

THOMAS KNOOIHUIZEN

NATIONAL SALES & ACCOUNT LEADER

*Business Focus: National Retail Growth | Strategic Account Leadership
| Category Expansion | Commercial Strategy*

EXECUTIVE LEADERSHIP CASE STUDY PORTFOLIO



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EXECUTIVE LEADERSHIP CASE STUDY PORTFOLIO

TARGET BUSINESS TRANSFORMATION

EXECUTIVE OVERVIEW

Thomas Knooihuizen demonstrated large-scale customer and commercial leadership by growing the Target business from \$10M to \$160M by 2018, while strengthening a long-term national retail partnership across haircare and skincare portfolios. His leadership encompassed strategic account management, category expansion, pricing, placement, promotions, forecasting, retail analytics, and national execution.

BUSINESS CHALLENGE

The business required sustained growth within a major national retail account while expanding category presence, improving commercial performance, and maintaining a strong long-term customer partnership. The scale of the account required disciplined management across assortment, pricing, promotion, placement, forecasting, inventory, and retail execution.

LEADERSHIP MANDATE

Thomas was responsible for driving the commercial growth of the Target business while coordinating the strategic and operational activities required to support national retail performance.

His scope included

- Strategic account leadership and retailer partnership management • Category expansion across haircare and skincare portfolios
- Joint business planning and commercial negotiations
- Pricing, placement, and promotional strategy
- Assortment and SKU management
- Retail planogram and merchandising strategy
- Demand forecasting and inventory optimization

- National retail sales execution
- Retail analytics and performance monitoring
- Sales team leadership and cross-functional coordination

STRATEGIC ACTIONS.

1. Accelerated Account Growth Directed national sales and account strategies that expanded the Target business from \$10M to \$160M by 2018, significantly increasing the scale of the business.
2. Expanded Category Presence Directed pricing, placement, promotional, and merchandising strategies across 100+ SKUs and 100+ retail planograms, supporting broader national retail presence and category expansion.
3. Strengthened Commercial Planning Negotiated \$100M+ annual Joint Business Plans with guaranteed margins exceeding \$30M, aligning customer objectives with profitability and long term commercial performance.
4. Applied Retail Analytics Leveraged IRI and Nielsen analytics to strengthen category planning, forecasting accuracy, and visibility into retail performance.
5. Improved Operational Execution Applied demand forecasting and inventory optimization initiatives that contributed to a \$1.2M cash-flow improvement and a 15% reduction in slow-moving inventory.
6. Strengthened Retail Availability Supported national retail execution through forecasting and operational planning initiatives that sustained 90%+ fill rates and in-stock performance.
7. Led Sales Execution Guided a 15-member sales and account management team in executing national growth initiatives while strengthening performance execution and cross-functional alignment

MEASURABLE RESULTS

- Target Business Growth: \$10M → \$160M
- Cumulative Retail Sales: \$1B+
- Annual Joint Business Plans: \$100M+
- Guaranteed Annual Margins: \$30M+
- Sales & Account Team: 15 professionals
- SKUs Managed: 100+
- Retail Planograms: 100+
- Cash-Flow Improvement: \$1.2M
- Slow-Moving Inventory Reduction: 15%
- Fill Rates / In-Stock Performance: 90%+
- Target Primary Haircare Partnership: 20 years

BUSINESS IMPACT

Thomas successfully managed a major national retail business at scale, balancing growth, profitability, customer partnerships, operational performance, and team leadership. The Target business grew from \$10M to \$160M, while cumulative retail sales exceeded \$1B. Commercial planning generated \$100M+ in annual Joint Business Plans with guaranteed margins exceeding \$30M. Operational initiatives improved cash flow by \$1.2M, reduced slow-moving inventory by 15%, and supported 90%+ fill rates. Beyond the financial results, Thomas sustained Target as the exclusive primary haircare vendor for 20 years, demonstrating lasting customer loyalty and consistent commercial execution.

EXECUTIVE LEADERSHIP TAKEAWAY

- **Commercial Growth:** Scaled a major retail business from \$10M to \$160M.
- **Strategic Customer Leadership:** Sustained a major national retailer partnership for 20 years.
- **Financial & Commercial Discipline:** Negotiated \$100M+ annual Joint Business Plans with \$30M+ guaranteed margins.
- **Operational Excellence:** Delivered \$1.2M in improved cash flow, 15% inventory reduction, and 90%+ fill rates.
- **People Leadership:** Led a 15-member sales and account management team while coordinating national retail execution.

RELEVANCE TO EXECUTIVE SALES LEADERSHIP

Thomas's experience demonstrates the ability to operate across the interconnected demands of a large national retail business, including customer strategy, commercial planning, category growth, profitability, forecasting, inventory, retail execution, analytics, and team leadership. His record demonstrates not only the ability to grow a major account, but also the ability to manage the broader commercial and operational disciplines required to sustain that growth.