

# Case Study: Building a Profitable EU Operation for Regulated Consumer Products

**Company:** HoneyLife International

**Role:** Vice President, Business Development

**Region:** European Union (EU / EEC)

**Business Model:** B2B Distribution of Regulated Consumer Wellness Products

## Context & Challenge

HoneyLife International sold a portfolio of regulated consumer products, including topical skincare (creams and lotions) and ingestible products spanning food, beverage, and dietary supplements. While demand existed across Europe, the company faced significant barriers related to EU import complexity, extensive documentation, long approval timelines, and country-by-country clearance requirements. These constraints limited scalability and delayed market entry.

## Strategy

Rather than optimizing an inefficient import process, a structural shift in market-entry strategy was implemented. The solution was to establish EU-based manufacturing and corporate infrastructure, enabling products to be legally manufactured, registered, and sold within the EU common market without repeated import barriers. Once approved in a single EU country, products could be distributed freely across all EU member states.

## Execution

**EU Incorporation & Financial Infrastructure:** Led the formation of an EU-based operating company, including incorporation, euro-denominated banking, VAT registration, and ongoing tax compliance. An EU-based finance team was established to manage VAT collection, remittance, and regulatory reporting.

**EU-Based Manufacturing & Regulatory Enablement:** Identified and partnered with licensed EU manufacturers experienced in producing topical and ingestible products. Managed product registration with local authorities, enabling unrestricted sales across the EU common market.

**Distributed Team Leadership:** All initiatives were executed remotely from the United States while coordinating multiple teams across different EU countries, time zones, and regulatory frameworks.

## Results & Impact

The EU operation was built from scratch into a seven-figure annual revenue business with double-digit profitability. The model eliminated import bottlenecks, enabled compliant multi-country sales, and

created a scalable, repeatable platform for long-term European growth.

## Why This Matters

This case study demonstrates the ability to solve regulatory and structural barriers to international growth, design scalable market-entry strategies, build compliant global operations from the ground up, and convert complexity into competitive advantage.