1996

*State Manager, New Mexico*

- Responsible for all product sales and marketing strategy for the state.
- Responsible for working with the local multi-line distributor to maximize sales through distribution and volume programs.
- Made chain buyer calls to gain ads, distribution and shelf improvements.
- Developed price and market strategies.

*Area Sales and Marketing Manager, Japan*

- Sent to Japan to establish a distribution company.
- Recruited, hired, and trained Japanese sales force.
- Managed 1/3 of Japan and opened up 550 retail accounts selling 156,000 cases per year.
- Conducted sales training seminars in Japan and Hong Kong.

*District Manager, San Francisco, CA*

- Managed sales reps and 70 off-premise chain stores.

*Sales Representative, Sacramento, CA*

- Sold / merchandised product in off-premise chain stores.

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## **Education**

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**B.S., Marketing**, San Diego State University, San Diego, CA

**International Studies**, London University, London, England

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## **Memberships/Speaker**

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- Board of Directors St. Helena AVA
- Board of Directors Yountville AVA
- Member of the Craft Artisanal Distillers Guild
- Speaker at American Distilling Institute Annual Conference
- Speaker at IWSR Global Summit
- Company Media Spokesperson