



**ENELOW–KURSMARK**  
**EXECUTIVE RESUME TOOLKIT**

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**Definitive Guide to Strategizing, Writing, Formatting,  
and Designing Resumes for Senior Management  
and Executive Opportunities**

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**Gallery of Executive Resumes**

**Group 3: Finance and Operations Executive Resumes**

**O**ur satisfaction in writing resumes for our executive clients comes from the uniqueness of each person and each project. It is exciting to uncover an executive’s brand and communicate it overtly on paper! It is a thrill to transform a bland, ho-hum resume into a sizzling marketing document with value and benefits that practically jump off the page! Yet, within all of that excitement and creativity, we appreciate having just a bit of structure to guide our development and presentation of career material. We don’t have to reinvent the wheel every time; we can simply give it a different, entirely personal spin.

Thus, as you review the resumes in this Gallery, you will notice similarities in structure and organization. In fact, the resume formats illustrate the strategies we recommend as best-in-class for executives, as described in Section 1 of the Executive Resume Toolkit. Yet each document is unique—the language, content, structure, and emphasis were all carefully chosen to best showcase the specific information from that particular executive’s life and career.

As you read each resume, we think you’ll understand why we chose the format, language, organization, and presentation that we did; but for some insights into our thought process, first review the notes that appear on the following seven pages.

Most importantly, use the examples in the Gallery to inspire and assist you in crafting your own perfect, and perfectly unique, resume.

## GROUP 3: FINANCE AND OPERATIONS EXECUTIVE RESUMES

- 1. Ray M. Ogilvy** **4**

A clean and traditionally formatted resume is ideal for an individual applying for a reasonably high-level corporate accounting and financial management position. The facts are clear and concise, typical of how a financial professional works and writes.
- 2. Rod J. Krishnan** **6**

This resume uses the Project-Highlights Format to describe significant initiatives—and results.
- 3. Donna Logan McPherson** **8**

Note the inclusion of all of Donna’s professional and industry credentials presented immediately in the summary to clearly communicate qualifications for a senior-level real estate asset management position. The projects listed include details of cost, square footage, and other particulars specific to the industry.
- 4. Frances Wilder** **10**

Core competencies are presented in a sidebar that makes them easily viewable without distracting from the primary content of the resume. The final section combines several interesting “extras.”
- 5. Lewis Graysmith** **12**

A headline format succinctly communicates the candidate’s top qualifications, level of targeted position, wealth of experience in a diversity of corporate environments, and record of quantifiable financial success.
- 6. Robert Montgomery** **14**

Each position is introduced by a strong, bold statement that communicates challenges and overall results, while bullet points detail the accomplishments.
- 7. Michael R. Anderson** **17**

A unique career track is prominently displayed with the most notable achievements clearly presented at the beginning of each description. Public speaking is included to strengthen the candidate’s credibility; personal information is added to round out qualifications.
- 8. Dale Hightower** **20**

The Performance Highlights part of this summary is a snapshot of impressive achievements, while in the Professional Experience section a Project-Highlights Format focuses attention on results.
- 9. Mohammed Durain** **23**

The introductory achievement statement for each position is set off graphically to promote a quick capture of key outcomes from an impressive career.

- 10. Theresa Simmons** **25**  
Although this resume is three pages long, it is a quick read because of short paragraphs, short bullet points, and clear differentiation between sections.
- 11. Carlton Lee** **29**  
Notice how leadership capabilities are called out in bold type in the summary for this versatile executive.
- 12. Edward A. Joyce** **31**  
This resume is packed with quantifiable achievements to verify performance and capabilities. Affiliations are included in the summary to lend further credibility to Edward's immersion in the manufacturing industry.
- 13. Ronald V. Jackson** **33**  
The challenge of each position is clearly spelled out in the introductory section. While the resume is long and text-rich, all of the information is presented in manageable chunks.
- 14. Matthew Prince** **35**  
Little detail is provided about "job responsibilities"—instead, the "sell it; don't tell it" strategy is used to show what Matthew accomplished.

# RAY M. OGILVY, CPA

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## CORPORATE ACCOUNTING, FINANCE & TAX

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Over 15 years' professional experience in the planning, administration, and control of corporate accounting, finance, and tax operations. Excellent analytical, negotiation, and project management skills. Talent for customer relationship management. PC-proficient with Microsoft Office and specialized accounting and financial analysis/reporting software. Common-sense intelligence, with expertise in:

Financial Planning, Research, Analysis & Reporting  
Accounts Payable, Accounts Receivable & Reconciliations  
General Accounting & Month-End Reporting  
Financial Modeling & Income/Expense Projections

Federal & State Corporate Taxation  
Regulatory Compliance & Reporting  
Earnings Analysis & Forecasting  
Investment Finance & Portfolio Analysis

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## PROFESSIONAL EXPERIENCE

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<b>GREY, TOBIN &amp; COMPANY</b> , Boston, MA	2002 to Present
<b>LEONARD SMITH FINANCIERS</b> , Boston, MA	2000 to 2002
<b>GREENBRANCH &amp; CO.</b> , Reading, MA	1998 to 2000

**Research & Financial Analyst**  
**Portfolio Accountant / Trader**  
**Institutional Research & Sales Analyst**

Joined Greenbranch in 1998 as part of a 12-person financial investment team. Recruited to Leonard Smith by former Greenbranch manager to spearhead the start-up of their internal investment/financial research and portfolio accounting functions. Recruited again in 2002 by another former Greenbranch manager to orchestrate the start-up and subsequent management of their in-house research operation.

- Acquired excellent experience on both the buy and sell sides of the retail and institutional financial investment industries. Particular knowledge of mutual fund and hedge fund products/portfolios.
- Built and maintained strong working relationships with top executives of small- and mid-cap companies nationwide to evaluate their financial positions, discuss earnings forecasts, and perform comprehensive research reports as per NASD regulations.
- Provided the critical research, analytical, and documentation support essential for the growth and expansion of each firm. Grey, Tobin grew from launch to profit within first year; Leonard Smith experienced 45% growth in a poor investment market.

<b>POWER SUPPLIERS, INC.</b> , Reading, MA	1996 to 1998
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**Tax Analyst**

Joined Mississippi Bend Corporation, a Fortune 500 consumer paper and plastics goods manufacturer with 100+ operating locations and more than 20,000 employees worldwide. Company reorganized as Power Suppliers and was subsequently acquired by Georgia-Pacific.

- Spearheaded a series of special projects to identify and capture opportunities to reduce corporate tax obligations throughout the company's domestic operations.
- Evaluated tax implications of proposed mergers and acquisitions, capital equipment expenditures, payroll processing, inventory management, and other functions/actions with significant tax ramifications.
- Consulted with business unit directors to provide tax expertise relative to plant operations, location selection, asset acquisition and divestiture, and other general operating issues.

**DYMAN INVESTMENTS, INC.**, Toledo, OH  
**Account Executive**

1995

Leveraged accounting and financial experience to enter the investment market and expand professional skills to include sales, marketing, and new business development. Concentrated on acquisition of new customer accounts and the sale of a diverse portfolio of security and mutual fund products. Provided clients with comprehensive portfolio analysis and asset allocation strategies to limit risk exposure and maximize returns.

**NATIONAL INVESTMENTS GROUP**, Columbus, OH  
**Corporate Tax Manager**

1994 to 1995

Managed corporate tax affairs for three National Investments Group credit insurance companies. Coordinated preparation of quarterly and annual corporate tax returns for both state and federal governments and managed a comprehensive tax research/analysis function. Liaised with government officials as necessary.

- Delivered comprehensive financial and tax analyses, reports, and recommendations to support a corporate restructuring and merger and acquisition projects as the company expanded and diversified.

**GOLDEN INSURANCE COMPANY**, Columbus, OH  
**Tax Manager** (1994)

1989 to 1994

**Tax Supervisor** (1992 to 1994)

**Financial Accounting Supervisor** (1989 to 1992)

Fast-track promotion through a series of increasingly responsible corporate accounting and tax management positions with one of the nation's only union-owned insurance companies.

- Planned, staffed, and managed daily tax operations for Golden Insurance and its 19 affiliated life and health insurance companies.
- Managed a complex corporate tax compliance process to ensure full regulatory compliance and personally prepared the federal income tax return.
- Directed a series of special tax research projects to identify areas to eliminate tax liabilities and annual obligations. Contributed to substantial annual cost savings.
- Planned, staffed, and supervised general accounting functions and managed financial analysis projects for senior management. Point person for annual external audits.

**AMERICAN EAST INSURANCE COMPANY**, Columbus, OH  
**Staff Accountant**

1986 to 1989

Three years of hands-on experience in the planning and coordination of critical accounting and financial records for one of the largest life insurance companies in the U.S. Acquired outstanding experience in virtually all facets of corporate accounting, analysis, and financial reporting. Specialized in preparation of STAT and GAAP financial statements for both the parent corporation and its reinsurance subsidiary.

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## EDUCATION

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**M.S. – Taxation** – University of Virginia – 1992

**B.S. – Finance** – Pennsylvania State University – 1986

**Graduate** – Dover Eton Academy – 1982

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## FINANCIAL EXECUTIVE / GLOBAL PROJECT LEADER

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### International Expansion • Operational Streamlining • Financial Analysis • Administrative Management

Versatile business leader with broad skills and notable accomplishments in finance, administration, and project management and proven capability to thrive in the dynamic and fluid environment of a growing global enterprise.

Consistently successful at delivering results and driving projects to completion through tenacity and clear-sighted focus on immediate goals and long-term objectives. Frequently called on to tackle stubborn problems, lead strategic programs, and create reliable processes; recognized for ability to improve productivity, consistency, program adoption, and performance in multiple countries and multicultural environments.

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## PERFORMANCE HIGHLIGHTS

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- Established the first true consolidated financial reporting for a \$300M worldwide entity.
- Completed IT projects in 60 global offices and achieved consistent daily use of ERP software.
- Launched 2 international offices ahead of schedule, paving the way for \$4M in new annual revenue.
- Instrumental in capturing \$1.8M in state grants and incentives to launch R&D program and facility.

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## EXPERIENCE AND ACHIEVEMENTS

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### Financial Manager

1999–Present

Biopure, Inc., Brooklyn, NY

Brought on board to create sound financial structure for rapidly growing biotechnology company – now a \$300M global business with operations in 80 countries. Provide leadership and direction to financial operations, working effectively across multiple cultures, languages, and geographies to establish consistent operational procedures in Europe, Asia, and Latin America. Spearhead strategic initiatives across the enterprise.

#### Key Projects and Results:

- Opened new offices in India and Vietnam – independently managing all phases from locating office, overseeing local attorney and accountant relationships, recruiting a professional team, training new staff, and serving as primary point of contact to ensure smooth-running office and alliance with Asian operations. **Results:** Each office launched ahead of schedule (within 7 weeks); rapid start-up and immediate sales growth in each country – India from \$1M to \$4M, Vietnam from \$100K to nearly \$1M.
- Designed, implemented, and administered Executive/Employee Performance Incentive program, tying executive targets to corporate goals and ensuring the timely provision of strategic sales data. **Results:** 20% annual sales growth matched with high profitability.
- Tenaciously pursued economic development funds for R&D expansion, working with major players from the State of New York, SUNY, and Biopure to develop proposal and business plan. **Results:** \$1.8M (25% of project cost) in grants and incentives to launch new line of business that projects \$50M to \$70M annual revenue within 5 years.
- Worked closely with IT to ensure smooth implementation of ERP solution in 60+ global offices; developed and delivered training; created carrot-and-stick programs to drive adoption. **Results:** Full acceptance and daily use of complex software in all offices worldwide.

Biopure, Inc., continued

- Streamlined and consolidated the reporting of financial data from 3 regional corporate headquarters, each representing multiple countries and currencies. **Results:** Timely, complete, fully consolidated financial data for corporate reporting and business decision-making; elimination of 40+ hours per month previously spent in manual data entry.
- Identified need for improved training and support for new global offices to ensure rapid ramp-up and optimum performance. Designed and delivered week-long training on-site throughout Europe, Asia, and Latin America. **Results:** Office staff quickly came on board into Biopure culture and were rapidly productive.
- Improved process for payment of purchases from parent company and created meaningful incentives to ensure compliance. **Results:** Nearly 50% increase in on-time payments.

**President (Owner)**

1996–1999

Krishnan International, New York, NY

Launched successful international sales and marketing business, with full accountability for business strategy, marketing plan, product selection, financial management, and operational oversight.

- Recruited, trained, coached, and mentored a team of associates.
- Expanded business to India and repeated successful start-up in entirely new culture/new market.

**Corporate Accountant**

1987–1996

McGraw-Hill, New York, NY, 1995–1996

Maxton Industries, Newark, NJ, 1993–1995

Brooklyn Realty Partners, Brooklyn, NY, 1990–1993

Bank of New York, Brooklyn, NY, 1987–1990

- Performed full scope of accounting functions – G/L, A/R, A/P, P/R, bank reconciliations, journal entries – as well as financial analysis and budget preparation.
- Supported internal and external customers through financial research.
- Interviewed, hired, and trained new staff.

**PROFESSIONAL PROFILE**

<b>Education</b>	B.S. Accounting, Minor in Business: State University of New York, New Paltz, NY B.A. English Literature, History, and Sociology: Bangalore University, India
<b>Management Development</b>	Biopure: Management Training Program American Management Association courses: Financial Analysis How to Conduct a Successful Internal Audit
<b>Languages</b>	Proficient in Hindi, several Asian Indian languages, and Spanish; ongoing study in Spanish includes 2-week immersion courses in Panama (2002) and Venezuela (2004).

## DONNA LOGAN MCPHERSON

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Cell: 617-505-0092

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### REAL ESTATE ASSET MANAGER

*Distinguished professional career, building and directing large-scale commercial, residential, and mixed-use real estate properties. Delivered double-digit gains in revenue and income through strong strategic leadership and decisive operating management. Expertise includes:*

Land Acquisition & Development  
Research & Analysis  
Regional Shopping Center Specialty  
Mixed-Use Property Portfolio Management  
Property Management for Major Projects  
Portfolio/Property P&L Management

Deal Making & Transaction Management  
Tenant Leasing, Retention & Re-Leasing  
Anchor Tenant Negotiations  
Ancillary Tenant Negotiations  
Multi-Residential Portfolio Management  
Disposition Management

#### Professional & Industry Credentials:

**Senior Certified Shopping Centre Manager**, International Council of Shopping Centres, 2004  
**Board Member, Chair** (Retail), 2020 Vision, Inc., 2000 to Present  
**Board of Directors, Co-Chair**, Habitat for Humanity, 2005 to Present  
**President's Award**, Greater Boston Chamber of Commerce, 2002  
**Community Builder of the Year**, North Shore Builders Association, 2004  
Extensive International Travel for Development Research, 1990 to Present

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### PROFESSIONAL EXPERIENCE

**President – BAY STATE PROPERTY GROUP, INC.**, Charlestown, MA 1996 to Present

Senior Executive with full strategic, operating, and P&L responsibility for the profitable management and further development/expansion of the Hub Shopping Centre (**250,000 sf**; **800-car** garage; asset value of **\$50M**). Manage annual operating and capital budgets of **\$7M** and **\$50M**, respectively. Lead a team of top-level industry professionals.

Full decision-making responsibility for planning, development, and leasing management of shopping center expansion including feasibility evaluation, consultant selection/administration, preparation/submission/administration of all applications for approval, and direction of all PR, consumer marketing, and business development.

#### **Key Achievements & Financial Results:**

- Led expansion from concept through grand opening with **95%** of total space leased and occupied. Secured **rents 30% higher** than budgeted.
- Personally negotiated store leases with **Wal-Mart, Sears**, and 100+ independent and chain retailers.
- Conceived and launched innovative advertising, marketing, and promotional campaigns to capture consumer interest and increase property visibility throughout the region.
- Launched an aggressive consumer-marketing program and increased sales of existing retailers by 4% on average during expansion. Built sales from a pre-expansion level of **\$70M** to **\$160M** in three years.
- Instrumental in the successful sale of the shopping center in 2006, having **created \$25M in new equity**.

**President – THE MCPHERSON GROUP, INC.**, Boston, MA 1983 to 1996

Founded a successful commercial property development and asset management company to capitalize on commercial property acquisition and development opportunities throughout the New England region.

#### **Key Achievements & Financial Results:**

- Provided complete asset management services for a property portfolio of five multi-residential buildings (**800** units valued at **\$25M**) for 20 consecutive years.
- Developed, financed, and marketed Profit Edge, an applications software system for real-estate developers and asset managers. Over 2 years, sold and installed **100 systems** in Canada and the United States.

- Acquired raw land parcels, secured necessary approvals for development, and built/leased two strip hospitality shopping centers and hotels: Merrimack Plaza in Andover (**40,000 sf**; asset value of **\$4M**) and New England Centre in Newburyport (**20,000 sf**; asset value of **\$2.5M**). Managed properties for five years until profitable sale. Subsequently acquired, rezoned, and developed raw land for construction of a **50,000 sf** supermarket.
- Orchestrated major renovation of North Shore Shopping Center (**\$3M** asset). Renegotiated leases for substantial increase in rent. Increased overall sales by **5%** annually despite national economic recession.
- Profitably sold residential and commercial portfolio.

**Asset Manager–Consultant – NORTH SHORE DEVELOPMENT COMPANY, Newburyport, MA 1979 to 1983**

Participated in the expansion and enclosure of a large strip shopping centre, North Shore Plaza, by providing all leasing and property management services for its owners. Responsible for cost-effective property management of existing plaza while managing lease-up of new space. Conceived/launched successful consumer marketing campaigns including grand opening. Reported to Senior Vice President.

**Key Achievements & Financial Results:**

- Leased **250,000 sf** of retail space; opened **98%** leased and occupied under contract with new owners.
- Negotiated successfully with prospective major tenant (**Sears**) for future expansion.
- Profitably managed North Shore during and after expansion/enclosure.

**Vice President – NORTH SHORE PLAZA, Newburyport, MA 1977 to 1979**

Secured Filenes lease and municipal approvals for expansion and enclosure of Merrimack Plaza (**250,000 sf**) from a strip centre (**80,000 sf**). Performed feasibility studies, secured leases with 70 chain and independent tenants, and negotiated with Daon Development for joint venture. Reported to President/Owner.

**Key Achievements & Financial Results:**

- Secured all approvals to construct the expansion and enclosure.
- Negotiated the profitable sale of **50%** of the Plaza to Merrimack Development, followed in two years by the sale of remaining interest to Merrimack following successful project development.

**Regional Manager – SCANLON CORPORATION – Boston Properties 1976 to 1977**

Administered 50% of company's shopping center portfolio and participated in the expansion of **1M sf** Natick Mall with full P&L responsibility for the portfolio, valued at **\$100M**. Created and oversaw an aggressive renovation program.

**Key Achievements & Financial Results:**

- Promoted retailer sales growth that averaged over **8%** annually, a substantial increase over previous five years.
- Improved portfolio profits **10%** in one year. Completed expansion/renovation on schedule and under budget.

**Property Manager – SCANLON CORPORATION – Boston Properties 1973 to 1976**

Developed skills as a manager in the commercial property management of larger shopping centers. Reorganized and revitalized the properties through refurbishment; improved tenant relations.

**EDUCATION**

**INTERNATIONAL COUNCIL OF SHOPPING CENTRES** – CSM & SCSM Designations, 1985, 2004

**BOSTON UNIVERSITY** – Psychology, 1973 to 1975

**UNIVERSITY OF MAINE** – Business, 1971 to 1973

**BOARD AFFILIATIONS**

**Board of Directors, Co-Chair, Habitat for Humanity, 2005 to Present**

**Chair – Business Incubator for Entrepreneurs, Stepping Stones, 2004 to Present**

**Board Member, Chair (Retail), Greater Boston Economic Growth Council, 2000 to Present**

**Board Member – Advisory Committee, Business Department – Emerson College, 2005**

# FRANCES WILDER

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## FINANCIAL EXECUTIVE

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### CFO / CONTROLLER / VP FINANCE / VP ADMINISTRATION

**Hands-on leadership of financial and operational strategies that boost bottom-line results. Impeccable integrity. Strong problem-solution focus.**

Accomplished executive with broad competencies (finance, operations, technology, administration) and history as the "go-to" person who develops innovative and practical solutions to diverse business problems. Strong record of achievements during 6 years with Microsoft and 15 years in financial and technology leadership with a mid-sized manufacturer.

Recognized expert in applying technology (PC, mid-range, and mainframe systems) to streamline/automate processes and generate timely and meaningful management information. Team builder who bridges gaps between managerial, technical, financial, and manufacturing staff and creates consensus to move key programs forward.

### In-Depth Expertise

- Cost Analysis
- Inventory Valuation
- Budgeting
- Business Analysis
- Integrated ERP & Accounting Systems
- Warranty Analysis
- Life-Cycle Costing
- New Product & Repair Part Pricing
- Balance Sheet Reconciliation
- Month-End Closing
- Audit Oversight

## EXPERIENCE AND ACHIEVEMENTS

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### TACOMA INDUSTRIALS, INC.

Tacoma, WA, 1991–Present

*Privately held manufacturer of metalworking machinery; \$90M revenue, global customer base.*

### CO-CFO AND CONTROLLER / MANAGER, COST ACCOUNTING, 01–Present

Provide financial leadership for \$90M company, from multi-year operating plans through development of monthly forecasts, variance analysis, \$25M manufacturing budget and yearly departmental budgets, and support for A/R, A/P, and G/L.

Additionally, spearhead all cost accounting activities including product profitability, pricing, and cost models; manage month-end close process and external audit relationships; serve as liaison with IT; manage accounting staff. Report directly to President.

#### **Financial Operations & Controls**

- Spearheaded new audit firm selection. Interviewed and solicited proposals from regional, national, and international firms; developed weighted selection matrix; recommended final selection to President. Slashed auditing fees 15% while improving responsiveness and creating better fit for company needs.
- Replaced out-of-date methodology with timely, accurate cost accounting for \$20M repair parts business.
- Developed yearly retrospective profitability studies by product line, including full-absorption costing, to aid in product life-cycle analysis and product planning.
- Reduced inventory 20% through initiative to improve reporting and identify slow-moving/obsolete inventory.
- Streamlined flow of information to external auditors by automating data reporting functions.
- Developed full range of financial statements and forecasts as well as innovative tools for better reporting, analysis, and control:
  - P&L statements for off-site reconditioning facility
  - 5-year profit plans and "what-if" scenarios
  - tools to reconcile balance-sheet accounts
  - tools for credit and collections staff to monitor order entry for real-time reporting of credit exceptions
- Worked with CEO to develop business plans to secure external financing.

#### **Product, Marketing & Manufacturing Initiatives**

- Member of strategic planning team for new product line designed to recapture market share by delivering better price/performance. Launched in 2006, product projects \$25M annual revenue.
- Designed, developed, and implemented new system to accurately administer marketing incentive program, providing better management reporting to link outcomes to sales incentives.
- Contributed to strategic and tactical planning for sales-force automation tools and new Web initiatives to increase market visibility and build knowledge of product capabilities.

**MANAGER, COST ACCOUNTING**, 94–01

TACOMA INDUSTRIALS, continued

Promoted to significant challenge of leading unfamiliar function; rapidly learned on the job and led key initiatives across finance, manufacturing, distribution, and technology areas to better control costs and improve financial performance. Reported to CFO.

**Financial Operations & Controls**

- Developed company's first integrated budgeting system, including fixed and variable manufacturing budgets.
- Decreased labor variances by more than \$1M by introducing manufacturing key performance indicator reporting; incorporated input from manufacturing and executive management into new online system.
- Streamlined and speeded month-end and year-end close by as much as 40%.

**Manufacturing & Enterprise-Wide Initiatives**

- Converted, significantly simplified, and received IRS approval for LIFO inventory valuation.
- Brought a key technology project back on track and ensured widespread acceptance of new system.

**MANAGER, INFORMATION SERVICES TECHNOLOGY**, 92–94 / **SENIOR SYSTEMS ANALYST**, 91–92

As second-in-command for the company's IT department, provided leadership for key initiatives and ensured the smooth provision of technology products and services company-wide. Supervised programming staff.

**Accomplishment Highlights**

- Upgraded old, home-grown, mainframe legacy systems to new integrated ERP/Accounting system and online shop reporting system—modular, fully upgradeable, and still in use today. Led all facets of planning, conversion, implementation, and user training.
- Developed security procedures for system operations and computer use.

MICROSOFT CORPORATION

Redmond, WA, 1985–1991

**SYSTEMS ANALYST / TEAM LEADER**

Served as systems consultant to 130-person project department representing \$1B in annual sales, support, and service to government customers.

**Accomplishment Highlights**

- Led effort to plan and execute a lifecycle cost system.
- Streamlined process flow for the project management group, using both external and internal resources including corporate-endorsed "storyboard" process.

## EARLY CAREER

**SOFTWARE ENGINEER/GROUP LEADER**, Northwest Technologies, Seattle, WA**PROGRAMMER/ANALYST**, Mission Wholesalers, Seattle, WA**EDUCATION**

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**B.S.**, 1983 (Major: Political Science / Minor: Computer Systems): University of Washington, Seattle, WA**Microsoft Management Training:** Leadership Conference II (week-long off-site); Managing and Motivating Technical Teams**PROFESSIONAL ACTIVITIES / COMMUNITY LEADERSHIP**

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- Delivered successful presentations at several software conferences, sharing strategies for inventory accounting and improved management reporting.
- Member of the Institute of Management Accountants (IMA).
- Chaired church Governing Board during selection of new leader and interim/transition period.

# LEWIS GRAYSMITH

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## SENIOR FINANCE & OPERATING EXECUTIVE

**Executive Vice President & Chief Financial Officer**  
**Acquisitions / Turnarounds / High-Growth Ventures / Fortune 500 Companies**  
**Consistent Record of Performance in Delivering Double-Digit Revenue & Profit Gains**

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## EXECUTIVE QUALIFICATIONS PORTFOLIO

- Corporate & Investment Finance
  - Financial Systems, Controls & Reporting
  - Risk Management & Asset Management
  - Banking Relations & Corporate Credit Facilities
  - Expense Reduction & Profit Acceleration
  - Global Product Importation
  - Profit & Loss Management
  - Multi-Site Operations Management
  - Change Management & Process Improvement
  - Acquisition Negotiation & Integration
  - Staff Training, Development & Leadership
  - Contract Negotiation & Administration
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## PROFESSIONAL EXPERIENCE

**FLYNN-CRAIG EQUITY PARTNERS**, Denver, CO

1998 to Present

*Recruited as the Senior Operating Executive in Residence for an \$800+ million private equity firm. Assumed concurrent and immediate management responsibility as Executive Vice President and CFO for a \$105 million operating company in which the equity firm had a principal financial interest.*

**Executive Vice President & CFO – Craig Brothers Electronics**, Littleton, CO (1998 to 2006)

First-ever CFO and COO of national supplier of electronic and office promotional products. Partnered with 72-year-old founder to identify and eliminate questionable business and financial practices, instill a new corporate culture, build a sustainable operating infrastructure, and position company for long-term, double-digit growth. Directed finance, accounting, banking, IT marketing strategy, operations, supply chain, HR, legal, and owner communications. Collateral responsibility for managing offshore representative offices.

- Delivered strong financial results with revenue growth from \$25 million to \$75 million, driving a 2,972% IRR with a 15% EBITDA.
- Conceived, developed, and launched a margin-directed client rebate program that drove an additional \$10 million in new revenue.
- Transformed autocratic environment into a strategic, teamwork-based organization with 2%–5% error rate and the ability to capture \$1 million in cost savings by streamlining and consolidating operations.

**Vice President – Flynn-Craig Equity Partners**, Denver, CO (2006 to Present)

Orchestrate strategic planning, corporate and investment finance, acquisition analysis, due diligence, portfolio management, and more for private equity firm. Notable recent projects have included:

- Appointed Interim Turnaround CEO (six months) for \$25 million business accessory supplier. Replaced senior staff and management team, led design and production of new product catalog, revitalized failing customer relationships, and retained #1 customer despite competitive threat.
- Developed SOX implementation plan for rapidly expanding \$300 million portfolio company to strengthen internal controls, enhance reporting integrity, and provide accurate financial data to top leadership team.
- Designed a series of investment and LIBOR Tranche strategies, resulting in annual combined income and savings of more than \$1 million.

**ACME, INC.**, Charlotte, NC

1990 to 1998

*Rapid advancement through senior-level financial management positions with \$3 billion national target marketing company. Promoted from \$50 million region to \$140 million region to \$200 million Southeast Region (most profitable in company). Credited with significant contributions in cost elimination, profit enhancement, and business optimization.*

**Finance Director & CFO – Southeast Region** (1995 to 1998)**Regional Controller & CFO – Memphis, TN** (1993 to 1995)**Regional Controller & CFO – Nashville, TN** (1990 to 1993)

Senior Finance Executive for each regional operation with full responsibility for the strategic planning, staffing, and leadership of all accounting, financial analysis, financial reporting, and long-range business development functions. Worked in partnership with top corporate operating and management executives.

- Increased profit 55% to \$24 million through a series of margin improvement initiatives.
- Introduced bottom-up budgeting and reduced controllable expense by 10% to \$30 million.
- Created a portfolio of new strategic systems and process improvements (shared financial services, margin-based sales compensation) that generated \$2 million in immediate cost savings.
- Spearheaded implementation of TQM throughout the company and trained 250 associates.

**BELK DEPARTMENT STORES CO.**, Houston, TX

1980 to 1990

*Fast-track promotion through increasingly responsible financial management positions with \$22 billion Fortune 500 national department store chain. Completed leadership assignments at corporate headquarters and in key operating divisions. Promoted based on success in profit improvement, expense reduction, process design, and risk management.*

**Vice President – Loss Prevention** (1988 to 1990)

Restructured the entire loss prevention function for a \$450 million operation. Integrated security and inventory control to better control assets, and captured \$1 million in annual savings.

**Vice President & CFO** (1987 to 1988)

Senior Finance Executive for operation with \$150 million in annual revenue. Appointed Acting President to facilitate seamless transition of division to new ownership.

**Corporate Manager – Expense & Operations Analysis** (1987)

Corporate HQ assignment analyzing cost performance within the entire portfolio of companies. Redesigned the print publication operation and saved \$2 million in annual operating costs.

**Vice President – Finance & Administration** (1984 to 1987)**Controller** (1982 to 1984)

Promoted to Senior Finance Executive at Belk Design & Construction Division. Designed/implemented first-ever automated cost-control process to monitor/manage \$150 million in annual construction expenditures.

**Senior Corporate Auditor** (1980 to 1982)

Corporate HQ position. Uncovered multi-year, million-dollar fraud in one division's purchasing department.

**Previous Professional Experience** (1974 to 1980): Advanced from **Staff Accountant** with a small local firm to **Senior Accountant** in a regional firm to **Supervising Senior** with Arthur Andersen.

**EDUCATION & PROFESSIONAL AFFILIATIONS**

**BSBA, Accountancy**, University of California at Santa Cruz, College of Business, 1974

**CPA**, State of North Carolina, 1978; State of Colorado, 1996

**Facilitator**, Organizational Dynamics, Inc., Reading, PA, 1995

**Effective Negotiating Training Course**, Karrass, Los Angeles, CA, 1993

Member: National Association of Corporate Directors, AICPA, CA Society of CPAs, Chinese Association of Industry, Specialty Advertising Association of Colorado, American Marketing Association

# ROBERT MONTGOMERY

75 Beehive Court, Goshen, NY 10924  
Home 845-555-2156 • Mobile 845-505-4215 • monty@gmail.com

## STRATEGIC SOURCING LEADER

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### US and Global Sourcing • Long-Term Strategic Supplier Partnerships • Continuous Cost Reduction

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Experienced executive with highly effective communication skills, impeccable integrity, and a commitment to efficient management of business resources. Selected for significant leadership roles with GE, Acme Industries, and Standard Publishing; respected in every organization as a leader, change agent, strategic planner, and diplomatic negotiator. CPM. MBA. Six Sigma Black Belt.

- Built large-scale sourcing organizations from the ground up in the US, Latin America, and Europe.
- Drove aggressive cost reductions, achieving millions of dollars in savings through effective negotiation, strategic supplier management, global sourcing, and process, quality, and productivity improvements.
- Partnered with senior management to integrate sourcing with business strategy and objectives.

## EXPERIENCE AND ACHIEVEMENTS

Standard Publishing, New York, NY

2005–Present

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### Vice President, General Procurement

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**Recruited to streamline, upgrade, and improve procurement strategy and processes as a key component in preparing company for IPO.** Identified and aggressively tackled improvement opportunities across multiple areas of a broadly decentralized organization, delivering rapid results. Manage 7-person organization; report to COO/CFO.

- Achieved **\$4M** savings in first 6 months through overhaul of existing contracts and services.
- Strengthened contract management and compliance monitoring at very low cost by using existing software to create new document-control system.
- Established savings measurement process to quantify the results of strategic sourcing initiatives.
- As the company's sole Six Sigma Black Belt, launched awareness training and introduced more rigorous, data-driven decision making as new corporate standard.
- Instituted well-documented sourcing policies/procedures fully compliant with public company (Sarbanes-Oxley) regulations.
- Worked extensively across divisions to build collaborative, cross-functional process improvement teams to instill ownership of cost-reduction initiatives and leverage results.

Acme Industries (division of Acme International), Goshen, NY

2002–2005

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### Director, Indirect Sourcing

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**Built a world-class Strategic Sourcing Group from the ground up. Served as change leader and key member of executive team driving dynamic growth through strategic product development and acquisitions.** Created strategic plans based on data analysis and aligned with business objectives; led 11-member team in executing strategies to drive down costs, improve supplier partnerships, and negotiate/manage contracts. Operated within the Finance department (reporting to VP/CFO) and worked closely with Legal department in establishing supplier contracts.

- Delivered **\$6M** savings in first year, exceeding goal by 50%.
- Recruited a top-notch staff and created a culture of performance excellence. Put in place a meaningful performance-management system and developed an internal talent pipeline.
- Launched and guided Six Sigma-based “Bullet Train” initiative to achieve **\$7M+** annual savings through strategic sourcing and contract management programs in 7 business areas.
- Co-authored new Terms and Conditions for all of the company's supplier contracts.
- Key contributor to business analysis and strategic planning for 4 M&A initiatives.

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Page 2

GE, Louisville, KY / Stamford, CT

1986–2002

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## Six Sigma Black Belt

GE Appliances, 2001–2002

**Established a co-managed Supplier Center of Excellence in Panama City, Panama, to support \$35M in global purchases.** Spearheaded planning and launch of 9-month strategic initiative, assembling and leading a multi-disciplinary team to bring facility from concept to completion.

- Used Six Sigma tools to:
  - create a scalable facility that will service other GE businesses in the future;
  - improve customer response and satisfaction through digitized technology;
  - increase technical skill level and stability of the workforce.
- Internal studies projected cost reductions of **60%**.

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## Leader, Sourcing Program

GE Capital, 1999–2001

**Brought on board to launch new Sourcing department and integrate GE corporate initiatives into divisional practices.** Managed strategic sourcing/procurement for \$110M annual spend supporting 20 US office locations. Established sourcing policy and procedures. Assisted business leaders in identifying cost-reduction opportunities and executing programs to achieve goals. Led staff education and communication programs.

- Delivered **\$10M (10%)** cost savings in first year.
- Launched an Oracle-based purchasing system, conducted online auctions, introduced new Web-based suppliers, and utilized Net marketplaces.

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## Leader, International Sourcing Programs

GE Appliances, 1998–1999

**Led low-cost purchasing initiatives in Latin America, Asia, and Europe to drive cost reductions toward goal of 25% below domestic suppliers.** Traveled extensively to develop new indigenous suppliers to meet exacting quality, delivery, and price requirements. Supervised and evaluated 15 sourcing professionals.

- Served as information focal point (logistics, staffing and training, e-commerce, export/import compliance, project paybacks) for international low-cost purchasing initiative.
- Developed internal support for global sourcing initiatives. Delivered persuasive presentations to engineering and manufacturing audiences to gain support and establish smooth supply lines critical to success of GE's local sourcing priority.
- Managed projects to establish international sourcing offices in South Korea and Costa Rica.
- Grew volume of internationally sourced products ten-fold, from **\$8M** in 1998 to **\$80M** in 1999, then doubled international supplier base to **\$156M** in 2000.

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## Early Career

**Sourcing Agent, Advanced Technology**  
**Senior Buyer/Contract Administrator**  
**Buyer/Procurement Coordinator**

GE Appliances, Louisville, KY, 1995 to 1998  
GE Appliances, Louisville, KY, 1990 to 1995  
GE Appliances, Louisville, KY, 1986 to 1990

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## PROFESSIONAL PROFILE

**Education**      MBA: Columbia University, New York, NY  
                            BS: Bellarmine University, Louisville, KY

**Certifications**    CPM (Certified Purchasing Manager) through Institute for Supply Management  
                            Six Sigma Black Belt through GE

# Michael R. Anderson

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## Senior Executive – Global Supply Chain Management

Start-Up Ventures / Turnarounds & Reorganizations / High-Growth Operations / International Acquisitions  
Strategic Planning / Distribution / Logistics / Warehousing / Budgeting & Finance / Multi-Site Operations

Building global supply chain organizations that consistently exceed financial, quality, and performance objectives by creating best-in-class distribution and logistics networks, capturing new opportunities, engaging and empowering teams, eliminating excess costs, and continually improving operations, processes, systems, and technologies.

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## Professional Experience

**DOLCE INCORPORATED**

**1999 to Present**

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*Recruited by longtime career mentor to join the Dolce management team during a period of accelerated growth and dominant market positioning. Credited as one of a select group of senior executives who have led the company's highly successful and profitable international expansion.*

- Honored with the **2004 Chairman's Award** in recognition of corporate leadership in developing multi-brand, global distribution platform and network strategy (company's single, overriding, global objective).
- Hand-selected as **Distribution and Logistics Acquisitions Representative** responsible for complex due-diligence reviews of potential acquisitions worldwide. Recently completed exhaustive operating and financial review for proposed Hungarian acquisition.

**Vice President – International Distribution & Logistics, Rome, Italy (2003 to Present)**

Senior Supply Chain Executive with full responsibility for Europe, Asia, South America, and Canada for this \$24 billion, multi-brand corporation. Develop and direct the international distribution and logistics network including multiple automated and manual distribution centers in Italy and Mexico for Dolce and third-party relationships in Switzerland, Germany, UK, Singapore, and Argentina. Control \$42 million in international distribution and logistics budgets. Lead an international team of 300.

- Successfully positioned Dolce as a leader in international distribution and logistics with a better than 10% increase in international sales revenues.
- Orchestrated a massive reengineering of 330,000 sq. ft. international distribution and logistics center, restructured distribution and logistics operations and management teams, and created the platform for an ever-expanding, multi-brand European network. Currently hold leadership, operating, and financial responsibility for the entire Dolce international supply chain.
- Spearheaded a massive Europe-wide initiative to consolidate outdated centers and relocate to new, highly automated center. Improved productivity by 36%, increased service levels by 25%, reduced costs by 10%, and increased unit volume distribution from 34 million units/year to 44 million units/year.
- Reduced annual European budget by \$3.6 million through internal process and efficiency improvements.
- Conceived, structured, and negotiated new European reverse logistics and outbound freight contract with existing provider and reduced costs by \$2.3 million while improving process and service levels.
- Travel extensively throughout Europe, Asia, and the Pacific to review global distribution and logistics operations, assess the performance of production and service providers, and ensure stringent compliance with CT-PAT (Customs Trade-Partnership Against Terrorism).

**DOLCE (Continued):**

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**Regional Director – Distribution Operations, New York, NY (1999 to 2003)**

Full strategic planning, operating, and financial responsibility for US distribution including one fully automated distribution center and two semi-automated centers totaling over 1.2 million sq. ft. and processing 30+ million flat and hanging units annually. Leadership responsibility for a 25-person management team with more than 400 total employees. Budget responsibility for \$30+ million annually.

- Consistently achieved/surpassed all annual cost and production goals. Decreased cost per unit by an average of 5% annually, reduced markdown percentage by 20%, and increased fill rate from 85% to 96%.
- Credited with quantifiable contributions to a 10% increase in sales throughout the US.
- Partnered with management and legal teams to negotiate two volatile, three-year labor union contracts.
- Appointed to Corporate Logistics Task Force to cultivate and capture opportunities to reduce transportation and distribution expense while improving overall performance.
- Member of CT-PAT management team charged with creating internal transportation policies and processes to achieve post-9/11 import requirements.

***Based on strong operating and financial performance, selected to spearhead the start-up and ongoing management of international distribution operations.***

- Orchestrated start-up of all distribution and logistics operations for a new, third-party distribution center in Singapore. Managed growth from 2,000 to 60,000 sq. ft. over three years. Currently handling 1.4 million units/year distributed to customer sites worldwide.
- Traveled extensively throughout the Pacific Rim to observe manufacturing operations and evaluate supply chain and distribution network processes for future benchmarking efforts.

**MONTGOMERY WARD, Dover, DE**

1997 to 1999

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**Director of Distribution**

Senior Operations Executive recruited to turn around a non-performing, 730,000 sq. ft., fully automated, 3-shift retail distribution center servicing 72 regional stores. Led a team of up to 50 managers and supervisors and 400 union employees (UNITE). Held full P&L responsibility for a \$20 million annual operating budget. Reported to Senior Vice President of Distribution and Logistics at corporate headquarters.

- Reduced budgeted case cost and expense by more than 10% through a series of strategic initiatives. Implemented Catalyst WMS software, introduced aggressive sortation system capabilities, realigned scheduling to reduce overtime, and created ongoing process and productivity improvements.
- Achieved throughput levels on 21 million cases shipped across all product lines (hard goods, soft goods, environmental and seasonal products) and met weekly advertising and promotional demands.
- Member of senior management team tasked with liquidating and allocating inventory to ease company out of business after two years of operating under Chapter 11.

**BANANA REPUBLIC, Cherry Hill, NJ**

1990 to 1997

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**Operations Manager**

Recruited by mentor to join the Banana Republic management team and rotated through management positions at both the NJ and MD distribution centers. Following construction of a new, 960,000 sq. ft., fully automated distribution center, given co-leadership responsibility for the entire operation (\$250 million inventory, \$14 million budget). Handled all distribution operations supporting the company's largest market.

**BANANA REPUBLIC (Continued):**

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- Co-led the efficient consolidation of \$220 million inventory, closing two 500,000 sq. ft. manual distribution centers and relocating 200 employees. Led a team of six department managers and, at peak, a 400-employee, multicultural workforce.
- Leveraged expertise to orchestrate successful regional distribution center consolidation and start-up projects in Tampa, Florida, and Salt Lake City, Utah.
- Selected to temporarily assume full operating responsibility for non-performing New Orleans distribution center. Resolved long-standing management, productivity, process, and quality problems and restored operation to full capacity and on-time, within-budget performance.

**QUICK DISTRIBUTION SERVICES, Cherry Hill, NJ**

1988 to 1990

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**Director of Distribution**

Recruited by mentor from previous position as second-in-command of a new, fully automated, 300-employee distribution center handling global receiving and distribution nationwide for three high-end department stores. Following massive change in market conditions, led through Chapter 11 and then Chapter 7 liquidation.

**JERSEY JEWELS & MORE, Atlantic City, NJ**

1986 to 1988

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Fast-track promotion through increasingly responsible assignments to final position as Senior Supervisor of Receiving & Processing. Introduced to, and taken under the wing of, lifelong career mentor.

**FLEMING INCORPORATED, Ventnor, NJ**

1985 to 1986

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Operations Supervisor for distribution center supplying all company-owned and customer sites nationwide.

## Education

**B.S., Business Administration**, New York University, New York, NY, 1985  
*Concentrations in Transportation & Distribution Management*

**Graduate**, 1000+ hours of Leadership Development

## Professional Profile

**Speaker**, "Building a Multi-Brand Lifestyle Distribution Platform for the Future,"  
The International Council of Logistics Professionals, Paris, 2005

**Speaker**, "Current Distribution & Logistics Network," Dolce, Singapore, 2004

## Personal Profile

US & Europe – Competitive Hockey Player & Runner

## CFO / COO

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### Value Created & Realized for Pharmaceuticals • Biotech • Technology-Driven Businesses

High-performance C-level executive with an unbroken record of increasing sales, profits, and shareholder value for public and private companies ranging from \$100M to \$1.5B in revenues.

Quick, decisive, and highly strategic in identifying, evaluating, selecting, and executing the right options to drive company valuation—whether controlling costs, invigorating product development, expanding through acquisition, or positioning for sale; involved in numerous financing, M&A, divestiture, joint venture, and IPO initiatives driven by the common theme of maximizing returns to shareholders.

Collaborative and inclusive; adept at building strong teams and developing management talent. Cool under pressure and energized by high-risk/high-reward opportunities.

## PERFORMANCE HIGHLIGHTS

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- Doubled Medigen Pharmaceuticals' market cap in less than 12 months.
- Raised \$430M in private-equity investments for XO Pharmaceuticals in a very challenging VC environment.
- Drove value of Angen Pharma resulting in \$7.8B sale to Pfizer, 50% above the Street's prior valuation.
- Took wURL public and later negotiated its sale to WorldCom at 40% market premium.
- Rescued Brilco from attack of hostile shareholders, leading to sale to Acme at 133% market premium.

## PROFESSIONAL EXPERIENCE

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Medigen Pharmaceuticals, Inc., Santa Clara, CA (*\$100+M NASDAQ international specialty pharmaceutical company*)  
—Senior VP & CFO (2006–2007)

**Scope:** All finance functions including controllership, treasury, tax, and investor relations.

### Key Initiatives and Accomplishments:

- Developed and implemented a financial reengineering strategy to unlock the value of the company's 3 diverse businesses and drive the transition from an earnings-based to a development-stage company.  
**Result:** Market cap doubled in less than 1 year.
- Identified and achieved milestones critical to the execution of new strategic plan; communicated new strategy and outcomes to the analyst community.  
**Result:** Added analyst coverage and reestablished credibility with investors.
- Rebuilt global finance team decimated by the company's failed 2005 merger with XO Pharmaceuticals.  
**Result:** New capabilities and impressive bench strength critical to achievement of ambitious growth objectives.

XO Pharmaceuticals, Inc., San Jose, CA (*\$200+M privately held specialty pharmaceutical start-up*)  
—CFO (2003–2006)

**Scope:** All finance and systems functions—controllership, treasury, tax, internal audit, investor relations, and information services.

### Key Initiatives and Accomplishments:

- Led successful Series C and D financing rounds.  
**Result:** Top-ten (\$160M) private equity investment of 2001 and the largest (\$270M) in 2003.
- Prepared documentation (Form S-1) and led Sarbanes-Oxley compliance initiative.  
**Result:** Readiness for planned (but later aborted) IPO.
- Negotiated a stock-based merger with Bioplus, a publicly traded biotech firm, valuing XO at \$1.1B.  
**Result:** Merger subsequently terminated due to acquirer's declining stock price.

Angen Pharmaceuticals Company, Denver, CO (*\$1.5B pharmaceutical subsidiary of Angen, Inc.*)

—**Consultant / Independent Advisor to Chairman / CEO** (2003)

**Scope:** Full-time consultant and advisor to new CEO charged with leading a multi-pronged effort to evaluate the options for separating the pharmaceutical company from its parent.

**Key Initiatives and Accomplishments:**

- Evaluated alternatives, including IPO, independent entity, and outright sale; prepared valuation analyses; led security analysts' meeting to drive up valuation.

**Result:** \$7.8B sale of company to Pfizer, yielding \$2.8B premium above Street's earlier valuation.

Lewis & Clark, Inc., St. Louis, MO (*\$200+M privately held print and electronic publisher of educational materials*)

—**Senior VP & CFO** (2000–2002)

**Scope:** Financial, software development, Internet/e-commerce, IS, and supply chain activities.

**Key Initiatives and Accomplishments:**

- Joining the company following its leveraged buyout, drove aggressive growth for the world-class brand.  
**Result:** 10% annual increase in revenues and operating earnings in a challenging business environment.
- Invigorated brand, products, and marketing strategies to diversify, expand, upgrade, and modernize the company.

**Results:**

- 2 simultaneous and immediately accretive acquisitions (identified, negotiated, and integrated).
- Technology-driven new product development strategy.
- New multi-channel e-commerce strategy to complement existing B2B and B2C operations.

wURL Corp., Chicago, IL (*\$800M NASDAQ company, pioneer in consumer online and corporate network services*)

—**Executive VP & CFO** (1998–2000)

**Scope:** All financial and strategic activities of emerging business in a volatile and uncertain competitive landscape, immediately prior to and post-IPO.

**Key Initiatives and Accomplishments:**

- Accelerated and directed efforts to reduce costs, conserve cash, and prudently invest the proceeds of the IPO in the face of a sudden slowing in historically rapid revenue growth.

**Result:** First Internet services company to report positive operating cash flows.

- Evaluated a wide range of potential business combinations to deliver greatest value to shareholders.

**Result:** Sale to WorldCom at a 40% premium to market.

Brilco, Inc., Dallas, TX (*\$1.3B NYSE-traded global consumer products company*)

—**VP Finance & CFO** (1996–1998)

**Scope:** Management of global finance organization, including corporate controllership, treasury, tax, internal audit, and investor relations.

**Key Initiatives and Accomplishments:**

- Financed domestic and international expansion initiatives; improved performance of core U.S. business; developed new financial measures and incentive compensation plan leading to increased profitability.

**Result:** Improved shareholder returns and disarmed hostile shareholders engaging in public attacks on Brilco.

- Sought strategic partners and engineered acquisition interest.

**Result:** Sale of the company to Acme at a 133% premium above market projections.

**Grand Pharmaceuticals, Inc., Newark, NJ** (*\$1.5B pharmaceutical and consumer products subsidiary of Grand, Inc.*)

—**Corporate VP Finance / Member Executive Management Committee** (1994–1996) • **Corporate Controller** (1993–1994)

- Led a significant business turnaround in an increasingly hostile political and public policy environment.
- Developed framework for evaluating and prioritizing development opportunities for product pipelines.
- Formulated and executed communications strategy to address proposed healthcare reforms, tax propositions, and an industry-wide commitment to voluntary price restraints.

—**VP Commercial Operations, BioGrand Pharmaceuticals** (1990–1993)

- Managed the development, approval, and commercialization of innovative pharmaceuticals including the blockbuster product Biopure.

—**Prior Positions**

VP Market Development (1987–1990)

VP Business Planning & Control (1985–1987)

Assistant Corporate Controller (1982–1985)

Director Financial Reporting & Accounting Services (1981–1982)

Manager Financial Reporting (1981) • Supervisor Financial Reporting (1980–1981)

**Touche Ross & Co., New York, NY**

—**Audit Supervisor** (1978–1980) • **Audit Senior** (1976–1978) • **Staff Auditor** (1974–1976)

- Managed audits and consulting assignments for significant retailers (Macy's), manufacturers (GM), government agencies (SEC), and large not-for-profits (Goodwill, March of Dimes).

## **EDUCATION, CERTIFICATION & RECOGNITION**

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**MBA**, New York University, 1985

**BS**, Accounting, University of Connecticut, 1974

**CPA**, 1975 (inactive status)

Nominated to the California Technology Council's CFO Hall of Fame, 2004

**INTERNATIONAL FINANCE EXECUTIVE**

**Corporate Banking • Risk Management • General Management**

Consistent top performer in challenging leadership roles with some of the Middle East’s largest and best-known banking organizations.

- **Turned around** corporate banking division, reversing slide from 35% below target to 10% above in just one year.
- **Resolved** sensitive and challenging issues with key clients; devised and negotiated creative solutions that transformed \$453 million (SAR 1.7 billion) portfolio from liability to asset.
- **Restructured** organizations to improve performance by reducing costs, streamlining operations, eliminating redundancies, and better utilizing staff talent; captured \$1.5 million (SAR 5.6 million) annual savings.
- **Led** vigorous business-building initiatives to rapidly increase revenues and portfolios (as much as 37% in one year).

**Areas of Expertise**

- **Vision / Strategy / Leadership**
- **General Management**
- **Corporate Banking / Credit Management**
- **Remedial Management**
- **Financial & Operational Structuring / Restructuring**
- **Business Development**
- **Customer Relationship Management**
- **Team Building / Staff Development**

Career marked by fast-track advancement and repeated assignment to persistent problems and tough challenges. Applied strong analytical, problem-solving, leadership, and interpersonal skills to identify solutions, gain buy-in from diverse parties, and successfully implement new strategies and systems to meet (and exceed) objectives. U.S. university education; Chase management training; fluent English.

**EXPERIENCE AND ACHIEVEMENTS**

MIDDLE EAST BANK / AFFILIATE OF BARCLAYS, LONDON

Riyadh, Saudi Arabia, 2003–Present

**AGM – Regional Manager: Corporate Banking Group (2006–Present)**

**Invigorated underperforming division, reversing downward trend and increasing portfolio by \$266 million (SAR 1 billion) in one year.**

Provide strategic and operational leadership to Central Region’s Corporate Bank, managing a credit portfolio worth \$2.2 billion (SAR 8.3 billion) and directing a team of 4 division managers, 16 relationship managers, and 7 corporate service assistants. Built relationships with owners and executives of top-tier local corporations.

- **Established** business plan and strategy, launching new focus on aggressive business development.
- **Restructured** division, rebuilt morale, clearly communicated objectives, empowered managers and staff, and created culture of constructive competition and performance excellence.
- **Achieved** turnaround performance, reversing 35% below budget (January 2006) to 10% above budget by year end.
- **Grew** portfolio 12% and generated \$67 million (SAR 251 million) in annual profit.
- **Delivered** exceptional results while undergoing major transitions to new technology (core banking system) and new credit-approval protocols.

**AGM – Head of Financial Restructuring & Recovery: Risk Management Group (2005–2006)**

**Change driver for 2 restructuring initiatives that saved \$1.5 million (SAR 5.6 million) in annual costs while increasing efficiency, streamlining operating procedures, and improving portfolio performance.**

Assumed strategic, operational, and negotiating responsibility for Special Attention & Remedial Accounts and Non-Performing Loan Portfolio. Led 14-person team, distributed across 3 geographic areas, engaged in collection and recovery of doubtful and written-off accounts. Served as main contact with Barclays HQ for portfolio exceeding SAR 500 million.

## MIDDLE EAST BANK, continued

Participated on corporate-wide initiatives and committees including Credit Committee for Special Attention Accounts and Core Banking System implementation committee.

- **Restructured** several large credits for improved financial performance.
- **Assumed** lead role in a major financial restructuring syndication of a SAR 470 million remedial account.
- **Devised** new organizational structure for the Financial Restructuring & Recovery Unit, analyzing operations and developing new streamlined operating systems to eliminate overlap with other departments. Presented recommendations to executive committee and earned go-ahead for entire plan.
  - Cut head count 60%—without layoffs, by working to match staff talents with needs in other departments.
  - Reduced annual expenses by \$500,000 (SAR 1.8 million).
  - Refocused efforts on accounts with the highest possibility for collection and recovery.
  - Improved bank's Non-Performing Loans (NPL) ratio, a figure closely monitored by the central bank, credit agencies, and executive committee.
- **Challenged** to perform similar overhaul of the Risk Administration Department. Gained executive committee approval of plan that centralized functions, reengineered procedures, and streamlined work flow for significant operational and cost benefits:
  - 50% headcount reduction.
  - \$1 million (SAR 3.7 million) cost savings.

## Division Manager: Corporate Banking Group (2003–2005)

**Delivered exceptional results across all areas of measurement: profitability, new business acquisition, and cost control.**

Fully accountable for performance of \$1.4 billion portfolio (SAR 5.2 billion) and delivery of corporate banking services to large corporate clients and joint venture corporate relationships. Developed group strategy and directed training, development, and activities of 6 relationship managers and 3 assistants. Handled the majority of large remedial and work-out accounts in the region. Member of Area Credit Committee and Strategic Change Committee.

- **Generated** \$20 million (SAR 75 million) annual profit, 50% above budget and 2X prior year.
- **Led** aggressive new-business strategy that resulted in successful conversion of 25 new top-tier local corporate relationships—representing 70% of new account acquisition in the region.
- **Achieved** 4-year low in excess over approved limits, past-due reviews, and documentation deficiencies.
- **Identified** several potential problem accounts and initiated remedial management and restructuring to reduce risk exposure.
- **Awarded** Deal of the Year (2004) for the Corporate Banking Group.

## BANK OF SAUDI ARABIA, CORPORATE BANKING GROUP

Riyadh, Saudi Arabia, 2001–2003

## Team Leader (2002–2003)

**Built a top-performing team that grew portfolio 37% in one year.**

Promoted to lead a new corporate banking team and manage \$720 million (SAR 2.7 billion) portfolio of corporate banking business. Established and implemented marketing strategies focused on increasing revenue stream while maintaining overall sound credit rating. Served on Balanced Scorecard Committee.

- **Recruited** new talent to expand team; hired, trained, and developed staff into top performers.
- **Captured** 10 new prospects, in one year booking in excess of \$267 million (SAR 1 billion) of assets and contingent facilities.

BANK OF SAUDI ARABIA, continued

**Senior Corporate Banker (2001–2002)**

**Instrumental in the resolution of 2 large, problematic accounts, negotiating from deadlock to secure SAR 1.7 billion in bank assets while retaining positive relationships with high-profile clients.**

In first position with the bank, assigned to manage \$453 million portfolio comprising just 2 sensitive relationships. Performed due diligence and built relationships within each account, identified solutions, and mediated negotiations between bank and clients to reach successful resolution.

- **Converted** 2 large non-performing exposures into performing loans and fully secured all assets.
- **Improved** the bank's balance sheet.
- **Earned** special recognition from General Manager and immediate promotion to Team Leader.

CHASE MANHATTAN / MIDDLE EAST, CORPORATE BANKING GROUP      Riyadh, Saudi Arabia, 1997–2001

**Relationship Manager / Credit Officer (1999–2001)**

**Promoted to manage \$290 million (SAR 1.1 billion) portfolio; drove rapid revenue and profit growth through extensive relationship building with top-tier corporate accounts.**

Recommended and sold investment and treasury products and cash management services to corporations in retail, wholesale, and construction trades. Oversaw risk management and initiated remedial action as needed. Member of Credit Committee with credit limit of SAR 1 million.

- **Generated** \$4.5 million profit (SAR 17 million), growing credit portfolio by 35% and account profitability by 40%.
- **Participated** in the largest merger in the Middle East as a member of Corporate Bank Due Diligence Committee.
- **Singled out** to train all new Corporate Banking managerial associates in finance fundamentals.

**Credit Analyst / Assistant Relationship Manager (1998–1999)**

- **Conducted** industry analysis and financial statement reviews for local corporations.
- **Performed** extensive due diligence in an environment lacking published financial data.
- **Managed** \$27 million (SAR 100 million) credit portfolio.

**Managerial Associate Program (1997–1998)**

- **Completed** 6-month classroom and on-the-job training program designed and supervised by Chase Manhattan.

**EDUCATION**

BACHELOR OF SCIENCE IN MANAGEMENT, concentration in Accounting, 1997  
**University of Michigan**, Ann Arbor, Michigan

PROFESSIONAL DEVELOPMENT

**Management**

Leadership for Managerial Success; Strategic Business Management Master Class (Mini MBA)

**Banking & Finance**

Basic Financial Techniques; Bank Bookkeeping; Depository Services; Basic Controls; Banking Products; International Trade Products; Credit I, II, and III; Basic Investment Products; Treasury Skills; Basic and Intermediate Corporate Finance

**Communications & Sales**

Business Writing; Service Excellence; Selling Skills; Psychology of Success; Presentation Skills; Cross-Selling

## OPERATIONS EXECUTIVE

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### **Catalyst for change, growth, and best-in-class operational performance.**

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High-energy executive with a record of vigorous leadership and rapid results. Change agent repeatedly asked to take on “impossible” challenges, turn around business performance, and create culture of accountability, teamwork, and top performance. Expert in all areas of operational leadership with the ability to drive strategic initiatives, marshal support for new programs, and deliver projects/programs on schedule and under budget.

Creative, flexible, solutions-focused professional who thrives in intense, high-stakes environments.

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### **Performance Highlights**

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- Designed industry-pioneering material-handling solution for L.L. Bean that will cut capital costs by 50%.
- Established operational best practices at multiple facilities; led U.S. operations in quality performance and earned prestigious OSHA VPP Star safety level.
- Launched 5 new fulfillment centers from the ground up in less than 9 months.
- Repeatedly created strong teams and developed staff for significant leadership roles within the company.

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### **Peer Evaluations**

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*“For difficult tasks on a very short timeline ... Theresa is our best resource for marshalling resources and delivering on time.”*  
*“She is very good at digging into details and using that ability to make sound business decisions.”*

## EXPERIENCE AND ACHIEVEMENTS

### **L.L. Bean**

**1999–Present**

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### **Regional Director of Fulfillment & Director of Engineering, Freeport, ME, 01/06–Present**

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Promoted to drive continuous cost, performance, and capability improvements for the company’s fulfillment operations; accountable for \$1.5B revenue impact, \$83M operating expense budget, and performance of 8 traditional fulfillment centers and new forward-deploy centers. Lead a team of approximately 100 managers and 1000 associates, 3000 at peak periods. Also manage real estate development and construction for all US operations centers.

- Tackled material-handling challenge that had stagnated for more than 5 years without a solution. Developed and currently implementing concept that is projected to *double* capacity at *half* the capital cost and save \$15M per installation.
  - In 4 months, led engineering team to solution, presented to senior management, and gained approval for \$9M engineering implementation and potential patent application.
- Built team and developed operating structure for new forward-deploy centers; overseeing construction of 14 new centers by 2007 to create capability for low-cost same-day shipping in 14 major metropolitan markets.
- Attained reputation and record for identifying high-potential managers and developing for increased levels of responsibility. Currently selecting and developing leadership teams for 14 new deployment centers.

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### **General Manager/Site Director, Midwest Fulfillment Centers, Evansville, IN, 01/03–12/05**

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Created high-performance culture and delivered measurable improvements in productivity, quality, customer satisfaction, and employee retention. Assumed leadership of unstructured, underperforming distribution organization with staff of 40 managers, 400+ permanent associates, and 1100 seasonal workers. Defined metrics, instituted accountability, improved communication, and led operational and culture transformation.

- Drove up productivity 35% in 3 years.

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**General Manager/Site Director, continued**

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- Pursued and achieved elite OSHA VPP Star status, designating world-class safety performance.
- Reached #1 among all sites in the L.L. Bean network for defect rate on units shipped – reducing 77% to 0.039%.
- Focused on hiring the right people as a cornerstone of changing the culture. Introduced innovative case-study interview/hiring process that was instrumental in reducing exempt staff attrition by 50%.
- Developed bench strength, promoting 2 of the company's 5 site GMs and others to senior leadership roles.
- Managed start-up of remote 450,000-sq.-ft. facility that, within 2 months, set company record for outbound volume.
- As project manager, in 9 months opened 5 new non-sortable fulfillment centers with 2.5 million+ sq. ft. of leased space.
  - Completed projects \$1M under budget.
  - Created low-cost, on-the-fly model that accurately predicted capacity of the new centers, resulting in timely performance for 2005 holiday season and serving as the basis for forecasting future capacity company-wide.

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**Senior Outbound Operations Manager, Houston, TX, 01/01-12/02**

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Key contributor to successful team initiative to turn around the company's worst-performing operation, an 800,000-sq.-ft. automated fulfillment center shipping more than 21 million units annually. Selected to head up a new senior leadership team for facility with the lowest productivity, quality, and customer experience of any site in the network. Managed 20 exempt staff and 300 year-round associates, ramping up to 900+ during peak season.

- Created improvement plans and introduced best practices from the company's top-performing sites.
- Strengthened management team, weeding out underperformers and boosting training and resources.
- Improved productivity 30% overall, as much as 70% in some areas, through process improvement, quality discipline, variation reduction, and performance management.
- Slashed average order cycle time by 70% for on-time shipments, consistently falling below 0.01% error rate.
- Developed 6 members of management team to the next promotional level.
- Worked with HR and GM to develop the facility's first comprehensive performance management program for non-exempt staff.

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**Senior Program Manager, Freeport, ME, 08/99-12/00**

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Drove high-priority projects with rigid timelines and enormous business consequences – significant initiatives supporting the company's rapid international growth and requiring close collaboration and smooth integration across multiple areas of the company.

- *Home Goods Store*: Managed operational launch of completely new business, including the integration of an acquired catalog company, in 30 days – 5 months ahead of projection due to a creative process workaround.
- *Outtakes Integration*: Served as fulfillment center team lead for the integration of Outtakes, the first major partner for L.L. Bean; completed integration on tight timeline for holiday shopping period.
- *Latin American Operations*: Assumed full-time leadership assignment – concurrent with existing role – to get Latin American operations up and running within 6 months. Designated business owner of the distribution center, with full accountability for performance of all supply chain, transportation, and fulfillment center processes.
  - Worked with negotiation team to form the first third-party fulfillment relationship at L.L. Bean.
  - Hand-picked U.S. team members and successfully integrated with Latin American staff.
  - Led team in designing flow and processes that produced performance levels among the best in the company.

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**Senior Program Manager, continued**

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- *Fulfillment Center Network*: Led collaborative team process to optimize the network in-house, reducing costly consulting fees and efficiently defining product placement, system capacity, and systems integration for the 5 fulfillment centers.
- *Certified Sample Center*: Conceived and implemented idea to create a hub for collecting product information to support the introduction of new and diverse products – a strategic initiative. Oversaw design and launch of new facility that reduced initial receive errors and speeded time to market.

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**Rotational Management Program, 05/99–08/99**

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Recruited from graduate school to join prestigious rotational management program at one of the nation's leading retail/distribution organizations.

- Participated in large-scale staffing and equipment purchases for rapid ramp-up of 4 new fulfillment centers.
- Requested to study and recommend best approach for integrating the first hard-lines categories into the company's existing fulfillment centers; findings led to promotion to Program Manager to implement the Sample Center concept.

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**EDUCATION**

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**Boston University, Boston, MA**

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MBA: Logistics & Transportation, Operations Management, 1999

- GPA 3.8
- Winner of the MBA Business Plan Competition (Team Leader; #1 among 20 teams)

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**Northeastern University, Boston, MA**

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Bachelor of Fine Arts, 1996

- Early Career: Muralist and custom painter for fine-home builders in the Boston area, 1996–1997

# Carlton Lee

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29 Broad Ridge Road, Hamden, CT 06518

## Operations Executive

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**Versatile, results-oriented leader** who builds efficient, profitable, customer-focused organizations through hands-on leadership of projects and initiatives that deliver results right to the bottom line. Expert in multifunctional operations management—from accounting and finance through warehouse/inventory management, facilities construction and maintenance, and service delivery.

Track record of leadership and results managing operational functions for multi-site businesses up to \$5M:

- **Business strategist** highly competent at identifying market opportunities, analyzing acquisitions, and eliminating nonessential functions to realize cost savings and boost profitability.
- **Project manager** for construction, renovation, relocation, and operational integration. Consistently complete projects on schedule, within budget, and with minimal disruption to daily operations.
- **Turnaround/improvement expert**, skilled at tackling multiple simultaneous challenges, driving continuous improvements, and persevering against obstacles.
- **Motivational leader** able to create true team culture and lead by example to achieve remarkable results.

## Experience and Achievements

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NUTMEG FLORIST, INC.

New Haven, CT

**Vice President of Operations**, 1998–2007

**Provided operational leadership to spur profitable growth and efficient operation of New Haven’s premier florist—4 sites, 55 employees, \$5M annual sales.** Managed operations (inventory and warehouse; service delivery; accounting and finance), overseeing 9 staff and teaming with owner to develop and execute business strategies for bottom-line results.

- Oversaw growth from \$3.7M to \$5M with attractive profitability.
- Directed multiple construction/renovation projects, completing all on schedule and managing physical transition with zero days of lost production.
  - Projects exceeded \$2M and included 2 design/build projects for new corporate headquarters (office, warehouse, service facility) as well as multiple retail build-outs.
  - Managed selection and oversight of architectural firms and construction contractors.
- Implemented the company’s first bar-coding system, allowing pinpoint control of inventory.
- Directed smooth operational integration of newly acquired Internet-based candy/gift business.
- Orchestrated “lightning-strike” renovations of 2 flagship stores, completing each overhaul in 3 days and under \$5K budget. Enabled test-marketing of new design concepts at practically zero cost/risk.
- Pioneered later cut-off time for daily orders, enabled by restructuring service operations. Resulted in 5% increase in orders, contributing nearly \$200K revenue annually.
- Paved the way for owner’s profitable sale of the company; facilitated smooth transition to new ownership.

THE GREENERY

Hartford, CT

**General Manager**, 1989–1998

**Reversed 2-year decline to build a \$3.5M business, one of the most successful single-location FTD florists in the nation.** Recruited to return to The Greenery to rescue faltering business: invigorate sales, control expenditures, restore supplier confidence, and rebuild team morale. Achieved rapid turnaround and went on to drive double-digit annual growth that positioned the firm for profitable sale.

## Carlton Lee

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### THE GREENERY

continued

Managed 30 staff, 120 daily deliveries (fleet/drivers), P&L/accounting, facilities maintenance and construction, inventory and warehouse.

- Developed and executed turnaround strategy that increased sales, turned \$250K annual loss into \$250K annual profit, and addressed all areas of business strategy and operations:
  - Overhauled accounting practices, instilling tight controls and reducing overhead by 17%.
  - Gained supplier support through open communication and commitment to meet every obligation; resulted in uninterrupted supply of top-quality products.
  - Upgraded technology to improve employee productivity and customer satisfaction.
  - Reevaluated all pricing, adjusting for maximum profit without jeopardizing sales volume.
  - Improved visual appeal and eliminated fresh-product waste with constant control and product rotation.
  - Negotiated rent relief of \$3,500 per month.
  - Cross-trained employees to create highly flexible workforce, enabling reduction in staff.
- Post-turnaround, conceived and drove business consolidation strategy that successfully merged 5 retail locations into 1 state-of-the-art superstore—without losing sales volume.
- Built teamwork and developed loyal, motivated, customer-focused staff and a service ethic second to none. Achieved successful delivery of 800+ Valentine's Day orders despite torrential rains and region-wide power and phone outages.
- Achieved revenue growth from \$1.6M to \$3.5M while profits soared 500%.
- Attained rank of #33 out of 27,000 U.S. FTD florists—the only 1-location business earning top award.

**Sabbatical, 1987–1989** (Cared for ailing parent)

**General Supervisor, 1982–1987**

**Managed entire operation during rapid growth from \$150K to \$1.4M.** Spearheaded construction and build-out of new retail locations; managed accounting, inventory, delivery, purchasing, and supplier relationships; led continuous improvement initiatives across all areas of the organization.

RCA CORP.

Hartford, CT

**Regional Sales Manager, 1976–1982**

**Recruited to manage Central Connecticut territory,** marketing consumer electronics to retailers in 37 counties. Provided extensive product training to retail associates.

- Grew business 18%, signing up new accounts and spurring sales growth with existing retailers.

ELM CITY APPLIANCES

New Haven, CT

**Partner, 1974–1976**

**Co-managed sales and operations** for 3-location retailer of RCA products operating as a leased department inside Malley's Department Store.

- Expanded business from start-up to 9 employees, \$1.4M sales.
- Implemented a warehousing control plan that speeded physical inventory and reduced shrinkage by 85%.

## Education

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SOUTHERN CONNECTICUT STATE UNIVERSITY  
75% of coursework toward B.S. Accounting, 1973–1975

# EDWARD A. JOYCE

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## MANUFACTURING INDUSTRY EXECUTIVE

**Start-Ups / Turnarounds & Revitalizations / Multinational Corporations / Contract Manufacturing  
Pharma Compounding & Packaging / Pharma, Specialty & AgroChemical Processing / Light Assembly**

20+ years' experience building and directing top-performing manufacturing operations worldwide. Consistently successful at improving productivity, quality, safety, yield, efficiency, technologies, and processes through innovative leadership and customer commitment. Strong P&L, budgeting, and cost management skills. Core qualifications include multi-site operations, new product development, pilot manufacturing, plant construction and commissioning, engineering, facilities, capital projects, infrastructure development, and global transportation/distribution.

**Director, Norman Manufacturers Association  
Member, American Institute of Chemical Engineers  
Member, International Society for Pharmaceutical Engineering  
Registered Professional Engineer, State of Oklahoma**

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## PROFESSIONAL EXPERIENCE

**Q-WIX LABORATORIES LTD. – Norman, OK** 2000 to 2007  
*(Privately held contract manufacturer engaged in R&D, production, and distribution of pharmaceutical and OTC drug products and cosmetics for 50+ major corporations worldwide.)*

### Plant Manager

Senior Operations Director recruited to revitalize a large-scale production facility facing significant operating, quality, personnel, and cost challenges. Full responsibility for creating and implementing a comprehensive revitalization program impacting virtually all manufacturing and business functions throughout the complex. Introduced modern production planning, scheduling, and plant capacity modeling capabilities; implemented visual factory management techniques; increased labor productivity through numerous improvement projects (5S, Kaizen, batch size scale-ups). Realigned capital spending. Dramatically improved employee morale and productivity. Resolved immediate challenge of 18-million-unit late-order backlog.

- Delivered strong and sustainable financial results:
  - Slashed quality defects by 77%.
  - Reduced OSHA recordable injuries by 67%.
  - Improved regulatory compliance and passed several DEA and FDA inspections (no 483 citations).
  - Cut changeover times by as much as 50% through process simplification and standardization.
  - Reduced labor \$100,000 annually and improved cycle times 15% through lean manufacturing.
  - Saved \$500,000 annually through reduced scrap and waste, and improved product yields.
  - Delivered \$250,000 additional in annual cost savings through employee recognition program.
  - Captured \$109,000 in Enterprise Zone Tax Credits in just one year.
- Led fast-track design, construction, and commissioning of \$3 million high-tech pharmaceutical aerosol plant. Introduced SPC and achieved defect-free fill weights on all batches delivered in first nine months.
- Orchestrated company-wide team of Directors to brainstorm and implement cost reduction and new business development initiatives to meet 2002 profit goals despite poor sales performance.
- Eliminated high levels of waste in discharge water (with no capital investment) and received an award from the Norman Water System for facility improvement and compliance.
- Established a high-profile position in the Oklahoma manufacturing community. Elected to the Norman Manufacturers Association Board of Directors and promoted sharing of best practices.

**EMERALD CORPORATION (Division of Barnes Pharmaceuticals) 1979 to 2000**  
*(USD \$24 billion corporation with 86,000 employees and operations in 100+ countries. HQ in the UK.)*

Fast-track promotion through a series of increasingly responsible operating management positions with two of the world's leading pharmaceutical, agribusiness and specialty chemical companies. Originally recruited to Emerald Corporation and remained with the new corporation (Barnes) following the 1996 merger of Emerald and Pfizer.

**Director of Production Operations** – Enid, OK (1999 to 2000)

Senior Operating Executive directing Production, Engineering, and Quality for Emerald's largest US production plant (agrochemical facility with 400 employees, \$300 million in annual sales, and \$40 million annual operating budget). During 10-month assignment, delivered substantive operating, quality, and financial improvements:

- Doubled throughput of chemical component, reduced chemical spills by 20%, saved \$250,000+ in annual utility costs, and launched technician apprenticeship program to ensure availability of quality workforce.
- Instituted Learning Curve programs to reduce annual operating costs through ongoing efficiency and production optimization initiatives. First-year efforts resulted in a 10%+ cost reduction.
- Provided strategic and operating leadership during planning for the merger of Emerald's Crop Protection Division with Zenith Crop Protection to form multibillion-dollar DSQ Corporation.

**Director of Production Operations** – Reims, France (1995 to 1999)

Director of Operations for \$500 million Crop Protection and Animal Health production plant (one of Emerald's leading agribusiness manufacturing facilities). Full strategic, operating, GMP manufacturing, quality, process development, maintenance, project engineering, regulatory, and P&L responsibility. Led multinational team of 170 employees. Managed \$40+ million in annual budgets.

Member of Management Committee with overall responsibility for combined pharmaceutical/agribusiness manufacturing complex with 900 employees, \$108 million annual operating budget, and \$1+ billion in assets. Company liaison to local press, community groups, local legislators, and government officials.

- Optimized production processes and capacity utilization, expanded outsourcing, launched new products, and achieved ISO 9001 certification. Delivered strong financial results:
  - \$4 million in total cost savings in 1998.
  - 100% increase in throughput of key product line to meet unanticipated market demand.
  - 100% on-time product delivery.
  - 40% reduction in accidental injuries and 50% decrease in quality rejection rate.
- Invested \$24 million in capital projects to expand capacity, modernize facilities, upgrade neglected infrastructure and technology, and achieve/surpass safety and regulatory standards.

**Manager of Contract Manufacturing** – Houston, TX (1990 to 1995)

Senior management position at US Crop Protection Headquarters (\$1 billion in annual sales). Led team of 15 engineers and chemists outsourcing formulations and packaging for third-party production of Emerald Crop Protection products (\$500+ million in annual revenue) at 17 contract-manufacturing facilities nationwide. Managed \$3.9 million budget. Directed multimodal transportation of product manufactured in Bulgaria, shipped to the US, and distributed to various plant sites for formulation, packaging, and final distribution.

- Increased the number of contract manufactured products by 300% with an equally significant gain in product complexity. Introduced 25+ new products with no additional staffing requirements.
- Captured \$3.2 million in annual cost savings through process redesign and contract renegotiations.
- Led multinational team in developing and implementing strategy to consolidate product formulation and packaging under NAFTA. Wrote off \$5 million in assets and saved \$2.4 million in annual operating costs.

**Production Unit Superintendent** (1989 to 1990)

**Multi-Purpose Facility Superintendent** (1987 to 1989)

**Plant Shift Superintendent** (1986)

**Production Engineer** (1985)

**Development Engineer** (1979 to 1984)

Advanced rapidly through early engineering and mid-level management positions. Notable achievements included \$4 million capital improvement project, \$23 million production expansion project, and \$100,000+ in annual cost savings and production yield improvements. Staff of 60; budget of \$2.4 million.

**EDUCATION:**            **BS Degree – Chemical Engineering** – Emory University – Atlanta, GA – 1979  
**Recent Professional Training:** Lean Manufacturing, Six Sigma, Activity-Based Costing

**OPERATIONS / GENERAL MANAGEMENT EXECUTIVE****High-Volume Operations • Logistics • Transportation • Facility Start-up, Expansion & Merger**

**Decisive, strategically focused executive** with track record of delivering financial results and service quality excellence in fast-paced, competitive environments:

- Drove service levels to “best-in-class,” consistent 97% performance.
- Directed the construction, launch, and efficient operation of multimillion-dollar operations facilities.
- Time after time, built strong management teams and created culture of accountability and performance.

Versatile leader repeatedly recruited to turn around “broken” operations, launch new facilities and services, and integrate merged staff and operations. Strategic thinker with equal emphasis on tactical execution and common-sense problem solving to deliver financial results, operational improvements, and production and service enhancements. Calm and focused in high-pressure situations; able to develop/challenge employees toward growth and goal attainment.

**EXPERIENCE AND ACHIEVEMENTS****National Express Corporation (NEX)****1984 to Present****SENIOR VICE PRESIDENT, US HUBS & GATEWAY OPERATIONS, Dallas, TX, 2003–Present**

**Challenged to manage NEX/Droppoint integration, leverage synergies, and drive operational and service improvements critical to competitive positioning.** Accountable for P&L performance of \$350M operation comprising U.S. hub network operation, import/export operations, security, regulatory compliance, vendor relationships, and 2000 staff (8 direct), with facilities in Dallas and Houston.

- Member of senior leadership team that evaluated post-integration redundancies and selected Dallas as single site for consolidated hub operations; business case projected \$90M annual savings.
- Orchestrated Houston site closure, employee and media communications, and 16-month employee retention program that resulted in 95% service levels until the final day of operation.
- Oversaw 18-month, \$300M construction upgrade and complex systems, staff, and operational relocation/integration. New site includes NEX’s major U.S. hub, largest import/export facility in the Americas, \$100M state-of-the-art automation system, and 1.2 million sq. ft. facility addition.
  - Delivered project \$40M (13%) below budget and 1 month ahead of schedule.
  - Consolidated 2 different aircraft handling systems and removed 90 flights from U.S. air network.
  - Achieved flawless relocation of all Houston operations to new site.
- Reconfigured ground network and constructed/opened 7 new U.S. ground hubs; improved raw service levels from 83% to 97%.
- Inherited and effectively managed \$250M (annual) relationship with Local Air, initiating programs and ideas to drive continuous quality and service improvements. Recent results: 15% reduction in aircraft handling times.
- Improved import/export operations, boosting transit performance 6% while operating 4% under budget.

**VICE PRESIDENT, HUB DEVELOPMENT & OPERATIONS, Dallas, TX, 1999–2003**

**Selected for newly created position and tasked with overseeing \$213M construction of new U.S. air hub while concurrently improving operational performance.** Managed P&L and staff of 3 directors, 38 managers, and 712 operations employees.

- Spearheaded design, negotiation, development, and construction of 115-acre/780,000 sq. ft. fully automated package-sorting facility with parking for 62 aircraft.

**CONTINUED**

- Oversaw multiple multimillion-dollar contracts (\$58M sorting system, \$50M earthworks, \$70M construction).
- Managed relationships with construction general management company, architecture firm, power companies, subcontractors, project consultant, and other related parties.
- Negotiated and built strong relationships with airport board for DFW Airport.
- Completed project \$5M under budget.
- Installed new management structure and upgraded management team with 6 new hires. Set up KPIs to drive and measure operational performance; launched management and operational processes and improvements that delivered strong and sustainable results:
  - *Service quality*: from low 80% to 90% in 6 months, to 95% within 1 year
  - *Airline on-time performance*: from mid 80% to 90+%
  - *Third-shift turnover*: from 83% to industry-leading 38%
  - *Data quality*: from 80% to 97% (essential for transition to automated data system)
  - *Package-sorting productivity*: up 16%
- Developed contingency plans for entire company and provided decisive leadership in urgent and crisis situations (such as 9/11) to minimize service interruptions.
- Designed and implemented management evaluations and beta-tested a 360 management review process for the company.

**REGIONAL SERVICE DIRECTOR, Minneapolis, MN, 1994–1999**

**Unified fragmented region, providing strong and focused leadership that resulted in double-digit business growth each year.** Assumed full operational leadership for 10-state region experiencing stagnant revenue growth. Invigorated entire operation through comprehensive overhaul of management structure, route structure, and operations to drive accountability for cost and service levels.

- Instrumental in revenue growth from \$113M to \$150M.
- Reconfigured dispersed management organization to a 5-district-manager model and built a strong management team.
- Instigated the conversion of 100 (nearly 50%) contractor routes to NEX operations—lowering costs, improving service, increasing company visibility, and driving accountability.
- Worked closely with regional sales director to develop new business opportunities. Service-level improvements became a key selling point.
- Designed and executed a Canadian border program, targeting delivery business of US companies. Revenues grew from \$0 to \$1M in 2 years.
- Directed network planning functions, upgrading aircraft operations in various cities for service and customer quality improvement.

**REGIONAL INDUSTRIAL ENGINEER, Minneapolis, MN, 1991–1994**

**Promoted to drive operational improvements across a 10-state, 30-site region.** Performed operational analysis at each site, evaluating performance and designing improvement initiatives to lower costs and optimize service capabilities. Instituted stringent measurement criteria that ensured goal-oriented accountability.

- Introduced an automated daily operating report that closely tracked service and productivity improvements.
- Designed and relocated 13 facilities.
- Restructured 28 city routes to capture efficiency and cost savings identified through operational analysis.
- Designed and installed material-handling equipment that boosted productivity 3%.

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**SERVICE CENTER MANAGER, Newark, NJ, 1988–1991**

**Spearheaded rapid turnaround of the #2 NEX center in the U.S.** (5X larger than prior assignment). Planned and managed all business operations for center serving metro New York: \$35M P&L, 2 managers, 5 supervisors, indirect staff of 120.

- Rapidly analyzed and addressed numerous service, cost, and operating issues that affected performance across the board. Established a new high-performance culture and put in place the people, policies, systems, and measurements to deliver immediate and sustainable improvements in all areas of operations.
  - Earned the company’s top international award for leadership/performance (1 award given annually among 425 NEX international locations). Included \$7K educational grant; used to pursue executive education at Columbia and Bethel University.
- Overhauled management staff, recruiting and hiring high-potential talent and developing numerous staff for advancement.
- Implemented daily operating performance report to closely track service and performance metrics and ensure progress toward defined goals

**SERVICE CENTER MANAGER, Columbia, SC, 1987–1988**

**Promoted to full P&L responsibility** for \$4M service operation; managed 2 supervisors, 25 frontline staff.

**GENERAL MANAGER, Billings, MT, 1985–1987**

**Built new office from the ground up**, driving revenue growth and creating service/operations infrastructure as business grew from 2 daily shipments to 175+. Hired and trained staff of 6. Earned company “best of class” award for service quality.

**EARLY CAREER, 1984–1985:** Foundational roles as courier/driver, counter sales/service, and package loader, learning the business and demonstrating the leadership, drive, and decisiveness that led to rapid promotion.

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**EDUCATION AND PROFESSIONAL DEVELOPMENT**

Bachelor of Science, Civil Engineering, 1984: University of Idaho, Moscow, ID

Executive Management Program: Bethel University, St. Paul, MN

Executive Management Program: Columbia University, New York, NY

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**BOARD / COMMUNITY / PROFESSIONAL ACTIVITIES**

Greater Dallas Chamber of Commerce: Member of Executive Advisory Board, 2005–Present

Greater Houston Chamber of Commerce: Member Business Development Council, 2004–Present

Capital Markets Day, New York, NY: Spoke to the Wall Street investment community about the NEX/Droppoint integration and the company’s future and growth plans, November 2005

Strategic business leader with a strong record of achievement in sales, production operations, lean manufacturing, and profit-center management in diverse industries. Repeated success leading businesses through start-up, turnaround, and revitalization. Keen understanding of interrelationships between people, processes, and operations in complex business environments and a global economy.

- Lead cultural transformation and performance turnaround—build high-performance organizations.
- Identify opportunities, develop strategic plans, motivate people, and deliver aggressive revenue and profit results.

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**EXPERIENCE AND ACHIEVEMENTS****GENERAL MANAGER**

THERMAL PRODUCTS, INC., Chicago, IL, 2005–2007

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**Restructured and refocused \$50M fully integrated thermal management business, driving sales growth and capturing additional 50% of business with strategic accounts.**

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Managed P&L, all operations, and direct sales force marketing cooling systems to the telecom, data storage, and Internet equipment markets. Implemented lean thinking and Kaizen principles business-wide.

- Streamlined operations, eliminated waste, and met customers' aggressive cost targets without eroding margins.
  - Improved on-time delivery from 53% to 97%.
  - Reduced inventory by 65% and increased turns from 3.5 to 9.2.
  - Eliminated \$2M consulting contract by creating in-house lean manufacturing/Kaizen expertise.
- Implemented key account strategy to improve customer service, sharpen product focus, and boost margins.
  - Created dedicated customer teams and restructured sales leadership to include customer engineering and project management functions.
  - Gained sales with major target accounts by providing program/project management expertise as a competitive advantage.
  - Maintained high margin levels while reducing primary working capital requirement by 70%.
- Introduced rapid prototyping that was key to attracting new business. Cut launch time from 5 months to 5 weeks.
- Executed strategic plan to integrate product lines into lower-cost US and offshore plants for 20%–40% savings.
- Successfully merged commercial and industrial businesses and assumed leadership of combined group.

**DIRECTOR OF OPERATIONS**

WATERWORKS, INC., Gary, IN, 2001–2005

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**Led turnaround of newly acquired \$44M manufacturing subsidiary of \$8B water-treatment company. Transformed manufacturing operations, reduced costs, improved efficiencies, and launched new, high-margin Spares business that grew quickly to 27% of total revenue.**

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Assumed leadership of operations in disarray, with bloated inventory, 2-year backlog, irritated customers, and outdated manufacturing processes. Overhauled the business plan and quickly executed initiatives for rapid and continuous improvement in all areas of measurement.

- Introduced more efficient, cellular-type lean manufacturing, self-directed work teams, and eventually single-piece flow production. Created operating metrics to benchmark performance.
- Restructured the workforce and improved on-time delivery by 72%.
- Regained market share and distributor/sales rep confidence by achieving timely turnaround on new orders.
- Built Spares business from the ground up; led the industry with order-fulfillment rate of 90% within 72 hours.
- Reduced inventories by more than 30%.
- Relocated high-cost product lines to other plants (US/international) and reduced operating costs by 18%.
- Performed operations due diligence and created production integration plan for buyout of \$35M competitor.

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**DIRECTOR OF PHYSICAL PLANT, UNIVERSITY OF CHICAGO**      TWINING ASSOCIATES, Chicago, IL, 1998–2001

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**Effectively ran \$9.5M University of Chicago plant operations business for contractor Twining Associates. Became an integral part of the University's planning and management team and delivered outstanding operations performance that resulted in \$75M contract for new construction.**

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- Restructured engineering and maintenance departments, reducing operating costs while improving services.
- Created centralized campus operations control center serving 3000 faculty, students, and administrators.
- Blended Engineering and Maintenance into union/non-union teams for better performance and teamwork.
- Reduced operating costs 12% while maintaining or enhancing campus services with zero budget growth.
- Led architects, engineers, and contractors in \$4M expansion of subsurface chilled water plant.
- Teamed with world-renowned architects to develop Year 2010 Master Plan for campus expansion.

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**PLANT ENGINEER, CHICAGO MEDICAL CENTER**      UNITED SERVICES, INC., Chicago, IL, 1995–1998

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**Selected to lead first foray into managed facilities services for contractor United Services.**

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- Created a blueprint for energy cost reduction that became a core service offering for United Services.
  - Led capital projects that cut energy costs 15% while maintaining hospital comfort.
  - Secured energy grants that reduced cost of improvements.
- Reengineered the maintenance function and improved patient services.
- Negotiated purchasing contracts with reduced lead times for routine maintenance supplies.
- Completed final-phase construction and start-up of 120-bed nursing facility; gained operating certifications.

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**MANAGER, COMMERCIAL ENGINE BUSINESS**      PEPPER INDUSTRIALS, Gary, IN, 1994–1995

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**Drove rapid sales growth and, in one year, turned \$10M business from chronic loss to breakeven.**

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- Managed independent sales force and oversaw Sales/Marketing functions for 13 North American distributors.
- Successfully introduced new engine products to the commercial market. Negotiated and closed large deals.
- Improved market penetration through effective pricing/discount strategies.
- Established sales policies to eliminate gray-market dumping into US market.

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**SENIOR MANUFACTURING & FACILITIES ENGINEER**      PEPPER INDUSTRIALS, Bluffton, SC, 1992–1994

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**Member of plant start-up team for newly acquired \$12M subsidiary of \$3B diesel engine manufacturer. Managed production operations, machinery installation, workflow design, and employee training.**

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- Transitioned to outsourcing for all sheet metal fabricated materials to reduce production costs.
- Created process documentation for work tasks and brought plant to MIL I-45208 quality compliance.

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**ASSISTANT ENGINEER**      TRANSNATIONAL SHIPPING COMPANY, 1989–1992

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## EDUCATION

**MBA**, University of Chicago  
**BS**, Engineering Systems, Northwestern University