



***Helping businesses  
grow sustainably.***



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***Origami is an advisory firm  
specializing in helping owners and  
leaders drive sustainable growth  
and create lasting change.***



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# ***Sustainable Growth***

Our team of seasoned leaders and operators brings extensive expertise and a proven track record of successfully implementing change across many industries.

With deep experience in FP&A, consumer marketing, retail and business operations, we identify key areas for improvement and help you execute with a focus on tangible outcomes.



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# ***Lasting Change***

Our **Task Force** methodology builds cross-functional teams to develop and execute actionable plans effectively. Additionally, we supplement company teams with capabilities they may lack to ensure success.

Our approach is rooted in practical, data-driven insights to deliver measurable, sustainable growth.



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# ***Advising Owners and Leaders***

Building a business is often a lonely and demanding journey, filled with self-doubt and constant challenges—even when things are going well.

Having faced these struggles firsthand, we work as trusted advisors to help leaders navigate growth and leadership, drawing on our experience founding, scaling, and managing companies ourselves.



# ***Areas of Focus***

***Customer Engagement***

***Marketing***

***FP&A***

***Acquisition and***

***Integration***

***Insight and Analytics***



# Customer Engagement

Our Customer Engagement Practice focuses on building genuine connections with your audience that drive real business results.

We bring together expertise in creative, marketing, product, operations, finance, analytics, and technology to develop integrated strategies that go beyond one-off campaigns. This integrative approach delivers resonant experiences and identifies and builds the processes, tools, and capabilities needed for sustained, profitable growth.

*Use case:*



From 2017 to 2021 Origami supported a number of Zappos growth initiatives to generate excitement with interest-based audiences.

*Links to examples:*



*Use case:*



**49% increase in YoY  
subscription sales  
in under 5 months  
from launch.**

*Read about GNC Routines:*





# Marketing

Keeping pace with marketing trends is crucial. Our comprehensive marketing assessment not only identifies growth opportunities but also provides actionable recommendations to drive measurable results.

Our approach provides a clear foundation for aligning your marketing functions—people, processes, and technology—with your business goals. Whether guiding a transition, scaling operations, or enhancing brand positioning, we identify tailored strategies to drive measurable results and ensure sustainable success.

**Use case:**

**High-End Home Decor  
Sustainable Growth  
Strategy:**

**Business Model,  
Brand and Marketing  
Dynamics for a DTC  
Retailer**

**Link to case study:**

[Blueprint for Scaling to \\$100M ARR](#)





# FP&A

Origami Advisory brings clarity to complexity with strategic, forward-thinking financial planning and analysis.

Our FP&A practice integrates sophisticated financial strategies with innovative insights to help organizations navigate the dynamic business landscape and achieve lasting growth.

**Use case:**

## **Financial Planning**

A freight company struggled to enhance its EBITDA margin despite solid revenue growth.

**Solution:**

**Designed department-level planning models, improving their margin by 5 percentage points.**

**Pricing**

A logistics company's broad pricing models were missing opportunities to maximize profits in the spot market.

**Developed a dynamic pricing model, increasing their gross profit margin by over 40%.**



# **Acquisition and Integration**

Origami Advisory's Acquisition and Integration team has worked together to successfully acquire, integrate and operate over 20 acquisitions.

Change-the-business projects such as acquisitions, get derailed when companies use run-the-business teams to execute them. You need change-the-business capacity of professional operators that understand the long-term implications of a transaction to work alongside/complement/support your team.

## **Transactions:**

### **Business unit consolidations**

Consolidated a multinational business with over 800 employees across 10 regional business units into a global functional organization.

### **Debt Financing**

Ran auction process for replacement of existing lender, with upsizing and a facility structure (i.e. revolver, accordion, and term loan blend) more favorable to the company.



# ***Insight and Analytics***

Our Insight and Analytics practice helps companies accelerate growth and profitability by optimizing their data and analytics investment, to deliver meaningful, measurable value.

We focus business and customer insights on the growth and investment drivers of the business, using analytics and research to identify growth levers, develop cohort and behavioral segmentation models, and unpack acquisition and retention drivers to generate better decisions and lower risk.

**Use case:**

***Creating enterprise value from data-driven decision-making requires a full suite of capabilities working together.***

Company was seeking improvements to their data and analytics capabilities, and wanted an independent assessment of their capabilities with recommendations for improvement including:

- ***Data & Reporting***
- ***Product Analytics***
- ***Analytics & Insights***
- ***Data Foundation***

**Link to case study:**

[Data & Analytics Assessment for a leading consumer mobile-based solution](#)



# ***Companies We Work With***

Christie's  
Citic Capital  
Crocs  
Ebay  
Elysium Health  
F. Schumacher & Co.  
Goop  
GNC  
Herman Miller Retail  
Holly Hunt  
Hubble Contacts  
Il Buco Family

KiwiCo  
Knoll  
Rethink Foods  
Schumacher  
Selldorf Architects  
Seliger Studios  
Tecovas  
The Paris Review  
US Mobile  
Waterworks  
Zappos



CHRISTIE'S

**"Origami helped us analyse our global content operation, identify and prioritize key opportunities, and recruit the right talent to make those changes come to life."**

**Gillian Gorman Round**  
Chief Marketing  
& Communications Officer

HOLLY HUNT

**"Origami was a true partner, as passionate about our business and our success as we were. Thanks to Origami's unparalleled level of experience, talent, and expertise, we achieved our goals and grew as a company."**

**Marc Szafran**  
President

**KiwiCo**

**"Origami's been our trusted partner over the years to help us reimagine and evolve our brand, our business and our customer experience."**

**Sandra Oh Lin**  
Founder & CEO



**"Origami unlocked new opportunities for us to engage with a class of customers every brand dreams of reaching."**

**Kedar Deshpande**  
CEO



Jed Alpert is the President of Origami, a technology founder, software executive and attorney. Prior to Origami he led the largest and fastest growing division of the NASDAQ listed company which acquired the business he founded. He has closed and integrated over 20 acquisitions and led due diligence and integration planning.

Joshua Liberson founded Origami in 2017 and has been helping brands tell better stories for over 25 years. In 2001 he established Helicopter, a design company that served clients in the arts, media, hospitality, and home sectors. In 2011, Helicopter was acquired by its client One Kings Lane, where Helicopter evolved into a best-in-class, 100 person creative agency, serving all aspects of the customer experience.

Joaquín Alvarado advises leading media companies and nonprofits like Microsoft, Univision, NBC News and the Ford Foundation. He is the founder of Studiotobe, a media production and consulting firm dedicated to journalism, health equity, and community-based impact. His partners have included the California Department of Public Health Office of Health Equity and UCSF Benioff Children's Hospital. Joaquin has served as CEO of The Center for Investigative Reporting, held innovation roles at American Public Media and the Corporation for Public Broadcasting and currently serves on Consumer Reports, the James B McClatchy Foundation, and 826 National.

Kyle Andrews is a seasoned brand consultant with a track record of working with iconic brands such as Anthropologie, The RealReal, Petal & Pup, and Lulus. She specializes in uncovering a brand's core purpose and refining its positioning to create identities that forge strong emotional connections with customers. In addition to consulting, Kyle advises Visible Ventures, supporting innovative brands like Recurate, Good Weird, and Droplette in sharpening their narratives and investing in long-term growth. She also serves on the board of the handbag brand Senreve. Previously, Kyle held senior marketing roles at Athleta, American Eagle, Kate Spade, and Gap, shaping some of the industry's most recognizable names.



Jeremy Bergstein is a leader in bridging the physical and digital consumer ecosystem. As founder of The Science Project, he has led innovative projects for brands like Nike, Clinique, and UNIQLO, and advised property groups such as SIMON Malls and Macerich on experiential, media and new revenue strategies. His work includes major activations like the BARNEYS Holiday Windows with Lady Gaga and Bloomingdale's "All Wrapped Up" campaign, the Kardashians + Calvin Klein at Macys, and NIKE's Flagship Innovation Stores. A recognized thought leader, Jeremy has spoken at top industry conferences, and his insights have been featured in major publications. He currently serves on the board of The High School of Fashion Industries.

Greg Fant is an e-commerce veteran with extensive experience in General Management, Brand Management, Product Management and Marketing Strategy development and operational Planning. Greg has +25 years of marketing experience at a wide range of early stage and late stage private companies, and public companies, including Thumbtack, One Kings Lane, eBay, and The Coca-Cola Company. Greg has significant experience managing all qualitative and quantitative marketing channels and has a deep understanding of the universe of the most effective marketing, analytics, and site optimization solutions, as well as the universe of "emerging" marketing channels.

Howard Goldkrand is an Innovation Catalyst. He's designed award-winning storytelling strategies for Fortune 500 companies and impactful customer experiences for startups and brands like Zappos, Indeed, Lululemon, and Nike. He helped create the first "pop up" experience for Song Airlines and an Emmy-nominated ARG for the TV show DEXTER. He has exhibited works worldwide and held residencies at PS1, Chinati Foundation, and Recollets Foundation Paris.

Richard Hansen is an executive and consultant with 25+ years of experience in the retail, marketplaces, and subscription industries. His primary focus is creating growth and profitability through strategy, analytics and customer insights. Richard has led consulting teams at Bain & Company, held senior leadership roles at Walmart and eBay, and been on the management teams of both rapidly growing startups and publicly-traded companies. He is passionate about helping businesses achieve their full value potential.



Rammy Harwood is an entrepreneur who co-founded and led brands like Cosi, Kidville, and Club Sports Group (CSG), the largest F45 Training franchisee. Rammy's passion for cultivating dynamic teams and fostering authentic cultures drives sustainable ventures, leaving a profound impact on industries, communities, and team members. He excels in finding elite corporate 'athletes' and positioning them for success, with experience at all company stages, from entrepreneurial to professional.

Thaddeus Kromelis is a seasoned executive from the advertising, marketing, and media industries. He advises companies on their content and marketing efforts, including how to build successful teams that drive revenue. From 2015–2024 he built and led the in-house creative agency at Business Insider, a team that generated millions in revenue during his tenure. Prior to that he worked at WPP, Edelman, and Condé Nast.

Kirk Larson is General Counsel of Origami and advises on corporate issues. He is an experienced mergers and acquisitions executive, with nearly all of his career in-house at technology companies. He worked with Jed Alpert as General Counsel of a NASDAQ listed company that grew via acquisitions. Prior to Origami, he led Corporate Development for a PE-backed international software company.

Joonas Makkonen is a recognized expert in agile design and the development of digital and industrial technology solutions and businesses. He has advised leading organizations and startups across industries, including SpaceX, Apple, HBO, Virgin, Ford, Procter & Gamble, Michael Kors, and Dow Jones. With over 25 years of global experience, Joonas specializes in navigating organizational complexity and providing strategic leadership. He works with clients ranging from major corporations to seed- and Series C-stage startups, delivering innovative, impactful solutions that drive growth and sustainability.





Frederik Roikjer is Finance Lead of Origami with 15+ years of experience in strategic finance. Most recently he was CFO of a Private Equity owned logistics business. Prior to that, he founded and ran a VC fund. Before that, he was a technology investment banker at Morgan Stanley in London and New York, where he worked on \$7.5B+ M&A, equity and debt transactions. He started his career in mid-market Private Equity.



**Our hands-on approach has enabled businesses of all sizes to achieve substantial growth, increase profitability, and elevate their customer experience by focusing on what drives long-term success—all while honoring each company's unique values.**

### **Expertise Across Key Business Functions**

Lasting success requires cross-functional coordination. We bring together expertise across key business functions—including Creative, Customer Engagement, Financial Planning & Analysis (FP&A), Marketing, Analytics, and Business Operations—to generate practical, data-driven insights that drive sustainable growth and execute strategies with measurable outcomes and meaningful, long-term impact.

### **Hands-On Collaboration for Empowered Change**

As operators ourselves, we understand that real change requires more than just external guidance. It demands a close partnership and the empowerment of your team to work differently while respecting your company's unique values. That's why we integrate seamlessly into your organization, working alongside you to drive meaningful, long-term results.

### **Task Force Methodology for Lasting Impact**

To ensure effectiveness and resilience, our Task Force methodology unites diverse perspectives and specialized expertise to address your growth challenges. We start by identifying key opportunities, then establish a dedicated task force composed of both Origami experts and members of your team to develop and implement a tailored strategy. This approach ensures we're supporting and enhancing your team's capabilities, not replacing them. Knowledge transfer is a priority throughout, empowering your team to fully own the changes and sustain growth over the long term.



***For more  
Information:***

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PRESIDENT

Sustainable growth requires a holistic approach. By combining expertise in Customer Engagement, FP&A, Creative, Marketing, Analytics, and Business Operations, we identify critical areas for improvement and help you execute with a focus on measurable outcomes. Our collaborative approach aligns practical, data-driven insights with your business goals, capabilities, and values to drive impactful results.

***“Origami’s strategy and operating expertise helped us clarify our thinking, improve our execution and realize our goals. Origami is the GOAT.”***

Gwyneth Paltrow  
Founder & CEO