

**DAVID W. WINKEL**

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Experienced, disciplined, passionate marketing and market research professional in the consumer goods and services industries. Dynamic, innovative leader with a bias toward action and building profitable sales-P&L responsibilities. Strong communications, team building and interpersonal skills. Successful working with senior management, BODs and franchisees. Respected in the industry.

Expertise in strategic brand development, marketing communications, local store marketing (LSM), targeted direct and e-marketing, customer relationship management, promotions, brand and sales analysis, quantitative and qualitative market research, and R&D new product development.

**EXPERIENCE:**

2004 to Present **D.Winkel & Company**  
**Founder & Principal Partner**

A strategic marketing, planning & research consultancy specializing in brand strategy and communications development, market positioning and R&D new product development. Project work with a limited number of Blue Chip clients: such as—Coca-Cola, Maclaren's, Yum Brands, and Euro RSCG-NY.

2003 to 2004 **COSI, INC.**  
**Vice President-Marketing**

Recruited by CEO as part of recovery management team for this 80 plus unit Fast-Casual restaurant chain.

- With the senior team, played leadership role in the stabilization and recovery of the Cosi brand, producing the first profitable period in Cosi's history as a publicly traded company.
- Authored Cosi's first unified Cosi brand strategy and market re-positioning
- Established Cosi's marketing function and the development of its successful quality/convenience strategy during its stabilization and recovery period leading to system and AUV growth greater than 6%.
- Developed Cosi's first fully integrated annual marketing calendar executing layered marketing strategies and tactics with emphasis on profitable sales growth.
- Defined brand standards ensuring the integrity of all branded communications.
- Directed the creation of all consumer advertising, in-restaurant merchandising and industry directed PR Communications.
- Developed local store marketing strategies and tactics; including new channels of consumer communications (i.e., internet and guerrilla marketing); and Cosi's Customer Relationship Management process.
- Lead Cosi's first systematic menu pricing evaluation, resulting in a restructuring of restaurant tiers organization and re-pricing of all menu items yielding a 1.8% sales increase with no consumer erosion.
- With the senior team, developed Cosi's new prototype restaurant in Avon, CT. Emphasizing a customer focused QSR ordering system with a CDR dining experience.
- Partner with VP Food & Beverage, in the identification and development of relevant new products to drive customer traffic and increase average check.
- Managed a budget of about \$1 MM and a Creative Director and manager of Local Store Marketing.

1991 - 2003

**MARKETING STRATEGY & PLANNING, INC., NEW YORK, NY**

***Executive Vice President, Business Development/Account Manager***

In 2003, MS&P became part of Synovate Research, a global market research company made up of over two dozen companies from around the world, including US companies like Market Fact, Inc. BaiGlobal, Inc. and Marketing Strategy, Inc. Synovate is one of the world's top-ten market intelligence and research companies.

- Led restaurant and foodservice account management for this strategic marketing and consumer research consulting practice acquired by Market Facts, Inc in 1999.
- Was responsible for generating and developing new revenue streams with primary focus in the foodservice industry.
- Developed multi-million dollar foodservice practice working with senior management at such companies as: Subway, Long John Silver's, Hardee's, Taco Bell, Ruby Tuesdays, Coca Cola Fountain, Pepsi Cola, Nabisco, US Foodservice and many others.
- Average Annual sales in excess of \$2.5 Million with a Gross Profit Margin of 46% and Net Profit of 18%.
- With Subway FAF Senior management identified and developed the Low Fat brand position nutrition strategy (1997), refined strategy to include "Taste" plank (2000), overall communications strategy, Kids meal program strategy, objectives and tactics
- With Doctor's Associates R&D Senior management designed and implemented new product development process resulting in the development of every new product since 1998 (i.e., new breads, Select subs and sauces, product standardization, etc.)
- With Long John Silver's senior management (2000-2001) developed communication strategy and executions, new product development and addressed brand positioning issues. Also instrumental in the approach for the brand's value turnaround.
- With Ruby Tuesday developed and implemented restaurant customer satisfaction measurement system.
- Developed with MS&P colleagues brand share simulation and data-mining engine software. Successfully applied by Foodservice, High Tech, Financial Services and Telecomm clients.
- Sold and managed studies and programs including but not limited to: Market Structure & Benefits Segmentation, Menu Price Elasticity, New Product Develop, Customer Satisfaction, Advertising Effectiveness, Tracking Studies, Brand Identity, Concept Testing, Product Sensory Testing, Menu & Retail Design Evaluations and Qualitative Moderator (groups, one-on-one, mini-groups, etc).
- Other clients-AT&T, Sprint, Brown & Williamson, US Foodservice, Nabisco, Coca Cola USA, Pepsi Cola, Canada Trust, JP Morgan Chase, Imperial Tobacco, Ltd.
- Managed a Project Director, 3 Assistants and a Statistician.

1984 – 1991

**HARDEE'S FOOD SYSTEMS, INC., ROCKY MOUNT, NC**

Recruited by Chairman. With senior team, grew chain into third largest in the US behind McDonald's & Burger King

**Senior Vice President of Strategy Planning, 1989 - 1991**

- Developed long and short-term business plans for, at that time, the fourth largest restaurant chain in the U.S. with over 4,000 restaurants and sales in excess of \$4 B annually
- Developed Corporate Strategic Plan, integrating the activities of operations, marketing, finance, retail development, research & development, human resources and training
- Established corporate function managing the efforts of a group of 28 professionals in Strategic Planning, Marketing Planning and Market Research

**Vice President Marketing Planning 1987-1989**

- Developed Hardee's fully integrated, consumer information based marketing plan
- Reorganized marketing department, led brand management team, established planning process that integrated all considerations within the marketing mix
- Determined priorities and allocated resources for all products and business segments

**Vice President Market Research 1984-1987**

- Developed and managed market intelligence function
- Established Market Research Department—processes, methodologies, standards, reporting system
- Created and designed methods for market and sales information collection, analysis, forecasting and application to business decision-making

1979 – 1984

**IMPERIAL TOBACCO LTD., MONTREAL, QUEBEC**

Canada's largest manufacturer of Tobacco products with over 60% market share

**Regional Marketing Director, Ontario, 1982 - 1984**

- Developed, managed and evaluated the Ontario Region's marketing and sales plans, strategies, tactics and results for Canada's largest tobacco manufacturer
- Created in-store merchandising and retailing system

**Senior Market Analyst (Montreal) 1981-1982**

- Directed the development and introduction of new brand line extension, which achieved 5% market share and the repositioning of many existing brands to create broader acceptance and market share

**Consumer Research Manager (Montreal) 1979-1981**

- Responsible for designing and executing all consumer research related to the management and development of new and existing products, packaging, pricing, advertising, and brand positioning

**EXECUTIVE DEVELOPMENT & EDUCATION:**

**CONCORDIA UNIVERSITY, MONTREAL, QUEBEC**

BA/Anthropology & Sociology

MA/Sociology

**NASSAU COLLEGE, GARDEN CITY, NY**

AA/Liberal Arts

**FARR ASSOCIATES, GREENSBORO, N.C.**

*Executive Leadership Program*

**UNIVERSITY OF NORTH CAROLINA, CHAPEL HILL, NC**

*Young Executives Program*

**WHARTON SCHOOL OF BUSINESS, PHILADELPHIA, PA**

*Marketing Strategy*

**PROFESSIONAL ASSOCIATIONS:**

- **WOMEN'S FOODSERVICE FORUM—Member Board of Directors 1997 to 2002.**
  - Co-authored WFF's first long-range plan
  - Led the process for the Women's Foodservice Forum groundbreaking research on Women in the Foodservice Industry.
- **NATIONAL RESTAURANT ASSOCIATION**
- **AMERICAN MARKETING ASSOCIATION**

**REFERENCES UPON REQUEST**