



PROFESSIONAL PROFILE

MICHAEL MUSSO

Senior Managing Director · Consumer & Retail Practice Leader ·
Independent Director

EXPERIENCE

CHARACTER

TRUST

GRATITUDE



SENIOR MANAGING DIRECTOR · CONSUMER & RETAIL PRACTICE LEADER · INDEPENDENT DIRECTOR

Michael Musso brings a unique blend of blue-chip CPG operating experience (P&G, Pepsi-Cola, Frito-Lay) and middle-market C-suite leadership. His command of brand building, performance improvement, turnaround and restructuring, and governance translates into a proven model for restoring and growing enterprise value while managing risk in challenged consumer and retail companies.

35+ YEARS' C-SUITE, GOVERNANCE & RESTRUCTURING EXPERIENCE	100+ TURNAROUND & RESTRUCTURING ENGAGEMENTS	25+ C-SUITE · CRO · INDEPENDENT BOARD ENGAGEMENTS	Blue Chip CPG P&G · PEPSI-COLA · FRITO- LAY FOUNDATION
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Prior to joining Areté in 2025, Mr. Musso led the Consumer & Retail Restructuring Practice at KPMG Deal Advisory and Strategy as Managing Director. Before that, he built an industry-leading consumer and retail practice at Conway MacKenzie as Senior Managing Director, where he successfully led dozens of engagements as interim CEO, CRO, financial advisor, and independent director.

He built his consumer products foundation at three of the world's most iconic CPG companies — Procter & Gamble, Pepsi-Cola, and Frito-Lay — before spending over a decade in CEO, operating partner, and independent director roles within private equity.

Mike has led hundreds of companies through complex turnaround challenges — spanning working capital, liquidity, manufacturing, commercial, regulatory, and distribution — across a broad range of consumer segments, with deep expertise in beauty care, restaurants, pet care, and food & beverage. He brings true multi-channel depth across Amazon, Walmart, and Costco through to Grocery, Specialty Retail, Big Box Home Improvement, and wholesale food distribution.

PROFESSIONAL PROFILE

AREAS OF EXPERTISE

Consumer & Retail Industry

Full-spectrum turnaround, performance improvement, and strategic leadership across grocery, mass and specialty retail, e-commerce, and omni-channel companies; expert in leading brands through all stages of the life cycle: stress, distress, and growth.

Crisis Management

Restores financial stability and preserves enterprise value through targeted liquidity solutions, working-capital optimization, cost reduction, and stakeholder alignment.

Governance & C-Suite Leadership

C-Suite, Independent Director, Chief Restructuring Officer, and financial advisor across public, private, and private-equity-sponsored companies.

Performance Improvement

Manufacturing, commercial, and distribution optimization across consumer segments, with significant expertise in beauty care, food & beverage, restaurants, and pet care.

Channel & Retail Strategy

Deep command of Amazon, Walmart, Grocery, and specialty-retail dynamics — trade spend, revenue growth management, SKU optimization, and channel conflict.

SELECT BOARD OF DIRECTOR ENGAGEMENTS

COMPANY	ROLE
abc School Supply	Director
Childcare Education Institute	Director
Cosmetic Specialty International	Director
Cosmolab	Director
Dioptics Medical Products	Director
DirectoryNet	Director
Easyway Manufacturing	Independent Director
Niner Wine Estates	Director
School Specialty, Inc.	Director (NYSE)
Summit Industries	Director
Taco Mac (TMRG)	Independent Director · Restructuring Committee Chair
Tax Defense Network	Director
WowWorks	Independent Director

SELECT C-SUITE / CHIEF RESTRUCTURING OFFICER ENGAGEMENTS

COMPANY	ROLE
abc School Supply	CCO / President
Blue Star Foods	CRO
BMW Wholesale	CRO
Childcare Education Institute	CEO
Cosmetic Specialties, Inc.	Interim CEO
Cosmetic Specialty International	CEO
Cosmolab, Inc.	Interim CEO
Diamond Crystal Brands	CRO
DirectoryNet	CEO
First Source LLC	CRO
Gibson Guitar Company	Interim CMO
Hyperice	CRO
Lidl Supermarkets US	CTO
Mud Pie	CRO
Niner Wine Estates	President / CEO
PetWise	CRO / Interim CEO
Product Quest Mfg.	Interim CEO
School Specialty, Inc.	President (NYSE)
Standard Furniture Company	Interim CEO
Strack and Van Til Supermarkets	CRO
Summit Industries	CEO
Suntree LLC	CRO / Interim CEO
Tax Defense Network	Interim CEO
Virginia Candle / WoodWick	Interim CEO
VSA Partners	CRO
Wallace Hardware	CRO

SELECT CONSUMER & RETAIL ENGAGEMENTS

COMPANY	COMPANY
American Greetings / Papyrus	Earth Fare Supermarkets
Applebee's / Franchisee	Harley-Davidson / Franchisee
Barnes & Noble Education Corporation	Love Life Cosmetics
Burt's Bees	Recreational Warehouse
Caren Products	Z Gallerie
Charles Tyrwhitt	Zaxby's / Franchisee

We have your back when the world is taking aim.

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