

# Matthew Lisowski

CEO • President • COO • CFO

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**I take companies to their next level, through long-term growth or a well-run exit. I've done both.**

From a pile of dirt to a private equity exit. From 54 locations to 110.

|                                             |                                                  |                           |                                                    |                                     |                                                       |
|---------------------------------------------|--------------------------------------------------|---------------------------|----------------------------------------------------|-------------------------------------|-------------------------------------------------------|
| <b>54 to 110</b><br>Franchise system growth | <b>Founder, PE, VC</b><br>Ownership environments | <b>3</b><br>Company exits | <b>\$3M to \$100M</b><br>Credit facilities managed | <b>3</b><br>Acquisitions integrated | <b>\$150M+</b><br>Revenue under management (Fish era) |
|---------------------------------------------|--------------------------------------------------|---------------------------|----------------------------------------------------|-------------------------------------|-------------------------------------------------------|

## STATS BY ROLE

### President

Held at Fish Brewing Company and WeBuild Global

|                |                                    |
|----------------|------------------------------------|
| <b>\$150M+</b> | Revenue under management           |
| <b>~500</b>    | Team led at peak                   |
| <b>3</b>       | Acquisitions integrated            |
| <b>\$10M</b>   | Capital raise alongside the CEO    |
| <b>\$10M</b>   | Georgia fabrication facility built |
| <b>40%+</b>    | Project margins                    |

### COO

Held at Fish Brewing Company and Mikkeller

|                           |                                         |
|---------------------------|-----------------------------------------|
| <b>\$42M to \$56M</b>     | Wholesale revenue                       |
| <b>\$13M to \$26M</b>     | US revenue by 2022                      |
| <b>-\$216K to +\$310K</b> | Annual result turnaround                |
| <b>\$30M</b>              | Revenue lift from national retail deals |
| <b>17</b>                 | Countries                               |
| <b>~300</b>               | Employees at peak                       |

### CFO

Held at Mikkeller and everbowl

|                       |                                |
|-----------------------|--------------------------------|
| <b>54 to 110</b>      | Locations                      |
| <b>+80%</b>           | EBITDA, year over year         |
| <b>7.5% to 10%</b>    | EBITDA margin                  |
| <b>-50%</b>           | Operating expenses             |
| <b>\$3M to \$100M</b> | Credit facilities managed      |
| <b>50</b>             | States in franchise compliance |

## WHAT I BRING TO A COMPANY

- Professionalize: give a founder's company the systems, controls, and team to scale without losing what made it work.
- See the whole board: finance, operations, construction, and brand in one view, so decisions are made with the full picture.
- Build what's missing: if the tool, the law, or the process doesn't exist, create it.
- Choose the path on purpose: long-term growth or a well-run exit, decided early and executed deliberately.
- Integrate on purpose: own the links of the chain that buy speed and control, and partner for the rest so the core stays the core.

## OWNERSHIP ENVIRONMENTS

Founder-led, private equity, venture-backed, and companies with hundreds of shareholders. I've delivered in all of them.

## CREDENTIALS

|                                                   |                                        |
|---------------------------------------------------|----------------------------------------|
| <b>Certified Public Accountant</b>                | Illinois; CPE maintained in IL, WA, WI |
| <b>MBA, Finance</b>                               | University of Nevada, Las Vegas        |
| <b>Certified Franchise Executive</b>              | International Franchise Association    |
| <b>Lean Six Sigma Black Belt</b>                  | UC San Diego Extended Studies          |
| <b>Franchise Management Certification</b>         | University of Louisville               |
| <b>BS, Business Administration and Management</b> | University of Nevada, Las Vegas        |
| <b>Certificate in Accounting</b>                  | UC San Diego                           |

# Every decision runs through one lens: what is best for the business.

## CONTENTS

|              |                                                                                                                               |                                                                                                                                                                                                                                 |
|--------------|-------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 2001-2014    | <b>Prologue: Origins</b>                                                                                                      | Sales region grown to 20 states · Master importer covering all states · New division built in New Berlin, WI · Licensed in all lines of insurance                                                                               |
| 2007-2013    | <b>Dirt to Exit</b><br>Joseph James Brewing Company,<br>Co-founder; Director of Sales and<br>Operations                       | Team: 3 to 20+ · First exit (sold to private equity) · Stayed one year post-close under PE ownership                                                                                                                            |
| 2015-2019    | <b>Institutional Scale</b><br>Fish Brewing Company (later Fish<br>Beverage Company), President<br>and Chief Operating Officer | \$150M+ revenue under management · ~500 employees at peak · 25-year company · Regulation D offering: ~\$2.5M raised                                                                                                             |
| 2019-2023    | <b>Global Operations</b><br>Mikkeller Brewing (US), Chief<br>Operating Officer and Chief<br>Financial Officer                 | 17 countries · ~300 employees at peak · US revenue \$13M to \$26M by 2022 · Annual result: -\$216K to +\$310K                                                                                                                   |
| 2023-present | <b>54 to 110</b><br>everbowl, Chief Financial Officer<br>and head of franchise compliance                                     | Locations: 54 to 110 · EBITDA +80% year over year · EBITDA margin 7.5% to 10% via redistribution network · Operating expenses -50%                                                                                              |
| 2023-present | <b>Design to Delivery</b><br>WeBuild Global, President                                                                        | \$10M Georgia millwork and fabrication facility · 60,000 sq ft facility · \$10M capital raise alongside the CEO · 40%+ project margins                                                                                          |
| 2015-present | <b>Fractional and Built Tools</b><br>Lis Consulting Group LLC,<br>Principal                                                   | Fractional finance and operations work for growing brands. · Batch: client-facing P&L and custom accounting portfolios, chart of accounts, entity and fiscal calendar setup. · Business valuations and attestation engagements. |

## ROADBLOCKS CLEARED

~~Multiple alcohol production types could not share one facility.~~

**Cleared** Structured licensing and operations to run them together.

~~State law and local ordinance banned on-site sales. We couldn't even pour our own beer at our own festivals.~~

**Cleared** Helped establish a brewers guild and lobbying arm that led the charge for non-gaming taprooms. Another organization finished it after the sale.

~~Washington law did not allow beer trucks at private events.~~

**Cleared** Part of the group that changed the law, making mobile service an extension of the taproom. It became the main fundraising vehicle for Friends of St. Augustine.

~~Health departments did not understand brewing.~~

**Cleared** Educated regulators directly and through speaking engagements.

~~The market had no tool for it.~~

**Cleared** Build it: shop jigs and templates, or software and automation built with AI.

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## BUILT TOOLS

### Plant Layout Planner

Lean Six Sigma flow analysis turned into something a board, a landlord, or a crew can walk through before any money is spent. It produced a clear go / no-go verdict on a candidate building.

### Franchise Operations Platform

Turned franchise compliance and development from email and folders into one auditable pipeline, owned by the person who writes the FDD.

### Franchise Insight Hub

Automatic reminders go out when labor or cost of goods is out of spec, or when a report is missing, so franchisees get back in line without a phone call. Every operator sees where they stand against the system, and benchmarking drives behavior better than a lecture.

*Also built:* National Location Map, Millwork Estimating and Bid App, Time and Accountability Tracker, Batch Client Portal, Daily Dashboard

## LIS CONSULTING GROUP LLC

Fractional executive support for founder-led and PE-backed brands that are growing faster than their systems.

- Fractional CFO or COO
- Multi-entity finance cleanup
- Valuations and attestation
- Plant and buildout planning

## BEYOND WORK

Friends of St. Augustine, President, 2018-2022