

EDWARD COHEN

"Leadership Competencies that Drive Success"



Mr. Ed Cohen is a dynamic, high-energy results-driven natural/specialty and mass market Consumer Products executive who excels at launching new product lines and expanding existing lines at the regional and national level. He has particular expertise in turnarounds, market expansion, and large format Direct Store Delivery (DSD) systems. His 25+ year career was built with market-leading companies like Pepsico and Dean Foods. He was at Pepsico for 21 years, and managed a product portfolio spanning 22 major brands, including Quaker, Tropicana, Gatorade, Frito-Lay and Pepsi-Cola. During his recent tenure as an executive with Dean Foods, he managed food service and distribution channels with SYSCO, US Foods, Gordon Food Service, 99 Restaurant, Dunkin Donuts, Legal Seafoods, and Marriott Hotels among others.

He excels at building cross-functional teams that drive profitable growth across all channels of trade and has been recognized numerous times for his skills in training and leading world-class strong teams. In his own words "I have always been a 'feeder', sending skilled talent that I have trained to the rest of the organizations I have been with."

Dean Foods is a Dallas-based American food and beverage company and the largest dairy company in the United States with revenues exceeding \$7B. The company has 66 manufacturing facilities in 32 U.S. states and distributes its products nation-wide. As Division Vice President & General Manager, Mr. Cohen managed the \$700M North Eastern US Commercial Operation supporting multiple channels of trade with more than 1,000 employees and 10,000 customers. He held full P&L for three manufacturing locations, with a variety of products for both Large and Small Format customers and multiple Food Service and Distributor companies.



Mr. Cohen's three-year tenure with Dean Foods was marked with very significant achievements. His strategies achieved 12% overall productivity savings by leveraging multiple cost initiatives with innovations in organizational effectiveness.

Hannaford, a supermarket chain that operates stores in New England and New York, had not stocked Dean Foods products in more than 20 years. Mr. Cohen launched a proactive campaign to win the account, leveraging facts and data and created a unique pricing strategy. His efforts gained distribution across all 170 Hannaford stores producing an incremental \$700K in revenues and \$300K in net contribution margin dollars.

In his role as a "talent feeder", he mentored two sales leaders. Both were promoted Sales Directors in other sectors of the greater Dean Foods organization. He transformed the three-year strategic plan for the Commercial Sales Team, transitioning operations from a commodity-driven category to a Branded strategy, growing the All-Commodity Volume in the NE Region by 3.2% in 2017 with one product alone expanding in excess of 2%. Working through major Food Service suppliers, US Foods, SYSCO, Gordon Foods and other local distributors, he drove 4% growth in a declining market environment with more than

\$100M in Net Revenues. Under his expert leadership, his Division achieved “Top Three” on the CEO scorecard versus 14 other Divisions coming in #1 in Operating Income and Volume growth in 2017.

After taking advantage of an early retirement opportunity from PepsiCo in 2014, Mr. Cohen joined Wise Snack Foods as Vice President of Sales, leading a 50-person team in managing the Wise Salty Snack business included Direct Store Delivery and all retail channels with a heavy emphasis on Grocery Large Format. The 97 year-old company produces and distributes snack foods through retail food outlets in 15 eastern seaboard states, as well as Vermont, Ohio, West Virginia, Kentucky, Tennessee, and Washington, D.C.



Wise Foods started as Wise Potato Chip Company, founded in Berwick, Pennsylvania in 1921 by Earl Wise. Mr. Wise was the original innovator of waxed paper bags for potato chips. He decided on an owl as a company mascot because the creature was reputed to be "wise," the stylized eye of which remains the corporate logo. In 2012, Wise Foods was acquired by the Mexican company Arca Continental, the second largest Coca-Cola bottler in Latin America and number four in the world. Arca, which owns several Mexican snack companies, sought to leverage Wise's reputation and market presence to introduce its Mexican snacks into American markets.

In his key executive role, Mr. Cohen scored significant achievements for the company. In the first quarter of his tenure in 2015, he led his teams to more than 4.2% net revenue growth and greater than 5.3% profit growth in the top eight Northeast Grocery customers.

“Eddie is a dynamic Sales Leader with the ability to identify opportunities, translate strategy into tactics, and mobilize a multi layered organization to deliver high levels of execution and strong results.

He has a strong track record of delivering both business and people results. His infectious positive attitude makes all those around him better.”

He salvaged a \$10M Private Label business and was the key executive in developing innovative snacking ideas leading to the introduction of “truck stop” potato chips while leading the 360-marketing campaign leveraging the branding of Wise snacks with the Boston Red Sox. He also developed key leadership talent, developing individual contributors into Sales Managers and Key Account managers.

Mr. Cohen was employed by PepsiCo for 21 years, being steadily promoted from General Manager of the North East US Branch for the Tropicana brand to his last executive position as the National Sales Director from 2011 to 2014 for the billion-dollar plus Frito Lay subsidiary business. Through Frito-Lay, PepsiCo is the largest globally distributed snack food company, with sales of its products in 2009 comprising 40% of all "savory snacks" sold in the United States, and 30% of the non-U.S. market. Frito-Lay North America accounts for 31% of PepsiCo's annual sales.



In his most recent position with PepsiCo, Mr. Cohen led a \$300M turnaround for the Frito Lay business unit at Stop & Shop chain of supermarkets and stores located in the northeastern United States. He created a solution that included leveraging Frito Lay's largest size bags to expand shelving and implemented a "club section" at the super market. His innovative packaging and pricing strategy resulted in growing market share by nearly 2% and recapturing lost sales at Stop & Shop within four weeks.

He went on to produce more than 100% in net revenue growth and profit growth in a mature market in the 5th largest PepsiCo customer in the US with \$312M overall revenues.

“Ed Cohen is a high energy, dedicated sales executive and general manager who has been very successful leading large DSD organizations as well as fulfilling a strategic selling role with one of the food industry's most complex customers, Ahold. As Director of Chilled DSD expansion for PepsiCo Ed played a key role in crafting the model for opening new markets while delivering on CAPEX requirements. Ed was a key contributor to the successful integration of Naked Juice into the PepsiCo Chilled DSD Division.”

He drove a 22% increase in sales with Ahold Organic, a business segment of Ahold Delhaize, one of the world's largest food retail groups, for nine consecutive quarters leveraging multiple bundling events through creative cross merchandising.

Consistent with his role as a “people manager”, he led, mentored and developed an eight-person cross functional team of PepsiCo Sales leaders and Account Managers, proactively engaging customers in field operations and executing innovative retail merchandising strategies.

As Zone Sales Director for Frito Lay from 2009 to 2011, Mr. Cohen led more than 200 Sales & Operations team members, developing many into more senior roles, and creating highly effective strategic plans that drove volume, profits, and market share to higher levels and enhanced in-store presence across 4,000 customers in Massachusetts and Connecticut. He and his team grew revenues 8% in

2010, producing a 4.7% profit increase and 1% market share growth, improving the Zone to #1 in the East Division and #10 in the US out of 100 other market leaders, earning Zone Director of the Year Honors in 2010. Creating a three-step process to changing the structure, culture, and accountability, he strengthened the key competencies of 14 District Sales Leader direct reports across multiple channels of trade and improved his Zone's performance from 110 out of 112 Zones to #3 standing, earning recognition as an exporter of talent and People Leader of the Year for 2011.

From 2001 to 2009, Mr. Cohen was a Regional Director of Sales holding full P&L for the \$150M refrigerated beverage division comprising the Midwest & Southeast Regions, leading over 100 Zone Directors and distributor partners as an active member of the Central Division Leadership team. He spearheaded the post-acquisition integration of the Naked Juice Organization with PepsiCo's Chilled DSD systems and led the Central Division in sales growth with a 3-year CAGR of 15% & exceeded profit targets by 25%, receiving the Chairman's Award for Leadership in 2007. He led the Central Division in exporting management talent to the greater PepsiCo organization, developing 17 senior-level managers in three years.

Earlier in his career with PepsiCo, he held senior responsibility as the Executive National Project Leader for the Tropicana brand, leading the new market entry of PepsiCo's number-one growth initiative, accountable to develop and implement a “national template” approach to leverage PepsiCo's chilled single serve offerings. Before joining PepsiCo, Mr. Cohen was a District Sales Manager for E&J Gallo Wine from 1990 to 1993, where he developed marketing strategies for the Gallo Wine brands at retail outlets while leading a direct sales force.

He earned his Masters in Marketing at the University of Southern New Hampshire and holds a BS in Agriculture & Resource Economics and Food Marketing from the University of Massachusetts at Amherst.

Currently residing in Bedford, Massachusetts, Mr. Cohen is highly involved in community service, contributing as much as 10-15 hours each week for the Disabled American Veterans organization.