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VP | Strategy + Branding, Retail Reinvention + Global Marketing

Key Exec in Driving Retail Behemoth’s High-Growth From 60 to 1,100+ Stores

Helming Disruptive Change Amid Operational Complexity to Spur Multi-\$100M Revenue

Unifying Creative Cultures via Inspired Teams, Aligned Processes + Performance Playbooks

Directing Overseas Vendors + Managing 1,000s of SKUs, from China to Vietnam and Beyond

Innovating Brand Launch	Saving Multimillions \$\$	Regaining Market Share
Taste + Co. Featured as Top Packaging Design	Slashed \$32M Inventory/Labor via Graphics Solution	Think Tank Collab Drove Global Reach + 100 SKUs in 12 Months

Leadership Success Is Founded on Innate Brand Creativity, Sense of Style + Consistency

Drive Brand Transformation + Business Growth While Slashing Costs | Bed Bath & Beyond

- INNOVATED WELL-ARTICULATED COMPANY BRAND ACROSS 1,100 STORES.** Influenced company President’s buy-in to spearhead collaborative, behavior-changing effort across functional areas that improved brand consistency. *Initiated consolidated graphics program to single provider + approval process creating sustainable, well-branded + meaningful company image, elevating customer experience + store profitability.*
- CREATED GRAPHICS SOLUTION ENABLING \$32M SAVINGS IN INVENTORY + LABOR.** Introduced top stock banners across 90% of each store to create visual appeal vs. empty shelves, while slashing inventory. *Planning, executed and delivered graphics in every section of store above 8 feet, saving more than \$270/section where graphics were added vs. cost of filling that space w/ inventory. **Solution is being rolled out across all stores.***
- LAUNCHED NEW DEPARTMENT + CUSTOMER EXPERIENCE ENDEAVOR IN 3 MONTHS.** Led company initiative via CEO’s directive. Inspired customer sense of urgency + increased store visit frequency via interactive experience. *Integrated **pop up department exploiting 20% of store (6K sf of 30K sf)** + designed to retrain customer mindset into treasure hunt mode, increasing store visits. Revenue shot up 15% compared to sister stores; **rolled out to 50 stores.***
- SHEPHERDED FRESH OWNED BRANDS:** Ushered in Taste & Co. + Artisanal Kitchen Supply brands across all stores for holiday sales seasons. *Jumped into unfamiliar waters to symphonize new product line branding within 7-month time frame, steering collaboration across diverse channels to achieve all aspects of concept development to execution + in-store delivery. Taste & Co. brand featured as **2017 top packaging design.***
- RECAPTURED MARKET SHARE:** Regained place at the bridal registry table with single product brand intro. *Thrived in creative ‘think tank’ collaboration, including traversing legalities re: Canadian compliancy. Partnered with Canadian agency in creating + delivering Daily Ware brand to address everyday needs. Collaborated with merchants, iterating multiple ideations, as well as visual merchandising + packaging. Extended reach globally and regained lost category market share with approximately **100 SKUs within first 12 months** of execution.*

EXECUTIVE PERFORMANCE

STORY SNAPSHOT: *I launched the Packaging Department with Private Label Brands at Bed Bath & Beyond in 2000, an initiative that capitalized on my creative innovation, influence, drive + passion for results.*

*My rapidly advancing career—promotions from store retail management to corporate office leadership—is underpinned by a **contagious pursuit for a shared marketing vision, creative solutions + collaboration** melded with determinedly process-driven initiative. As a result, I've led transformation, operational excellence + vigorous financial outcomes.*

*Whether navigating the complexities of **global project management, developing high-performing teams**, or expanding revenue, I fearlessly pursue each win with equal passion + commitment, providing sustainable, long-term value.*

BED BATH & BEYOND | BEDBATHANDBEYOND.COM | **NASDAQ: BBBY**

FORTUNE 500 COMPANY W/ \$12B REVENUES (2019) + MORE THAN 1,100 STORES IN 3 COUNTRIES

■ **VICE PRESIDENT, MARKETING OPERATIONS | STRATEGIC TRANSFORMATION** **2019 to 2020**

Strategic Impacts: Adapted to expectations of new C-Suite leadership, **rebranding operation's ability to execute** in weeks vs. months. **As Marketing + Creative Change Leader**, took helm to **unify cross-functional teams**, stem financial bleeding + optimize processes, creating a fluid cross-resource workflow (marketing, designer team + photo studio) + lifting morale. **Spawned cost-containment, culture-stabilizing efforts amid unprecedented global pandemic.**

Tapped for this newly created, ground-up role amid Bed Bath + Beyond's massive reorganization based on vast experience and reputation as a go-getter and swift-acting problem solver. Managed large, 60-70 employee team and 5 unique departments, with 5 direct reports.

Directed \$20M store 'experience' project. Full oversight + accountability across 2 groups + staff of 20 and **800+ stores in 2 countries + \$12M creative budget** management. Drove this omni-approach project across key business owners, leveraging a master timeline to achieve complexity of customer- and internal-team facing impacts.

- **Quickly drove change that drove double-digit cost reductions. Shepherded realigned marketing team**, creative + design + photography, through company staffing reduction churn.
- **Slashed \$32M in inventory + store labor after innovating graphics solution.** Planned, executed and delivered top-stock graphics, using imported fabric to lower volume stores, improving visual presentation, realizing a **66% cost reduction in raw materials.**
- **Increased photo studio usage 90%, up from flailing 65%.** Repaired broken communication channels between remote teams, **improving fluidity with 15% positive boost** in photo team use. Heightened use of 30-person photography team across multiple brand assets. **Complete \$4.2M annual budget oversight.**
- **Navigated a 20-member project management team**, establishing clear definition of project member roles + bridging communication gaps with geographically disparate teams, solidifying reputation as effective leader + collaborator. Renovated the briefing process, creating SOPs and KPIs for all channels; clearly communicated, project scope and timelines to drive omni channel marketing campaigns.
- **Launched account services team.** Instrumental in resource allocation tied to project management + design studio based on monthly budget + workload analysis. Aligned with finance marketing lead in **\$8.7M budget responsibility.** Illuminated potential **\$650K/year** savings by hiring staff vs. freelancers while leveraging freelancers to create project equilibrium amid peaks + valleys. **Time tracking rose to 90% (from 30%).**
- **Rescued sales circular production amid worldwide pandemic** shutdown, while **saving ~\$20K/lifestyle shoot.** Pivoted to leadership's request just 3 weeks before the shoot, to employ lifestyle photography + models, and applied an innovative approach: photographers' families as models using their homes as shoot locations. Creative team rapidly transformed production from print to online distribution.
- **In just 2 months** (vs. typical 2 years), **spearheaded multiple other rapid responses to COVID-19**, including buy-online, pickup-in-store (Bopus) and curbside pickup, to achieve urgent goals.
- Identified need for **Marketing Tech Management** role creation with full accountability over 'all things' tech including contracts, renewals and software updates. Key partner supporting in-store technology, migrations and conversions, image lab and design studio workflow changes, and full change management control.

■ VICE PRESIDENT, PACKAGING + GRAPHICS | INFLUENCE + BUSINESS GROWTH

2015 to 2019

Strategic Impacts: Initiated **influence meetings w/ top finance leadership** to build case for bottom-line savings via in-house (vs. external agency) strategy. Positioned newly created in-house packaging production group that **boosted speed to market time to 4 weeks (from 8)**, successfully **conserving \$500k** in design and production costs in year 1 and increasing to ~\$1M, over time.

Promoted to Vice President over entire packaging and graphics teams to spearhead large-scale project management initiative within pressure-cooker, highly matrixed environment. Tasked with overhauling and updating retail space appearance, improving graphics team functionality, implementing standards and driving fresh ideas to fruition. **Full \$3.5M+ budget oversight and accountability.**

- **Quarterbacked complete retail space facelift**, interfacing with and coordinating multiple teams to roll out updated look fleet-wide. Complete transformation of food, cookware and tabletop departments along with graphics and navigation for key stores.
- **Initiated popup shop concept to boost sales in underperforming stores** encompassing product collections from Christmas Tree Stores, Bed Bath & Beyond and Cost-Plus World Market. Collaborated across merchandising, fixtures, restocking, and coalesced value-laden, energizing graphics within each store. Drove remodeling for **50 stores** with this new concept, orchestrating **end-to-end project in 8 weeks. Grew sales 15% vs. sister stores.**
- **Strengthened and elevated graphics team reputation**, topgrading the team, trimming out underperformers and training/mentoring remaining team members. Improved graphics efficiency, contracting lead graphics partner to provide imaging to **1,600 Buy Buy Baby + Bed Bath & Beyond** Stores. Implemented toll-free 800 support number during daily operations + website with access to all available graphics. Actuated store consistency of graphics standards, promoting faster response times and enabling quarterly review.
- **Modernized processes and sustainable owned brands packaging**, working alongside internal leadership teams ensuring open communications with visual merchandising team keeping packaging on track with established sizing requirements.
- **Reduced 20+ vendor dependence to 1 primary supplier** to manage inventory allowing for rapid response times, reduction in unnecessary reorders, flattened offshore headcount, culminating in 5-year contract.

■ DIRECTOR, PACKAGING | ACTION + TRANSFORMATION

2006 to 2015

Strategic Impacts: **Rocketed sales \$400M +** delivered 5k+ SKUs/year with **full \$1.5M packaging budget oversight**, orchestrating collaboration + partnerships with multiple diverse teams improving margins and driving up revenue.

Helmed the waves of staffing disruption (40% of original team) during transition + physical office relocation. **Allied with legal** to conquer new product branding obstacles during onboarding. Orchestrated art + seasonal and owned brand photo shoots + coalesced deliverables with brand expectations. Negotiated annual pricing and rebate negotiations with key packaging suppliers.

- **Abbreviated turnaround time for packaging launching in Canada** (90-day turn) + **Mexico** (120-day turn), collaborating with in-house legal + outside entities to comply w/ country-specific laws + regulations, preventing extraneous remediation costs at the border or in-country. Conveyed essence of acceptable international packaging standards to brand partners. **Combined effort resulted in opening stores on time and within budget.**
- **Evangelized vendor selection program** to achieve broader packaging consistency, increased sales margins, and reduced damaged and returned goods.
- **Wrangled down brand inconsistencies** wrought by packaging product color disparities, as well as a plethora of sizing, quality + cost issues; e.g., invested in Epson printer for in-house proofing + collaborated w/ vendor on package right-sizing to reduce shipping costs while expanding inventory on shelves.
- **Successfully launched home product line** by joining forces with brand creative team in developing high-end packaging, expanding the brand into hard goods space and meeting tight shipping deadlines.
- **Coalesced exclusive packaging design and branding** by working elbow-to-elbow with creative teams representing Nicole Miller (2006), Kenneth Cole Reaction (2010), and Ellen Degeneres (ED) 2018
- **Spearheaded in-store sales book** driving online sales up **30%** versus sales loss when customer was unable to find what they need. **Conserved \$250k by printing sales book offshore including shipping to stores.**

■ SENIOR PACKAGING MANAGER | VISION + INNOVATION

2004 to 2006

Strategic Impacts: Propelled aberrant 1200+ SKU packaging process within 2 years to seamless standardized imaging, packaging and printing; incorporating product information with specifications reducing overall time from concept to market, with many specifications becoming industry cornerstones.

Promoted to Director, Packaging following Senior Packaging Manager leadership successes.

Piloted packaging team through onerous standardization process improvement assessment, development + implementation. Oversaw blended internal + external teams: designers, photographers, copy writers, merchandisers, buyers + vendors. Created vision and provided leadership throughout packaging process evolution.

- **Transformed packaging operations** by creating all-encompassing packaging processes ensuring product placement to boost sales and minimize impact to individual store planograms.
- **Navigated complex production intricacies** of bringing concept to market quickly with less placement turmoil by developing buyer packaging playbook defining processes + standards for consistent across-the-board branding.
- **Implemented 'beefed up' intake form** encompassing necessities for accurate product copy, specification + key feature attribution, package sizing, and printing information, vital to successful product placement + sales.
- **Catalyst driver in establishing packaging standards** thus reducing product damage and returns to vendors, bolstering customer confidence in brand.
- **Achieved brand color consistency** by nominating + selecting global printers that passed social compliance, equipment and high quality standards, keeping the color cards in the mix and using Epson printers.

Early Career Roles with Bed Bath & Beyond

Packaging Manager | 700 SKU + packaging production oversight

Strategic Project Manager, Home Division | \$2M annual liquidation budget oversight

Store Manager | \$25-\$45M annual sales volume + inventory oversight

Assistant Store Manager

EDUCATION + DEVELOPMENT

Bachelor of Science, Business Administration and Management

Boston University, Boston, MA

Fluent in Punjabi

Awards: 2017 Vertax Award (International Private Brand Competition) Silver | Back to College Packaging

Publications

Graphic Design USA 2017 Packaging Design: Home, Garden + Industrial for Wamsutta Vintage soft goods packaging

Creative Quarterly Journal of Art and Design, Issue 45-45, Taste & Co. food owned brand packaging