

INDEPENDENT · GROWTH & STRATEGY CONSULTANT · BOLIVIA · 2024

They promoted me twice. Then they hired me back to write their *year*.

Delizia had promoted me twice and I had left for Europe. They brought me back as an external consultant to build the 2024 sales and marketing strategy, which is a harder brief than it sounds. An outsider can propose anything. A former insider has to propose what the people who stayed will actually run.

PRESENTED TO AND APPROVED BY THE BOARD · EVERY CATEGORY, NOT ONLY MINE
TWO ENGAGEMENTS IN PARALLEL: DELIZIA AND CAFÉ 4 LLAMAS

+8%

Growth vs prior year, all categories

+23%

Sales growth at the second client

1

Board approval, not a sponsor's sign-off

Return, plan, *repeat*.



01 • THE RETURN

The strongest reference is being asked back.

The company that promoted me twice hired me as an external consultant. That is a harder thing to arrange than a good reference, and it says more.

02 • THE PLAN

Written for the teams who have to run it.

The full 2024 sales and marketing strategy, covering every category rather than the Frozen business I used to own. Taken to the board, not to a sponsor, and written so the deliverables were executable by the people already there.

03 • THE SECOND ONE

The same reading, a different business.

In parallel, a sales and marketing growth strategy including digital for Café 4 Llamas: a coffee business, not an ice cream one, and it moved.

Two companies, two categories, one *method*.

+8%

Delizia growth, across all categories

+23%

Café 4 Llamas sales growth

2

Businesses advised in the same year

0

Categories left out of the Delizia plan

WHAT THE BOARD ACTUALLY APPROVED

A PLAN THAT NEEDS ITS AUTHOR PRESENT TO WORK IS NOT A PLAN.

- The whole company's sales and marketing year, not one category's.
- Deliverables scoped to the teams that already existed.
- Executed after I left, which is the only real test of a consultant's plan.
- Exact months per engagement are approximate in my own record.

+8% growth versus the prior year, across every category.

CAFÉ 4 LLAMAS

Sales, marketing and digital growth

+23% vs prior year, excluding exports

A different business, a different category and a much smaller organisation, run in parallel with the Delizia engagement. The figure excludes exports on purpose, because including them would flatter it.

Being hired back by a former employer is the answer to the only awkward question on my CV.