

# HOWARD WINEMAN, MBA

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## Accomplished Senior Executive of Fine Vineyards

### Building Luxury Brands into Profitable Businesses Through Astute Investment, Lean Operations, and Inspired Marketing

- History of double-digit basis point improvements in revenue and profitability for luxury wine brands.
- Talent for cultivating wholesale relationships and loyal retail consumers in highly competitive and fragmented industry.
- Rare sense of which investments make sense in production of world-class wines, and where to control expenses without sacrificing quality.
- Expert-level industry and business knowledge established as top-performing fine wine sales manager, game-changing general manager of Vin Américan, and a 2010 MBA from Cornell University.
- Genuine passion for wine pursued by participating in harvests in Oregon, California, Australia, New Zealand, and France.

## PROFESSIONAL CONTRIBUTIONS

### Vin Américan

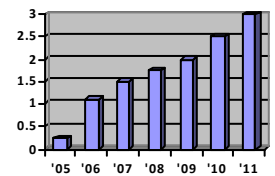
Dundee, OR; 2006–Present

*Prestigious family-owned vineyard specializing in award-winning, sustainably farmed Pinot noir.*

#### General Manager (2007–Present)

*Entrusted with full executive accountability for P&L and all business operations. Scope includes vineyard management, winemaking, sales, and marketing. Partner with out-of-state ownership to establish strategic roadmap. Direct business units toward common goals. Up to 14 direct reports.*

Annual Revenue in \$M



- Increased sales from \$225,000 in 2005 to \$3M+ in 2011.
- Achieved positive cash flow beginning in 2009 and profitability in 2011.
- Added \$496K+ in incremental revenue by proposing and implementing price increases across all product types, fueling demand by continuously developing wholesale and direct-to-consumer channels.
- Restructured company to improve wine quality and company performance. Outsourced vineyard management to best-in-class consultant with greater farming and accounting capabilities.
- Achieved brand recognition as Top-25 Restaurant Pinot Noir in 2009 and 2010 *Wine and Spirits Magazine* polls.

### Expanding Sales and Profits by Cultivating Direct-to-Consumer Sales Channels

With the majority of sales coming from wholesale channels, overall profit margins were too low. In order to remain a viable business, it was necessary to increase revenues and profit margins.

Challenge	Approach
The brand needed a high-quality retail location to attract customers where we could tell our story and drive direct-to-consumer sales.	Converted 1930s vineyard farmhouse into small, welcoming visitors' center—one of the most highly trafficked tasting rooms in the state, with 25,000+ visitors per year.
The key to gaining significant penetration in the DTC market was cultivating a loyal customer base.	Hired top-tier hospitality manager and support staff to maximize ticket-per-visitor and convert one-time customers into annual subscribers.
Web presence was similar to an online brochure, providing a brand platform, but no real way to engage loyal visitors.	Built true eCommerce site with options that went beyond placing single orders to club memberships and allocation lists.
<ul style="list-style-type: none"> <li>• Increased price per bottle, landing solidly in the luxury wine category and raising overall sales by \$496K+.</li> <li>• Grew margins by increasing direct-to-consumer sales, including those to subscription customers who averaged about 3 years' retention and typically ordered more than allocated.</li> <li>• Added \$1M+ in direct-to-consumer sales with gross margins averaging 74% (vs 42% wholesale).</li> </ul>	

*See next page for details on successful price increases, triple-digit sales growth, and 84% margin on flagship product...*

**The Vin Américan, continued**

**Transforming Financial Drain into Top-Selling Product Benefit**

Upon assuming role, Vin Américan was years into a biodynamic farming experiment that was costing \$1000 more per acre yet not generating additional profit.	
Challenge	Approach
With the experiment already underway, it would have been a waste to discontinue it, but it was impractical to continue spending while getting no return.	Capitalized on wine enthusiasts’ ongoing curiosity about the benefits of biodynamic farming. Created special packages with identical wines (grown in the same vineyard and processed the same way), one a biodynamically farmed product and one a sustainably farmed product.
<ul style="list-style-type: none"> <li>• Raised price of flagship product to \$95 per bottle, a price embraced by consumers who could now come to their own conclusions about the hotly debated benefits of biodynamic farming.</li> <li>• Product pushed monthly sales to \$300K in October 2011. The bottling sold out within the month.</li> <li>• Direct-to-consumer sales were 50%+ greater than previous record, generating more revenue than wholesale channel for the first time.</li> <li>• Realized 84% margins on the product, significantly more than any other SKU in portfolio.</li> </ul>	

***Vice President of Sales and Marketing (2006–2007)***

*Hired when owners decided to bring sales and marketing in house after unsatisfactory performance of a national sales and marketing company. Established wholesale relationships, training partner sales forces on selling the brand to retailers.*

- Boosted revenue 388%—from \$225K to \$1.1M—through integrated sales and marketing strategies.
- Increased consumer trial and brand awareness by implementing nationwide premium “by-the-glass” program in key fine dining accounts. In 3 years, the by-the-glass program sold 20X more cases than list placements.
- Won numerous positive reviews in national wine and lifestyle media, including *The Wine Spectator*, *Robert Parker’s The Wine Advocate*, Stephen Tanzer’s International Wine Cellar, *Food and Wine*, and Academy Award-winning actor Gwyneth Paltrow’s popular *Goop Newsletter* by building relationships with editors and submitting wines for scoring.
- Negotiated distribution agreements with wholesalers in 26 new markets and opened export markets in Canada, UK, Ireland, Germany, Sweden, Denmark, and South Korea. Leveraged targeted research and personal industry network.
- Set company on trajectory of 20%+ YOY growth that has continued through 2011.

**Wineman Fine Wine**

Miami, FL; 2005–2006

*Boutique fine wine sales and marketing consulting firm and brokerage.*

***Founder and Principal (2007–Present)***

*Launched firm to bridge the gap between high-quality offerings and ready markets. Leveraged and built on industry connections to quickly create specialized client list consisting primarily of family- and private-owned labels.*

- Delivered average 83% sales increase for 10 brands across 4 states.
- Generated \$1.2M in first-year consultancy sales revenue.
- Brands included Lange Estate Winery and Vineyard, Larkmead Vineyards, and Baileyana Winery, among others.

**Stone Summit Winery**

Miami, FL; 2002–2005

*Luxury wine group with wineries located in Napa and Oregon. Further expanded and formed into the Crimson Wine Group in 2007.*

***Southeast Regional Sales Manager***

*Hired to expand sales in Southeast region, one that had not been performing well under predecessor.*

**2003: Transitioned region from worst- to best-performing of 6. 2004: Increased case sales 33%. 2005: Achieved 145% of goal.**

- Increased brand awareness with distributors by networking with them at their sales meetings, trade shows, and other events they were likely to attend.
- Made brand appeal to distributors as an easy line of business that would deliver consistent reorders by personally marketing the label to restaurant and retail accounts.

*See next page for details on early sales success and academic preparation...*

**Stone Summit Winery, continued**

- Overcame reliance on distributors by developing direct relationships with key restaurant and retail account buyers.
- Multiplied restaurant sales ~20X and increased exposure to consumers by promoting premium by-the-glass offer.
- Earned recognition as top-performer with multiple territory expansions including most of the Midwest.

**Arlo Brothers Beverage Company**

Miami, FL; 1999–2002

*Largest distributor in Florida and 12<sup>th</sup>-largest in the US. Acquired by Southern Wine & Spirits in 2002.***Account Manager, Gallo Fine Wine Division***Hired to represent Gallo Fine Wine portfolio at suburban off-premise accounts, quickly earning promotions to cover top retail, restaurant, and hotel accounts in the city of Miami.*

- Made bonus after 6 months on the job (much earlier than average) and made bonus every month for rest of tenure, frequently placing in top 3 of 35 reps.
- Developed strong foundation in sales and marketing of wine through Gallo's renowned sales training program.
- Honored as Sales Representative of the Year by Food and Drug Livingston Cellars in 2000, out of 35 reps.

**EARLY CAREER****Hands-On Winemaking Experience (1995–1998)***Followed season around the world, working production roles in Oregon, Napa, Australia, New Zealand, and France.***ACADEMIC PREPARATION, INDUSTRY AFFILIATIONS, AND LANGUAGES**

Master of Business Administration, Cornell University, Johnson School of Business; Ithaca, NY, 2010

Bachelor of Arts, International Affairs, Lewis and Clark College; Portland, OR, 1997

OIV Wine Marketing Program, University of California; Davis, CA 1997

Dundee Hills Winegrowers Association: Director, 2006–Present

Oregon Pinot Camp: Director, 2010–Present

Conversant in Spanish with some French acquired working a harvest in Burgundy.