

CHRISTOPHER (Chris) S. TERRIO, B.A., C.Dir.

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PROFILE

A dynamic, inspirational **People & Business Leader** with International experience, **Dual American-Canadian Citizenship** and a proven track record of growth in Sales, Marketing and General Management.

- **Dynamic Business Leader that can transform an Organization and build strong relationships with all stakeholders and Customers while delivering growth.**
- **Superior interpersonal and negotiation skills and a history of growth and value creation in a changing market place and a transformational leader of organizations.**
- **A passionate Business Leader that believes in the development of people and organizations and a leadership style aimed at transparent communication, collaboration and accountability.**
- **Chartered Independent Board Director with a focus on Strategic Development, Geographic Expansion, Organizational Design, Business Process, Supply Chain Management and Operational Excellence.**

Professional Experience & Qualifications

- Strategic Planning & Vision	- National Account& Channel Management
- Annual Business Planning	- Organizational Design & Structure
- Sales & Business Development	- Cost Management
- Brand Management & Planning	- Operational Optimization
- P & L Management	- Succession Planning

BUSINESS EXPERIENCE

Trajectory Beverage Partners – Oakville, Ontario October 2017 – September 2020

President & Company Officer

- **Transformed and Restructured the Sales & Marketing Organization and built Vision, Values & Strategy for the Commercial Group while building strong B2B Partnerships with enhanced Enterprise value.**

- Implemented complete Business Process Transformation, adding infrastructure to all functional departments with the goal of building a sustainable growth model to improve shareholder value.
- Grew Topline Revenue and improved EBITDA Growth by 15% CAGR YOY
- Expanded the Commercial Group's Sales capability with the implementation of CRM and created Business Analytics to drive greater insights, while decentralizing the Sales Organization to create better Decision Making within the Regions.
- Rebranded the Commercial Business while implementing a Corporate Office relocation and driving increased Employee Engagement through a collaborative, transparent work environment.

CROSSMARK Canada – Mississauga, Ontario

November 2011 – September 2017

President & CEO, Canadian Board Member – CROSSMARK Holdings Inc.

- Recruited to turn around a \$52MM Business that had declining Revenue with mounting costs and low levels of Employee engagement.
- Built Company Vision which included Board approval for emerging Service Solution Expansion, Acquisition Strategy and North American Integration of the Canadian Op Co.
- Increased top-line Revenue \$28MM over 3 year period (2014 – 2016).
- Restructured the organization reducing payroll by 24%, streamlined processes & systems to achieve greater operating efficiencies and increased productivity.
- Achieved positive EBITDA after 18 months and deliver YOY EBITDA growth in 2014, 2015 & 2016 and expected to have largest YOY growth in 2017.
- Achieved greater ethnic diversity within the workforce (42% non-Canadian) and built a Leadership Team with a 50/50 split of gender diversity.
- Increased Associate Engagement 30 basis points through more effective communication, introduction of Business Leadership Council and established an environment of collaboration and result oriented Teams through our CROSSMARK Community platform.

COCA COLA Canada Ltd. - Toronto, Ontario

March 2009 – October 2011

Managing Director – Brewed Beverages

- Developed and implemented the strategic direction for Sales, Marketing, Food Service Channel expansion and overall revenue growth of the Brewed Beverage category.
- Aggressively reduce COGS and improved pricing on product mix, starting from a loss to a +\$3.96 per case GP improvement.
- In 18 months, transformed the business model from single-serve solution to a multi-Channel, multi-Equipment and multi-Product business model w/ an increase of \$2.1MM in Revenues and expanded our account base from 206 to 553 in that period.

CONSUMER IMPACT MARKETING – Toronto, ON September 2007 – Oct. 2008

President & Advisory Board Member

- Grew US revenues 79% in a 10 month period with increased client base and strong forecast for accelerated growth in 2009.
- Built and managed a field team of 150 people, including the opening of the US Head Office in Chicago, IL..
- Identified management gap for the US and worked with the CEO to activate succession planning for a US General Manager to manage the US business daily operations.

HEINEKEN CANADA INCORPORATED – Toronto, Ontario Aug. 2002 – Aug. 2006

General / Country Manager – Canada

- Increased volume 8% and EBITDA by 14% or \$5.5MM with improved selling mix and cost savings during a flat market.
- Increased SOM with innovative packaging and international media campaign leveraging new media and international sponsorships.
- Effectively expanded and maximized the organizational design to support the business.
- Delivered the business case to the Americas Region on accelerated profit growth and improved infrastructure for the future business model.

HEINEKEN NETHERLANDS – Amsterdam, the Netherlands August 1999–August 2002

Market Supply Manager, North America

- Designed and implemented organizational redesign of market supply teams, while mastering the Dutch language.
- Developed the working process for new package introductions with the supply organization and R&D for their international markets.
- Led all new package initiatives for the U.S., especially the development of the Heineken Keg Can 12 pack and 710 ml Keg Can.

HEINEKEN USA INCORPORATED

National Convenience Channel Manager – Dallas, Texas

1998 - 1999

Regional Channel Manager – Chicago, Illinois

1996 – 1998

Division Manager – Chicago, Illinois **1994 – 1996**
District Manager – Boston, Massachusetts **1989 – 1994**

WHITEHALL DISTRIBUTORS LTD. – Norwood, Massachusetts **1987 – 1989**

Sales Representative

EDUCATION

B.A. Communications – Bridgewater State University, Massachusetts **1991**
C.Dir - McMaster University, The Directors College, Hamilton, ON **2021**

Additional Business Courses:

- The Directors College, McMaster DeGroote Business School, Hamilton, ON
- Conflict Resolution – London Business School, Scottsdale, AR
- Communication for Marketers – Heineken University, Amsterdam, NL
- World of Heineken Export Business Conference, Amsterdam, NL
- Finance for Non-Financial Managers – Heineken University, Amsterdam, NL
- Heineken International Management Development Executive Course, Amsterdam, NL
- Negotiation Skills for Senior Managers – Kellogg School of Management, Chicago, IL
- Executive Leadership Training – Dale Carnegie Institute, Chicago, IL
- Professional Selling Skills – London Business School, White Plains, NY

LANGUAGES

English & Dutch

AFFILIATIONS

Senior Member – The Oakville Club, Oakville, Ontario
Usher – St. Andrew Roman Catholic Church – Oakville, Ontario
Executive Member – International Brewers of Canada, 2002-2006
Assistant Coach – Oakville Youth Soccer Club, 2004 – 2007
Advisory Board Member – MTL Breweries LLC
Corporate Member FCPC, RCC & CFG