ALIGN360 · CASE STUDIES

Different business problems. The organization was the lever.

Rhodium · Cresco Labs

RHODIUM

Enterprise transformation under pressure.

THE BUSINESS PROBLEM

A founder-led bitcoin data mining company facing liquidity pressure, ongoing litigation, high leverage against near-term debt obligations and operational underperformance while navigating significant leadership transition. Mining uptime had fallen to 68%. Performance had to improve while the capital structure was being resolved.

THE ORGANIZATIONAL CONSTRAINT

Leadership gaps, fragmented accountability, an inefficient labor model, limited management infrastructure, and unclear ownership were constraining execution at a time when the company had very little margin for error.

INTERVENTION

- Managed a CFO exit and CEO re-entry without losing operational continuity
- Rebuilt the operating model around the right leaders, roles, and structure
- Implemented headcount planning, forecasting, and human-capital cost modeling
- Reclassified 60% of the workforce to hourly, including compensation realignment, policy redesign, and system reconfiguration required to support the new labor model
- Redesigned performance management and incentives to market
- Built the governance, systems, and workflows a leaner company could actually run on

RHODIUM · BUSINESS RESULT

68% → 90%+

Uptime restored, recovering compressed hashrate and revenue — inside six months.

~$549K	of bloated legacy bonus liability unwound
$500K+	in annual savings through benefits restructuring
~$1M	estimated employment-law exposure mitigated

“Rhodium can be called two things. RBA or RAA. Rhodium Before Alicia or Rhodium After Alicia.”

CHIEF EXECUTIVE OFFICER, RHODIUM

CRESCO LABS

Delivery existed. Nobody owned it, and the labor model couldn’t carry it.

THE BUSINESS PROBLEM

Florida’s cannabis market is commercially constrained. Delivery presented a new channel to expand revenue and market reach without expanding the physical retail footprint. Post-acquisition, delivery existed as a channel but not as a defined operation.

THE ORGANIZATIONAL CONSTRAINT

Ownership was unclear, there was no operating model, and the workforce and accountability structure had not been designed to support performance or scale. Labor was deployed inefficiently and compensation was misaligned with the work being performed. Drivers were paid as static roles regardless of output, creating real internal friction and a structure that couldn’t flex with demand.

INTERVENTION

- Built a dual-function labor model so drivers could flex into retail during downtime
- Aligned the org structure to the delivery model and the revenue objective behind it
- Engineered an HRIS-enabled compensation fix: employees clock into role-based position codes and pay adjusts to the work performed in real time
- Activated the ‘location’ feature, enabling team members to flex into other stores and capture per-store labor hours accurately
- Created a ‘Lead’ job level, giving stores the flexibility to cover managerial responsibilities as needed

CRESCO LABS · BUSINESS RESULT

~$400K

payroll reduction against the year-one forecast — roughly one FTE per delivery-enabled store.

AND IT KEEPS PAYING

Delivery hours that used to sit idle at driver pay now convert into retail productivity at the retail rate. That's structural P&L relief carried into every budget after it — not a cut that has to be made again next year.

"She has an exceptional talent for driving organizational alignment, optimizing workforce operations, and building scalable structures that deliver results without losing focus on the employee and customer experience."

CONNIE WOOLSEY · VP OF RETAIL OPERATIONS, CRESCO LABS

ALIGN360 · EXECUTION & PERFORMANCE ADVISORY

The value-creation plan is only as strong as the organization executing it.

Alicia Catatao, Founder

aliciacatatao@gmail.com · align360.biz

calendly.com/aliciacatatao/30min