

LEVERAGE *STRATEGIC*

POST-CLOSE OPERATING PLAN

100-Day Plan

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A focused, three-phase plan for the first 100 days following a transaction — stabilize the business, build the foundation, and prove the plan is on track.

Days 1–30

1 Stabilize & Diagnose

Days 31–60

2 Build & Launch

Days 61–100

3 Execute & Measure

100-Day Timeline at a Glance

DAYS 1–30

Stabilize & Diagnose

Maintain continuity, align the team, and baseline every KPI before changing anything. No operational changes until legal, personnel, and systems foundations are complete.

Key Actions

- ✓ All-hands kickoff meeting
- ✓ 1:1s with all function leads
- ✓ Baseline KPI dashboard live
- ✓ Systems & data access confirmed
- ✓ Supply chain status reviewed

DAYS 31–60

Build & Launch

Launch the first retention and channel initiatives. Stand up weekly KPI reporting and monthly Budget vs. Actual review. Amazon presence activated.

Key Actions

- ✓ Retention email/SMS cadence live
- ✓ Amazon 1P/3P launched or optimized
- ✓ Weekly KPI flash report operational
- ✓ Vendor term renegotiation begun
- ✓ Monthly BvA review cadence set

DAYS 61–100

Execute & Measure

Run a full reporting cycle against budget. Evaluate Day 30–60 initiative results. Refresh the remainder-of-Year-1 forecast. Present Day 100 scorecard to ownership.

Key Actions

- ✓ First full month BvA reconciled
- ✓ Initiative results reviewed vs. KPIs
- ✓ Remainder-of-Year-1 reforecast
- ✓ Day 100 scorecard presented
- ✓ Phase 1 VCP milestones on track

Day 1–5: Non-Negotiable First Week

Legal, administrative, and relationship-preservation work only. Operational changes wait.

Day 1 · Legal & Corporate Admin

- Confirm D&O insurance coverage bound and effective as of close
- Notify bank(s) of change of control; confirm signatories and account access
- File state/provincial change-of-control notifications
- Secure access to all corporate records: cap table, contracts, IP registrations

Days 1–2 · Key-Person Retention

- Meet 1:1 with every function lead — Marketing, Ops, Finance, CX
- Identify any unsigned offer letters or retention agreements and remedy immediately
- Communicate to all staff: ownership changed, leadership and jobs are intact

Days 2–3 · Supplier & Vendor Communication

- Notify top 10 suppliers of change of control; confirm no contractual triggers
- Confirm all active POs, inventory in transit, and freight bookings on track
- Brief 3PL/fulfillment partner; confirm no service disruption risk

Days 3–5 · Systems & Data Access

- Confirm access to: Shopify, Meta/Google ad accounts, email/SMS platform, accounting system
- Pull trailing 90-day P&L, cash balance, and CAC/MER data as operational baseline
- Confirm all software subscriptions paid and no access lapses at close

🚧 *No operational changes or new initiatives should begin before Days 1–5 are complete. Surprises in legal, personnel, or systems during the first week derail the entire plan.*

Stabilize & Diagnose

Baseline every KPI. Confirm team. No operational changes until this phase is complete.

Leadership & Team • 🕒 Day 10

Run all-hands kickoff within 48 hours of close. Hold 1:1s with every function lead by Day 5. Confirm roles, reporting lines, and retention status. Identify any gaps in leadership coverage.

✓ All retained; org chart confirmed

Finance & Systems • 🕒 Day 14

Stand up the baseline KPI dashboard (CAC, AOV, repeat rate, MER, EBITDA). Pull trailing 90-day P&L and confirm cash + revolver headroom against the Year 1 budget.

✓ KPI dashboard live; cash confirmed

Marketing & Retention • 🕒 Day 21

Audit current channel mix and CAC/MER by channel. Assess health of existing retention programs (email open rates, SMS cadence, loyalty status). Identify quick wins.

✓ Channel audit complete; top 3 quick wins identified

Supply Chain • 🕒 Day 21

Complete full inventory count and aging review. Confirm vendor terms, lead times, and fill rates. Identify any concentration risk in supplier base or inventory obsolescence.

✓ Inventory reconciled; vendor risk flagged

Customer Experience • 🕒 Day 28

Review NPS scores, return rate data, and top customer service themes from the last 90 days. Confirm CRM tooling and data quality.

✓ NPS baseline set; top issues triaged

Legal & Finance Close-Out • 🕒 Day 30

Confirm all transaction docs executed and filed. Finalize change-of-control notifications. Verify no outstanding indemnity claims or escrow triggers.

✓ Legal close-out checklist complete

Build & Launch

First retention and channel initiatives live. Weekly KPI reporting operational. Amazon activated.

Retention Programs • 🕒 Day 45

Launch the first round of email/SMS lifecycle cadence improvements identified in Phase 1. A/B test subject lines and send frequency. Stand up a loyalty or repeat-purchase incentive test with a defined 30-day read period.

Owner: Head of Marketing

KPI: Repeat purchase rate increases from 30.2% to 32%+ vs. baseline

Amazon 1P / 3P • 🕒 Day 60

Stand up or optimize the Amazon presence per the growth roadmap: 3P listing review and optimization in Days 31–45; 1P conversation with Amazon vendor manager initiated by Day 60.

Owner: Head of Marketing

KPI: Amazon listings live / 1P discussion initiated

Reporting Cadence • 🕒 Day 38

Implement the weekly KPI flash report (MER, orders, CAC, cash) and the monthly Budget vs. Actual review. Both must be live and circulated before Day 45.

Owner: Head of Finance

KPI: First weekly report delivered

Vendor & Inventory • 🕒 Day 55

Begin vendor term renegotiation based on Phase 1 audit findings. Implement inventory optimization plan: tighten reorder points, negotiate better AP terms, reduce slow-moving SKUs.

Owner: Head of Operations

KPI: Inventory turns improve from 4.1x to 4.3x; reorder points reset

Execute & Measure

Full BvA cycle complete. Initiative results reviewed. Forecast refreshed. Day 100 scorecard delivered.

First Full Reporting Cycle • 🕒 Day 75

Run a complete calendar month against the Annual Operating Budget. Reconcile Budget vs. Actual line by line across revenue, COGS, marketing, payroll, and EBITDA. Document variances with root cause and corrective action.

Owner: Head of Finance

Deliverable: Full BvA reconciled; variance commentary written

Initiative Review • 🕒 Day 80

Evaluate Day 30–60 initiative results against target KPIs. Retention email/SMS: lift vs. baseline? Amazon: impressions, CVR, and ACOS on target? Double down on what is working; pivot on what is not — with explicit decision owners and timelines.

Owner: Head of Marketing

Deliverable: Initiative review deck presented to ownership

Remainder-of-Year-1 Reforecast • 🕒 Day 85

Finalize the remainder-of-Year-1 forecast against the original Annual Operating Budget in the Integrated Financial Model. Flag any assumptions that need updating (CAC trends, AOV, marketing efficiency).

Owner: Head of Finance

Deliverable: Reforecast submitted to model; Year 1 on track

Day 100 Scorecard • 🕒 Day 100

Formal readout to ownership, the board, or the lender. Cover: team retention, KPI dashboard status, initiative results, BvA summary, and forecast. This scorecard is the bridge to Year 1 Phase 1 of the 5-Year Value Creation Plan.

Owner: Founder & CEO

Deliverable: Scorecard presented; Phase 1 VCP status confirmed

Workstream Owners & Primary KPIs

Workstream	Owner	Primary KPI(s)	Day 30 Gate	Day 60 Gate	Day 100 Gate
Marketing & Retention	Priya Arora, Head of Marketing	MER, Repeat Rate, CAC	Channel audit complete	Email/SMS cadence live	Initiative results reviewed
Supply Chain & Inventory	Daniel Okoro, Head of Operations	Inventory Turns, Fill Rate, AP Days	Inventory count reconciled	Vendor renegotiation live	Turns on or ahead of budget
Finance & Reporting	Sarah Williams, Head of Finance	EBITDA vs. Budget, Cash, Revolver	KPI dashboard live	Weekly BvA report cadence	Reforecast submitted
Customer Experience	Jordan Lee, Head of CX	NPS, Return Rate, Response Time	NPS baseline set	Top issues triaged	CX score improving vs. baseline
Amazon Channel	Priya Arora, Head of Marketing	ACOS, CVR, Revenue %	Listings audited	3P live; 1P conversation begun	Amazon % of revenue on track
Leadership & Integration	Founder & CEO	Team Retention, Milestone Completion	All FTEs retained	All-hands alignment confirmed	Day 100 scorecard presented

Reporting Cadence & Governance Rhythm

Weekly

Day 38 (first delivery)

KPI Flash Report

Orders, revenue, MER, CAC, and cash position — circulated every Monday by 9am. Delivered by Head of Finance. No exceptions.

Bi-Weekly

Day 42 (first sync)

Leadership Sync

30-minute check-in on workstream progress and blockers. All function leads attend. Action items documented and tracked.

Monthly

Month 2 close (Day 60)

Budget vs. Actual Review

Full walk-through of the Annual Operating Budget, line by line, with variance commentary. Founder and Head of Finance lead.

Day 100

Day 100

Scorecard Presentation

Formal readout to ownership, board, or lender. Covers team, KPI status, initiative results, BvA, and reforecast. Bridge to VCP Year 1.

Day 100 Scorecard

The formal deliverable to ownership, the board, or the lender at Day 100.

Milestone	Target by Day 100	Owner	Status
All function leads confirmed and retained	100% retention	Founder & CEO	[]
Weekly KPI dashboard live and in use	Yes — first delivered by Day 38	Head of Finance	[]
Retention program improvements launched	Repeat rate 30.2% → 32%+; cadence live by Day 45	Head of Marketing	[]
Amazon channel live or optimized	3P live; 1P discussion initiated	Head of Marketing	[]
Cash position vs. Budget	Within 10% of plan	Head of Finance	[]
EBITDA run-rate vs. Budget	Within 10% of plan	Head of Finance	[]
Inventory turns vs. Budget	4.1x → 4.3x+ (vs. 4.1x Y1 budget)	Head of Operations	[]
Day 100 reforecast submitted	Year 1 reforecast vs. original budget	Head of Finance	[]
VCP Phase 1 Milestone Status	Phase 1 (Y1–2) on track	All Functions	[] On Track

This scorecard is the bridge to the 5-Year Value Creation Plan: a clean Day 100 confirms Phase 1 of that plan is already underway.