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### SUMMARY

Co-founder/Chief Mom/Recent CEO Nest Collective and Former CEO Clif Bar and Company.

**Objective:** Leverage my experience in leading high performing teams and building high growth, triple bottom line companies to teach and inspire this next generation of leaders.

While VP of Marketing at ClifBar, I introduced Luna Bars, based on the insight that women want nutrition built specifically for them. As Luna grew past \$70MM business I was promoted to CEO where I led the company from \$100MM to \$200MM in three years. Since 2007, I raised \$30MM in capital and co-founded and grew Nest Collective to \$15MM in three years as CEO/President. Nest fills an important need by providing nourishing food to kids with a modern brand that helps combat childhood obesity. Both Nest Collective and Clif Bar are thriving in part to my inspirational leadership, commitment to innovation and passionate dedication to the principles of sustainability.

I've accomplished a dream of building companies and leading teams that contribute to a better world since the beginning of the sustainability movement. I am ready to move into the next phase of my life's journey to coach and train this next generation of leaders. To ensure my leadership skills are transferrable, I would like to participate in the AACSB Bridge Program.

### EXECUTIVE EXPERIENCE

**Nest Collective Inc.                      Co-Founder/Chief Mom/Recent CEO/President                      09/07-present**  
Co-founded and provide executive leadership for a triple bottom line company with trusted brands nourishing kids from the high chair to the lunch box. Grew the company from concept in 2007 to over \$15MM gross revenue in 2010; expected to grow 170% to over \$40MM in 2011.

*Nest Collective - A next generation healthy food company nourishing kids from the high chair to the lunch box*

- **Raised \$30MM in capital to launch and grow the Nest Collective:** Secured funding from 6 private equity firms over 3 years. Raised \$15MM of capital during the economic downturn based on the strength of concept. Raised an additional \$15MM in 2010 to support exponential growth.
- **Co-created the vision for Nest Collective and in 3 years grew it to over \$15MM in gross revenue in 2010.** In 2007, co-developed the concept of a mission-based company with brands that nurture people and the planet. Identified a marketplace gap for yummy, healthy, organic kids food. Grew by acquiring two small brands and leveraging human-centered innovation, design thinking and superior execution to grow them into thriving businesses. In 2009, became a "B Corporation", for Benefit Company, which commits us to considering all stakeholders in decisions with third party validation.
- **Run a high performance, strategic, and collaborative Board of Directors.** Inspired board members to embrace long term sustainability principles including members that initially did not buy into the concept.
- **Created position of Chief Mom as of February 2011 to encourage every mom to use her power to improve the food of every child.**

*Plum Organics - a brand in the Nest Collective*

- **In November 2008, led the acquisition of the #1 frozen organic baby food company.** Convinced the founder and lead investor of Plum to sell into Nest, given our proven ability to build brands, introduce rapid innovation, and execute with excellence.
- **Discontinued the original \$800M line and reintroduced a shelf stable baby/toddler brand that grew to \$10MM in one year.** Re-introduced the line with 20 new skus in 6 months. Growth driven by new products with 10 times better velocity than the original line. Increased store count from 500 to 3,250 in one year. Brand has higher velocity than key competitors and is taking market share from Gerber and Earth's Best brands, the entrenched players in the baby food market with 80% market share. Plum Organics has the highest consumer pass-along vs. competition efficiently driving awareness and trial.
- **Oversaw the identification and first to market introduction of a parent and earth-friendly packaging technology for baby food.** Innovative Plum baby pouches have equal or better velocity than traditional jars at 1.5 times the price allowing retailers to move baby food from a loss leader to highly profitable category. Increased pouch product margin by 26 percentage points in 12 months. Pouch requires 8 less trucks for the same volume as glass jars saving 2,000 gallons of fuel and 14 times less landfill material.

**Nest Collective Inc.****Co-Founder/Chief Mom/Recent CEO/President****Continued***Revolution Foods - a brand in the Nest Collective*

- **In March 2008, led the acquisition of Revolution Foods and grew revenue 26 times in 2 years**  
Led the negotiations for the purchase of Revolution Foods consumer products business from a healthy lunch food service company. Oversaw the development of a healthy lunch box simplicity strategy for the brand to solve the lunch box dilemma for modern parents.
- **Re-branded and re-launched the entire line with 9 new skus in 7 months.** Increased average velocity on the line 5 times and increased distribution 50 times in 2 years from 30 stores in 2008 to 1,500 in 2010.
- **Negotiated an ongoing social mission partnership with the Food Service business.** Support providing healthy lunches at underserved charter and public schools. Revolution Foods brand has received multiple awards including TIME Magazine's 11 Education Activists for 2011.
- **Built a consumer community with minimal spend through social media.** Contributed to the development of "Mom's of the Revolution", empowering moms to change the face of health for kids.

*Culture of Sustainability*

- **Attracted a world class team and built a culture that inspires passion and high performance.** As a cash-strapped start up, recruited talent experienced in high growth and brand building companies such as Method, IDEO and P&G. Fostered a feeling of pride of ownership by ensuring our people own Nest physically, spiritually and emotionally. Connected our people to a core purpose, to improve the health of kids, creating an environment where people believe their work matters. Encouraged community service through a company-wide events and one day of service on company time for each employee. Achieved less than 1% voluntary turnover.

**Clif Bar & Company (CB&C)****Chief Executive Officer****6/04-04/07**

Provided executive leadership for \$200MM privately held provider of sustainable, healthy, delicious nutrition bars for people on the move with 14% net income and 180 employees. Charged with turning an entrepreneurial business with \$26MM in debt to a professionally run business that is built to last zero debt with healthy EBITDA and strong cash flow. Managed the company to deliver against 5 bottom lines sustaining the business, brands, people, community and planet.

- **Doubled gross revenue, from \$100MM to \$200MM in 2007 and EBITDA growth of +40%** in 3 years as CEO. Achieved top 2 market share across all retail channels through innovation, relationship marketing, and flawless execution. Improved customer delivery by 100%, increased speed to market, and increased overall distribution in current and new channels.
- **Paid off debt from \$26MM in 2004 to zero in 2007.** In 2004, with VP Finance, worked with bank to move from \$30MM long term debt to short term, revolver only debt. In 2005, persuaded bank to return owner stock certificates, while still \$15MM in debt. Paid off debt through profitable earnings and cash management to allow the founder to own 100% of the company and control the company destiny.
- **Led largest introduction of new products in CB&C history.** Grew the company from a portfolio of 4 brands and sub-brands in 2004 to 16 in early 2007 including a new food platform for active kids by developing a culture of human centered innovation.
- **Led sustainability efforts to an industry leading level and introduced social justice into an environmental focused agenda.** Efforts included increasing organic ingredients from 44% across the product line to 70%, increasing our total purchases 190% from 7MM lbs to 20MM lbs, hitting our 5 year goal in 2 years. Completed an eco assessment of the entire supply chain. Additionally, inspired social code of conduct and fair trade efforts.
- **Led the company to measure 5 bottom lines, versus only financial, allowing CB&C to deliver against total shareholder value.** In 2006, for the first time, CB&C employees received bonuses against all 5 bottom lines with 125% payout.
- **Achieved critical priority of improving trust in leadership.** Recruited and retained a classically trained executive team creating a bench of top-potential leadership. Increased trust in the organization through transparent communication, promoting teamwork and freedom for people to perform at their best.

**Clif Bar & Company****Executive Vice President Brand  
Director / Vice President of Marketing****05/00 – 05/04  
01/98 – 04/00**

**Led concept development and introduction of Luna, first Whole Nutrition Bar for Women transforming the category from men-only consumers to 50% women users.** Developed from concept to market in only 4 months, 1/6 of the typical time required to launch a branded food product. Luna became a \$70MM business in 3 years and is the 2<sup>nd</sup> largest and most profitable brand in the portfolio.

**QUAKER OATS COMPANY****Brand Manager****06/94-01/98**

Managed a \$200 million dollar P&L for Quaker Ready to Eat Cereal brands. Developed and introduced Gatorade Frost, a sub line for Gatorade that grew to \$100MM business in only 6 months surpassing the size of PowerAde.

**GENERAL FOODS, INC.****Consumer Marketing Manager****1990-1992**

Developed and managed the execution of consumer promotion plans for Kool-Aid Bursts national introduction. Plan resulted in 100% national distribution and 8% market share in 1 year.

**AWARDS AND ACCOLADES***Company/Brand*

2009 Nest Collective Keiretsu Forum's "Most Valued Company" and San Francisco Times Philanthropy *Beyond the Check* Award; 2009 Revolution Foods awarded Veg News Best New Vegetarian Product; 2002 Luna Bar Glammy Award by Glamour Magazine for Best Product Launches in Vitamin and Nutrition Category; 1999 Luna Bar Best New Product by Convenience Store News; CB&C one of the 500 fastest-growing private companies in America 4 years in a row, only 1 of 172 companies to make the list 4 times in 19 years since the start of the award.

*Professional*

2007 East Bay Business Times Women of Distinction; 2006 Contra Costa Times "The 10 Most Influential Women in Business"; 2005, 2006 and 2007 San Francisco Business Times for "The Most Influential Women in Business"; and One of 10 "under 40" Marketers of the Next Generation, BRANDWEEK magazine March, 2001.

**OUTREACH AND SERVICE**

**Participate on for profit and non-profit Boards of Directors.** Currently on the Board of Directors for Zukes, Inc., a privately held \$20MM pet nutrition company and mentor the CEO/founder. 2008-2009 Board of Directors member for Dreamerz Inc., a food-based sleep remedy and mentored a young CEO. 2008 Board of Directors member for Women's Initiative for Self Employment to support underserved women to become entrepreneurs. With the Breast Cancer fund Board of Directors, developed the 5-year strategic plan to identify and eliminate the environmental causes of breast cancer.

**Participate in non-profit organizations dedicated to sustainability.** Assist Social Venture Network (SVN), inspiring leaders to build a just economy and sustainable planet, to identify and fund high potential, triple bottom line business plans. Support the Slow Money Alliance as a founding and active member to transform the economy based on extraction to restoration. Contribute to the Earth Island Institute, encouraging environmental activism.

**Raise money for non-profits.** Named a Woman of Action in 2009 by Women's Initiative. Through Luna Bar, raised \$1MM from 1999-2007 for the Breast Cancer Fund. Additionally, team-climbed Mount Shasta in 2006 to raise over \$600k for The Breast Cancer Fund. In 2006, participated in an overnight walk and raised \$5k (5 times requirement) for suicide prevention.

**Speak on numerous topics.** Key note and panel speaker at numerous universities and conferences on sustainable business, leadership, entrepreneurship, women in business and brand marketing including the Commonwealth Club, University of California at Berkeley, Kellogg Graduate School at Northwestern, Bainbridge Graduate Institute, University of Washington, Natural Products Expo, Net Impact Conference, and the Oakland Chamber of Commerce.

**Mentor graduate students** at Stanford Graduate School of Business.

**EDUCATION****KELLOGG SCHOOL OF MANAGEMENT / NORTHWESTERN UNIVERSITY, MBA MARKETING/FINANCE** **1994-1995****UNIVERSITY OF MICHIGAN, BBA MARKETING WITH HONORS** **1985-1989****ACTIVITIES**

- Conversational in Spanish; Competed in 6 marathons, three 24-hour mountain bike races, numerous 100+ mile cycling events; Enjoy camping and hiking with family and friends; Dedicated to lifelong learning.