

# Noah Barlow.

Brand, packaging, and growth leadership for founder-led challenger companies. *Twenty years operating.*

SELECTIVELY AVAILABLE

TORONTO · 2026

*"The most useful thing a senior operator brings to a founder isn't another opinion. It's pattern recognition."*

— ON THE WORK



CURRENTLY

Senior advisor, selectively available  
Toronto · remote across North America

DIRECT

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**20+**

years operating

**12+**

brands launched

**300+**

packages shipped

**\$1B+**

portfolios advised

**\$8M+**

seed capital

01 WHAT I'M HIRED FOR

01

### Brand strategy and positioning

Sharp positioning. Clear point of view. Less deck, more shipping. I translate ambiguous business problems into brand platforms a team can run with.

02

### Packaging systems and retail psychology

The package is the brand's most-touched media buy. I design pack systems that win the three-second test and earn the shelf before the price tag does.

03

### Fractional brand & growth leadership

Embedded strategic partner for founder-led companies. Senior involvement, limited engagements, close enough to the P&L to be useful to it.

# Two decades, *one through-line*: build the thing.

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2017 – Now

**Founder & Senior Operator** · *Smaller Agency / Independent Advisory*

Founded Smaller Agency. Now operating as a senior strategic advisor for founder-led challenger brands — brand strategy, packaging systems, and growth leadership delivered as a partner rather than an agency. Selective engagements, senior involvement, no production overhead.

- 12+ brands launched in the Canadian market
- 300+ packages designed and shipped to retail
- \$8M+ in seed capital supported via IR + launch leadership

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2019 – 2021

**Chief Marketing Officer** · *Doseology Sciences*

Founding CMO of a functional mushroom wellness brand. Built the brand platform, IR deck, website, CRM, packaging, and DTC engine from day one. Owned brand mission, vision, and all customer-facing touchpoints alongside the founder team.

- \$4M+ in funding supported through IR + pitch communications
- 8 product lines developed (tinctures, powders, supplements)
- Social audience grown to 10K in year one

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2015 – 2019

**VP Marketing** · *GreenSpace Brands (TSXV)*

Owned brand and marketing across a publicly-traded CPG portfolio of better-for-you food, beverage, and wellness brands distributed nationally across grocery and specialty retail.

- Responsible for \$36M+ in annual brand revenue across 8 CPG brands
- 6 direct reports across brand, creative, and growth
- 8 new products with 26 variants launched in year one

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2013 – 2015

**Director, Brand & Programming** · *Me&Lewis Ideas*

Led the SABMiller Canada portfolio — Miller Lite, MGD, Grolsch, Pilsner Urquell, Peroni. Directed the Canadian launch of Miller Lite, building the light-beer category in Canada from a standing start.

- Grew Toronto office revenue 300% in year one
- Doubled local client roster without adding overhead

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2011 – 2013

**Director, Development & Strategy** · *Blueband Digital*

Built early-stage digital agency capabilities for CPG and lifestyle brands. Direct client wins included Weetabix, TD, Telus, PlayStation, and Virgin Gaming.

- \$1M+ in net new billings in year one
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2009 – 2011 **National Manager, Client Development** · *Launch (acquired by Mosaic, 2012)*

Built the national client portfolio for an experiential and retail-activation agency. Direct wins: LEGO, Canadian Tire, Carlsberg, PlayStation, Apple, Levi's, Clif Bar.

→ \$10M+ in net new billings across the portfolio

2004 – 2008 **Account Executive** · *Segal Communications*

Consulting and public relations agency. The years that taught me the agency business from the inside.

## *Brands shipped,* repositioned, launched.

Miller Lite

Beer · Canadian Launch · SABMiller

Pilsner Urquell

Beer · Premium Positioning · SABMiller

Kit Kat Chocolatory

Confectionary · Retail · Nestlé

Carlsberg Portfolio

Beer · Brand Strategy · Carlsberg Group

MGD

Beer · Heritage Strategy · SABMiller

Full case studies at [noahbarlow.github.io/work](https://noahbarlow.github.io/work)

## The thinking *on paper.*

The Challenger Playbook

Whitepaper · 40pp · Smaller Agency

The Modern Brand OS

Whitepaper · Smaller Agency

Beer for Gen Z

Category whitepaper · Smaller Agency

Gen Z Operating System

Whitepaper · Smaller Agency

The Challenger Scorecard

Diagnostic companion · Smaller Agency

Communication Arts

Feature · 2020

Strategy Magazine

Smaller Agency launch · 2019

Globe & Mail · BlogTO · Driving.ca

RCLUB launch coverage · 2019

York University, Toronto

BA, Political Science & Communications · 1999–2003