

ENELOW–KURSMARK
EXECUTIVE RESUME TOOLKIT

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

Gallery of Executive Resumes

Group 5: Senior Executive and Board Resumes

Our 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 5: SENIOR EXECUTIVE AND BOARD RESUMES

- 1. Reuben R. Miller** **4**

Health care can be an extremely difficult industry to penetrate if you're an outsider. However, this candidate is an insider who prominently displays all of the health-care companies with which he has been employed and/or affiliated throughout his career. Instantly, he portrays that he's an insider with contacts at some of the world's top health-care organizations.
- 2. Kathryn Snowe** **6**

Each position starts with a Highlights section that tells the compelling story of Kathryn's overall contribution to the growth and success of each company.
- 3. Trevor Michaels** **9**

Recent performance in multiple meaningful categories is highlighted in a table. Note how facts and figures for each hotel property are included to communicate scope of responsibility.
- 4. Mary-Ellen Dillard** **11**

The branding statement instantaneously communicates success and an in-depth knowledge of the hotel industry. A comprehensive list of quantifiable achievements further strengthens Mary-Ellen's candidacy.
- 5. Mena Singh** **14**

In addition to highlighting her impressive performance, the summary of this resume includes Mena's management philosophy as a key attribute of her executive brand.
- 6. William P. Armstrong** **16**

The unique and detailed summary section allows both hiring managers and recruiters to quickly grasp William's depth of experience and most notable achievements.
- 7. Rebecca L. Reading** **19**

Summary sections integrate the branding statement, list of core executive qualifications, and notable professional honors to clearly position the job seeker as a top candidate for executive-level opportunities.
- 8. Edward T. Francis** **22**

Success in multiple international markets is the focus of this executive's resume. The summary makes his expertise crystal clear.
- 9. Dan Dougherty** **24**

This resume uses a traditional executive format with headlines and a supporting summary to communicate the person's level of experience. Strong and detailed job descriptions are rich with achievements and performance measurements.

- 10. Stephen T. Jones** **26**
Having built two successful companies, Stephen clearly has an entrepreneurial mindset that is evident in every area of this resume. He includes one of his favorite quotes to reinforce his management philosophy and executive brand.
- 11. Josh R. Gooding** **28**
Using one of our favorite formats, this resume allows for immediate recognition of opportunity, action, scope of responsibility, and achievements that distinguish Josh's career.
- 12. Samuel B. Baker** **30**
With a specific focus on opportunities in the semiconductor and technology industries, the unique summary communicates a wealth of information. The job descriptions detail the most relevant aspects of Samuel's career, including descriptions of companies that tie directly to his current objectives.
- 13. David E. Corning** **32**
A functional format is used for page one of this resume to showcase David's wealth of experience in mergers, acquisitions, and new ventures in support of his career goals. Details on pages two and three substantiate his expertise, including a complete listing of Board of Directors appointments and other notable professional affiliations.
- 14. Marvin L. Whitcomb** **35**
Although not often used, an objective can be a powerful introduction and can allow both recruiters and hiring managers to understand the candidate's current career objectives. Stacked job titles under each position communicate a record of fast-track promotion and demonstrate career success.
- 15. Michael T. Adams** **38**
The brand of "creating value" is clearly evident in this resume. Three striking visuals reinforce Michael's brand and his accomplishments. Note inclusion of the URL for Michael's web portfolio.
- 16. Susannah T. Smits** **41**
A summary that highlights core competencies is further strengthened by brief yet extremely powerful Career Highlights that are explained in much greater detail in the Experience and Achievements section.
- 17. Stanford Berry** **44**
Because Stanford is seeking a Board position rather than another corporate role, he created a slimmed-down resume to quickly present his key qualifications and value as a Board member.

REUBEN R. MILLER

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Los Angeles, CA 90092

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rrm@aol.com

HEALTHCARE INDUSTRY EXECUTIVE

Biotech / Medical Devices / Pharmaceutical

Senior Business Executive with over 20 years' experience building and leading high-performance, high-profit healthcare organizations nationwide. Employed, consulted, and/or partnered with major industry leaders, including:

Johnson & Johnson
Oncogene Research Products
American Home Products
Dendrite International

Merck
Pfizer
Aventis
Wyeth

Bristol-Meyers
PE Biosystems
Medimmune
Quest Diagnostics

Schering-Plough
Novartis
GlaxoSmithKline
Calbiochem

Portfolio of Executive Qualifications

Organizational Leadership: Strategic Planning, Organizational Development, Start-Up & Emerging Ventures, Turnarounds & Revitalizations, Transformations, Accelerated Growth Companies, Acquisitions & Integrations, IPOs

National Sales & Marketing Leadership: Competitive Market Positioning, Account Relationship Management, New Business Development, New Product Development & Commercialization, Market Launch, Direct & Distributor Sales

Multi-Site Operations Management: Performance Improvement, Benchmarking, Best Practices, Supply Chain Management, E-enabling & Information Technologies, HR Leadership, Cost Reduction, P&L Management

PROFESSIONAL EXPERIENCE

DIRECTOR – BIOLOGICAL LIFE SCIENCES
HCAM Consulting, Los Angeles, CA

2004 to Present

Senior Business Executive with full strategic planning, organizational leadership, operating, sales, marketing, HR, IT, and solutions design/delivery for the turnaround and revitalization of a \$20 million business unit. Leveraged industry expertise, personal reputation, and executive contacts to generate new business within the pharmaceutical, biotech, and medical device industries. Full P&L responsibility.

- Achieved/surpassed all turnaround objectives and restored business to profitability within first year.
- Captured \$20 million in new business in 2005 and \$30 million in 2006 with \$45 million projected for 2007.
- Led high-profile projects for Johnson & Johnson, Medimmune, Novartis, Pfizer, and other major industry players. Optimized R&D projects, product commercialization efforts, supply chain management, and technological competencies to lower costs, accelerate development and market launch of new drugs and medical devices, and generate measurable improvements to bottom-line profitability.

NATIONAL BUSINESS DEVELOPMENT DIRECTOR
Accenture, Los Angeles, CA

2002 to 2004

Recruited to Security Technology Solutions division to revitalize and accelerate growth within the healthcare market sector. Led a team of 100+ industry experts building and managing C-level relationships with major healthcare and pharmaceutical industry leaders. Worked in cooperation with senior executives at Pfizer, Aventis, Novartis, Merck, and Wyeth to assess strategic, financial, and market positions, define short-term and long-range development opportunities, and initiate actionable business plans to achieve performance goals.

- Developed healthcare into the fastest-growing market vertical within the division, with revenue growth from under \$10 million to nearly \$50 million. Generated 50% of total division revenues.
- Positioned Accenture as the leader in security technology solutions to national pharmaceutical industry.
- Leveraged relationships with major healthcare and pharmaceutical industry leaders nationwide to close over \$12 million in new business within first six months.

SALES & BUSINESS DEVELOPMENT DIRECTOR

2000 to 2002

Expert Consulting, Ltd., Geneva, Switzerland

High-profile management career building C-level relationships with and leading critical strategic, marketing, financial, and operating programs for major corporations in the pharmaceutical, biotech, and medical device industries (Pfizer, Merck, GlaxoSmithKline, Wyeth, Bristol-Meyers, Quest Diagnostics, Schering-Plough, PE Biosystems). Built a strong and sustainable presence within new business markets to drive revenue growth.

- Led Humana Health in a complete restructuring of its laboratory systems division to meld disparate acquisitions and legacy systems into a single integrated structure (\$12 million project).
- Delivered strategic transformation, supply chain and best-in-class practices for American Home Products (\$15 million multi-phase project).
- Guided Expert Consulting in executing a \$12 million global SAP implementation.
- Spearheaded development of IT architecture to enable contracts with GlaxoSmithKline, Pfizer, and Schering-Plough for e-procurement, CRM, supply chain and clinical systems solutions (\$15+ million in new business).

SALES FORCE EFFECTIVENESS MARKET SPECIALIST

1999 to 2000

Kaisen International, Dover, DE

One of three executives recruited to plan and lead the start-up of a sales force automation software/services division for a \$150 million software solutions provider. Built the entire sales/marketing/business development organization, recruited top sales performers, and created a best-in-class, turnkey-solutions provider.

- Built new venture to \$48+ million in annual revenues in first year. Exceeded corporate revenue and profit objectives by better than 50%.
- Personally negotiated and captured three major accounts generating \$20+ million in annual sales.
- Key player in acquisition and integration of a major competitor to solidify Kaisen's #1 market position.

NATIONAL SALES MANAGER

1995 to 1998

Pfizer Pharmaceuticals/Humana Pharmaceuticals, Houston, TX

Orchestrated seamless integration of two national sales organizations following Humana's acquisition of Pfizer. Led 15-person Humana independent rep network and 6-person Pfizer direct sales and telemarketing team. Refocused strategic sales and marketing plans, accelerated growth, and positioned as market leader. Member of 1996 IPO executive team.

- Increased Humana's revenues from \$25 million to \$47 million; Pfizer's revenues by 100%+.
- Captured a 10-fold increase in sales within the intensely competitive Central US market.
- Authored marketing plan and launched new product generating \$2 million new revenue stream.

EASTERN REGIONAL SALES MANAGER

1994 to 1995

Krimer, Inc., Houston, TX

Fast-track promotion from Technical Sales Representative to Eastern Regional Sales Manager with this \$8 million reagent distributor. Led a team of five sales reps in a 15-state region.

- Increased sales volume 900% in one year. Honored as #1 Sales Representative in the company.

Early Career Experience

1986 to 1994

- **Sales Representative** – Morton Publications & Endogene Scientific
- **Faculty / Research Associate** – University of Houston Health Sciences Center
- **Honorary Research Fellow** – Yale University

EDUCATION**MBA – Management**

ENDICOTT UNIVERSITY (1998)

MA – Chemistry

YALE UNIVERSITY (1986)

BS – Biology

YALE UNIVERSITY (1982)

Kathryn Snowe

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61 Bunker Hill Road, Charlestown, MA 02129

SENIOR EXECUTIVE – CONSUMER PACKAGED GOODS

Multi-Channel Distribution • Revenue & Profit Acceleration • Marketing & Brand Strategy

Experienced CPG executive with repeated success driving growth in revenue, profit, and shareholder value for emerging public and private companies, start-ups, and Fortune 500 divisions. Creative thinker who applies exceptional strategy and branding skills to build businesses with dynamic, long-term growth prospects and enduring consumer value. Effective and decisive leader with high integrity and strong character. Expertise includes:

- Branding, Sales & Distribution
- Operations & Manufacturing
- Team Development & Leadership
- IPO Process & Equity Fundraising
- Strategic Planning
- New Product Development
- Acquisitions & Integration
- Change Management
- P&L Management/Budget Planning
- Organic Business Growth
- Strategic Partnerships & Licensing
- Business Process Redesign

PERFORMANCE HIGHLIGHTS

- **Drove company transformation and multi-channel expansion strategy for Bay Beverages** – spurring revenue growth from \$55M to \$145M and one of this decade’s top-performing consumer products IPOs.
- **Revitalized Signora wine brand** to achieve 10-fold increase in operating profit, 100% revenue growth, and significant return on invested capital.
- **Led marketing efforts at JuiceWorks**, contributing to turnaround and growth into a \$100M business sold to PepsiCo at a 25X premium on initial investment.

EXPERIENCE & RESULTS

BAY BEVERAGES, INC. (NASDAQ: BAYB)

Portland, ME, 2000–2007

Highlights: Key member of executive team that led Bay from \$55M to \$145M revenue, successful IPO, and sustained growth (market cap increased more than 4-fold in 5 years). Chief architect of strategies that expanded Bay into new distribution channels and established clear and differentiated position in competitive arena.

VP Foodservice & Strategic Partner Development – Transformed the company’s poorest-performing division into a solid profit contributor with surging revenues. Held general management role with full P&L responsibility for division servicing foodservice and licensed partners.

Key Achievements:

- Reversed negative EBIT to more than \$1M and achieved 55% revenue growth in 18 months.
- Refocused new account development and store licensing to high-revenue/high-profit locations such as airports, universities, hotels, and corporate dining; reorganized sales team into key account groups to focus on most strategic opportunities.
- Boosted gross margin 6 points by overhauling product assortment, pricing, and distribution method and creating a more focused and scalable business model.

Executive VP – Achieved record revenues and profits each quarter and helped transform organization into a successful public company. Promoted to lead operating groups (retail, grocery, foodservice, international, online/mail order) with more than \$84M in revenue and support groups (manufacturing, MIS, customer service, marketing); directed 5 executive-level direct reports and 1,000 diverse full- and part-time employees.

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BAY BEVERAGES, CONTINUED

Key Achievements:

- Accelerated execution of multi-channel distribution model (devised and launched in prior position); new channels grew from 12% to more than 20% of company revenues.
 - Expanded grocery distribution to 1,500+ locations and built strong market share.
 - Augmented investment in foodservice division, leading to new, high-profile account wins such as Aramark, University of Michigan, and Ohio State University.
 - Invigorated retail operations – improved employee productivity, introduced BabyBay beverages, ramped up sales of 100% juice drinks. Increased mature store operating margins by 3 points.
- Launched Bay into India and Brazil under third-party licensing agreement.
- Upgraded manufacturing operations and implemented enterprise system for stores; improved product quality, customer service, and operating margins.
- Toured retail stores and held home-office and regional meetings to evangelize benefits of becoming a public company and reinforce key company values.
- Served as project leader in preparing IPO documents and presentations, working closely with CFO, investment bankers, and legal team.

VP Marketing – Recruited to lead marketing efforts and engineer growth strategy initiatives to position company for near-term equity event. Reported to CEO/President.

Key Achievements:

- Initiated, tested, and proved viability of new multi-channel strategy and regional expansion.
 - Grew mail-order/online revenue 35%+; implemented acquisition and retention programs.
 - Launched grocery distribution via third-party direct store delivery system to ensure beverage freshness, control shelf/display placement, and reduce distribution/slotting costs.
 - Developed replicatable local marketing programs that supported regional expansion.
- Executed rebranding program, identifying and leveraging winning brand attribute that was a clear differentiator influencing consumers, trade, and investors.

OMNI WINE GROUP, LTD.

Mt. Vernon, NY, 1994–2000

Highlights: Led marketing and strategy team for \$225M US wine portfolio. Achieved double-digit growth in operating profit and grew revenue on core brands each year. Revitalized declining Signora Vineyard brand, increasing revenue 200%, case volume 150%, and operating profit nearly 10-fold. Reported to CEO/President throughout tenure.

VP Marketing, US Wines – Promoted to oversee marketing team of 10 professionals, manage integration of 2 acquired brands, and boost revenue and operating profit for key brands in portfolio.

Key Achievements:

- Developed Senorita line; grew to 1M+ cases and \$60M revenue by 2004 (nearly 50% of total brand volume).
- Relaunched Signora Signature brand to achieve revenue growth from \$14M in 1996 to \$30M in 2000 and recognition as one of the industry's "fastest-growing brands" in 1997.
- Grew Mein Herr revenues 10% CAGR and significantly improved operating margins.
- Reversed revenue and operating profit declines of Fraulein brand by introducing new products and creating innovative marketing programs targeting women wine consumers.

Director of Marketing, Signora Vineyard – Recruited to turn around the most valuable asset in the company's wine portfolio. Developed and implemented new brand strategy that restored the winery's reputation as one of the nation's leading brands – named "Winery of the Year" by *Wine Enthusiast* in 2000.

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OMNI WINE GROUP, CONTINUED

Key Achievements:

- Grew revenues from \$20M in 1994 to \$60M in 2000.
- Segmented portfolio into 3 price tiers, launched new wines at super-premium price points, implemented quality enhancements, and collaborated closely with field sales on pricing and promotions, account strategies, and regional marketing programs.
- Retained attention of wine writers, distributors, and consumers through a vigorous advertising, marketing, and PR campaign.

JUICE WORKS, INC.

Providence, RI, 1989–1994

Highlights: Contributed to achieving compound annual growth rates of more than 30% on revenues, 40% on net income, and 25% on case volume over 5-year period. Market share grew to #2 in category. Company was sold to PepsiCo at valuation more than 25X initial investment.

Director of Marketing/Brand Manager – Recruited to propel turnaround by improving effectiveness of marketing investment and building professional marketing organization. Reported to CEO.

Key Achievements:

- Created innovative consumer promotions, regional marketing plans, and key account strategies, working collaboratively with field sales.
- Launched 6 new flavors.

EDUCATION

MBA

Northeastern University, Boston, MA

BS BIOLOGY

Simmons College, Boston, MA

Hospitality Industry Executive

GENERAL MANAGEMENT • OPERATIONS • SALES & MARKETING • CUSTOMER SERVICE & SATISFACTION

Versatile executive with a track record of creating top-performing hotel properties in diverse markets. Proven ability to drive up quality and satisfaction scores, turn around faltering properties, build market share, capture new business, and deliver results in the most challenging circumstances. Emphasis on driving new revenue through targeted marketing strategies; equal focus on controlling costs and closely tracking activity and productivity for maximum profitability.

Talent for building strong management teams and developing staff for advancement and success—recognized by multiple awards for quality, service, and overall performance.

Experience and Achievements

LUXOR RESORTS & HOTELS, INC.

1997–2007

WEST FLORIDA MARRIOTT (302-room suburban conference hotel, 13,000 sq. ft. meeting space)

General Manager, 06–07

Led performance turnaround. Assumed leadership of underperforming hotel and rapidly implemented sales, service, and staffing initiatives that delivered measurable improvements in guest satisfaction and brand ranking in just 8 months:

	Guest Satisfaction 100-pt. scale	Brand Ranking of 332 full-service Marriotts	Arrival Experience of 332 full-service Marriotts
Oct. 2006	85.7	191	14
Feb. 2006	73.4	265	187

- Reestablished Marriott “At Your Service” department to provide more responsive guest services and drive up satisfaction scores. Hired 2 Hospitality Specialists focused entirely on the guest experience.
- Replaced poorly performing housekeeping contract labor company with a much more effective service.
- Created CARE Committee and led weekly meetings to address guest experience issues and initiatives.
- Instituted “Silver Focus” program aimed at frequent-stay Marriott Reward members.
- Aggressively pursued new business and expanded sales to existing corporate accounts. Increased group sales 17% over prior year and boosted business with #2 account by 27%.

PITTSBURGH CLARION (247-room full-service hotel with extensive conference facilities)

General Manager, 97–06

Delivered exceptional quality, service, and profit performance for aging property in a challenging market. Met overall market declines with aggressive sales and service initiatives that positioned the property as “hotel of choice” in its area. Concurrently, instituted tight financial controls, measurements, and reporting systems to maintain profit margins above expectation.

- Earned 5 Quality Excellence Awards in 10 years—awarded to the top 10% quality/service performers among all Clarion properties worldwide.
- Exceeded profit goals every year.
- Developed easy-to-use tools to measure and maintain staff productivity:
 - Sales Scorecard adopted company-wide as a goal-setting and performance-tracking tool.
 - Daily Labor Tool kept close tabs on housekeeping productivity and enabled quick resolution of identified issues/problems.
- Faced with a declining corporate market, realigned sales emphasis toward association, SMERFE, and athletic markets; realized 5.6% year-over-year increase in market share.
- Participated actively with sales team in pursuing major accounts; captured a key account from competitor.
- Developed first-rate management team that ensured continuity/consistency of service and financial performance.

NATIONWIDE HOTEL GROUP**1977–1997**

STAR KANSAS CITY (886-room downtown hotel attached to Convention Center)

General Manager, 94–97

Spearheaded transformation from bankruptcy to profitability. Came on board shortly after hotel had filed for bankruptcy and needed seasoned leadership to improve performance across the board.

- Restaffed all departments, with particular emphasis on recruiting a high-potential management team.
- Oversaw \$6.1M renovation that included restaurant re-concepting, relocation of front entrance, lobby renovation, and refurbishment of 320 guest rooms.
- Steadily improved service levels and financial performance—in 1996, achieved profits \$250K above annual goal by mid-year.

STAR PALACE ANAHEIM, Anaheim, CA (651-room family resort in Disneyland neighborhood)

General Manager, 84–94 • Assistant General Manager, 83–84 • Rooms Division Manager, 81–83

Led premier property to award-winning levels of performance. Advanced quickly to senior management role and ensured ongoing success of resort property during period of rapid growth—focusing on quality, service, community visibility, and development of top-notch staff.

- Twice presented with Star's "General Management Star." Named Nationwide's GM of the Year among 30 peers.
- Consistently led area hotels in rate and occupancy performance, achieving annual occupancy rates as high as 96%.
- Outperformed competitive set of Star Palace hotels in penetration and yield statistics.
- Staff regularly recognized for performance:
 - Company awards for General Manager, Engineer, Director of Sales, Controller, Reservations Manager, Rooms Division Manager, and several line staff.
 - HR Director recognized as top trainer in the nation by AHMA.
 - Room attendant named Roomkeeper of the Year by FHMA.
- Doubled size of property through 176-room expansions in 1984 and 1986; also directed a \$4.8M commercial building expansion and renovation in 1992.
- Raised visibility and boosted image through leadership roles with industry and community organizations:
 - Star Council; Chair, Stars of California (2 years)
 - Anaheim Convention and Visitors' Bureau; Chair, Tourist Development Committee (5 years)
 - Southern California Hotel and Motel Association; Member, Board of Directors

STAR CINCINNATI, Erlanger, KY (558-room airport hotel)

Assistant Resident Manager, 79–81 • Manager on Duty, 79

- Established new front-office procedures and created a property-wide key-control program.
- Participated in project management for construction of 200-room tower annex.

STAR PALACE MIAMI, Miami, FL (1600-room resort property)

Restaurant Assistant Manager, 79 • Room Service Manager, 78–79 • Management Trainee, 77–78

- Completed 1-year management training program in 9 months.
- Revamped all room-service procedures and increased room-service sales by 50%.

Education

Bachelor's Degree in Hotel, Restaurant, and Institutional Management, 1977: University of Miami

Board Positions / Professional Affiliations / Professional Designation

American Hotel & Lodging Association

Florida Hotel & Lodging Association: President, 2001

Tampa Area Convention & Visitors Bureau: Board of Directors, 2005

CHA: Certified Hotel Administrator (American Hotel & Lodging Association Educational Institute)

MARY-ELLEN DILLARD

*DELIVERING HIGH-IMPACT HOTEL OPERATING, SALES & MARKETING SOLUTIONS
THAT POSITIVELY IMPACT REVENUES & BOTTOM-LINE PROFITABILITY*

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HOTEL INDUSTRY EXECUTIVE

**Multi-Site Operations Management / Sales & Marketing Leadership / Brand Development & Management
Strategic Planning / Organizational Leadership / E-Commerce & IT / Benchmarking & Best Practices
Revenue Management / Financial Planning & Forecasting / Cost Reduction / P&L Management**

Dynamic management career building, operating, marketing and managing multimillion-dollar hotel portfolios. Creative and enlightened business leader with a deep understanding of all aspects of the hotel industry and a record of double-digit gains in revenue, profits, and market share. Outstanding performance building and achieving alignment between corporate executives, owners, and franchisees to achieve brand consistency, performance goals, and financial objectives. Extensive P&L responsibility. Professional Meeting Facilitator.

PROFESSIONAL EXPERIENCE

HYATT REGENCY CORPORATION

Distinguished professional career with one of the leading hotel companies in the US. Promoted rapidly through a series of increasingly responsible management positions based on consistently strong revenue, profit, and operating leadership performance. First-ever female Senior Vice President in field operations with Hyatt Regency. Property portfolio included 12 Hyatt brands.

Vice President of Franchise – Central Region (2005 to 2007)

Following corporate-wide realignment, given full leadership responsibility for creating and implementing innovative franchise development and support programs to increase the value that Hyatt delivered to its franchisees. Seamlessly transitioned the franchise management function from corporate HQ into a direct field management function for 600 hotels throughout the Central US. Challenged to improve Hyatt/franchisee relationships, optimize individual unit performance, achieve Hyatt's best-practice standards, and strengthen brand integrity.

- Revitalized the Hyatt-franchisee relationship, introduced "high-touch" interactions and support initiatives, and positioned the region for double-digit increase in franchisee revenues and substantial increase in fees to Hyatt.
- Realigned the organization, provided a clear strategic direction, executed enterprise-wide strategies, and implemented a systematic account management approach that balanced franchisee, market, and business priorities.
- Identified opportunities throughout the region for the start-up and development of more than 12 new franchises.

Senior Vice President – Southeastern Region (2000 to 2005)

Senior Management Executive with full strategic planning, operating, sales, marketing, human resources, financial, revenue management, engineering, information technology, and P&L responsibility for 300+ hotels (managed and franchised operations) representing all seven of Hyatt's major brands. Managed 12-person leadership team of general managers and regional vice presidents, and over 10,000 employees. Led region that generated \$1.5 billion in profitable annual revenues.

- Delivered strong, sustained financial results within a highly competitive, geographically dispersed 10-state region:
 - Achieved #1 ranking in North America for full-service properties in guest satisfaction, product and service.
 - Maintained 2nd-highest profit margin in division (35%) for five consecutive years.
 - Spearheaded a series of benchmarking initiatives that saved \$1.1 million in operating costs within one year.
 - Increased productivity 12% (5% higher than any other region).
 - Captured highest house profit margin in North America (with the lowest room rate) for 4 out of 5 years.
 - Delivered highest revpar index for 5 consecutive years (average 120%+ across all 7 brands).
 - Delivered highest associate opinion scores for 3 years (average 80%+ across all 7 brands).
 - Achieved highest guest satisfaction scores for 4 years (average 81%+ for managed and franchised sites).
 - Co-led North America in highest owner/franchise satisfaction scores for 5 consecutive years.
 - Improved event/meeting planning performance by 4.9 points; led Lodging in overall score and improvement.
- Built and managed relationships with major owner groups (CNL, Host, TVG, Crescent, Morgan Stanley, Western International, Veranda Group, Kimberly-Clark, White Lodging, Sage Hospitality, Sunstone Hotels).
- Launched outreach program to build cooperative working relationships with CVBs throughout the region.
- Consulted with owners and franchisees to plan and cost-effectively manage millions of dollars in capital projects (site renovations, remodelings, expansions, capital improvements).
- Partnered with IT to expand capabilities of sales engine by leveraging technological capabilities to improve the speed of transactions, strengthen the customer experience, and drive long-term revenue increases.
- Developed a portfolio of financial, operating, performance improvement, and management tools.
- Negotiated and won reversal of proposed government per-diem rate in one major market; expanded nationwide.

Market Vice President – Minneapolis (1999 to 2000)

Promoted to new position created in response to rapid market growth. Challenged to identify, facilitate and capture synergies across all Hyatt brands and hotels to drive long-term revenue and profit growth. Introduced strategic initiatives to leverage opportunities, build cooperation, and develop a team-based market development effort.

Area General Manager – St. Paul Region (1995 to 1999)

High-profile, newly created senior management position with full strategic planning, operating, sales, marketing and bottom-line P&L responsibility for 12 multi-brand hotels throughout the St. Paul area. Led the organization through a period of growth and expansion, including orchestrating several successful pre-opening and re-branding projects.

- Increased revenue 30% and profit 50% over 5 years for the St. Paul Hyatt (550-room property).
- Honored with 1996 Regional GM of the Year Award for outstanding revenue and profit performance.

Market Chairperson – Western Region (1994 to 1995)

Member of leadership team for corporate-wide rollout of new Market Management Program to consolidate sales and marketing across all Hyatt brands. Realigned sales and marketing teams representing seven brands into one integrated organization to build brand awareness, optimize resources, and expedite/enhance customer interactions.

- Led successful program implementation throughout a 10-state region, reduced annual operating costs, increased operating efficiencies, and achieved double-digit gains in revenue and profit performance.

Project Leader – Guest Retention Program – Corporate HQ (1992 to 1994)

Hand-selected to manage 3-month technology evaluation project to identify reservation system requirements to meet organizational needs in 2000 and beyond. Project expanded into 2-year initiative that impacted strategy, operations, revenue management, human resources, and technology across all 10 Hyatt brands and 2000+ hotels worldwide.

- Migrated all reservations from hotels to 10 global call centers for remarkable gains in efficiency and profitability. Created a “high-tech, high-touch” customer management process that spanned all customer interactions, from initial call to check-in. Lowered reservation costs to franchisees and owners by an average of 3% annually.

General Manager – Hyatt Suites (1990 to 1992)

Promoted to GM with full strategic planning, operating, sales, marketing, staffing, service, corporate reporting, and P&L responsibility for pre-opening and ongoing management of this 250-room luxury hotel. Directed a team of 175.

- Achieved/surpassed all revenue, market share, and profit goals. Honored as 1992 General Manager of the Year.
- Appointed to Market Management Program Team, a corporate initiative to leverage sales and marketing efforts across all Hyatt brands. Created and launched successful test pilot program and positioned for national rollout.
- Participated in positioning property for sale and facilitating a seamless transition to new ownership.

Resident Manager – Hyatt Denver (1989 to 1990)

Identified by Hyatt's corporate management as a prime candidate for executive development and promoted to manage the operations of a 425-room luxury hotel. Undertook assignment to complement sales and marketing leadership experience with hands-on operating experience. Fully responsible for all resident operations.

Regional VP Sales & Marketing – Southwest (1985 to 1989)

Following unprecedented revenue performance at Hyatt Midtown in Albuquerque, promoted to Regional Director with full sales and marketing leadership responsibility for 23 full-service properties throughout the Southwestern US, including two major convention hotels. Led a team of more than 150 sales, marketing, and support personnel.

- Delivered strong revenue gains within an intensely competitive and difficult economic market.
- Participated in 10+ acquisitions, conversions, and integrations into the Hyatt portfolio.
- Member of Hyatt's first-ever Executive Booking Centers (EBC) project team responsible for realigning sales teams to optimize productivity, market reach, and revenue performance.

Director of Sales & Marketing – Hyatt Midtown (1982 to 1985)

Orchestrated one of the most successful sales and marketing pre-opening programs in Hyatt's history. Honored with 1983 Pre-Opening Director of Marketing of the Year Award and 1984 Transient Director of Marketing of the Year Award. Featured in *US Air* magazine for innovation in property development, sales, marketing, and client capture.

Director of Sales & Marketing – Hyatt Uptown (1974 to 1982)

PROFESSIONAL PROFILE

EXECUTIVE EDUCATION & TRAINING:

- **FLETCHER GRADUATE SCHOOL OF BUSINESS ADMINISTRATION – EXECUTIVE EDUCATION**
Creating the Future: The Challenge of Transformational Leadership
- **DOVER INSTITUTE**
Executive Development in Strategy, Value Creation, Workforce Management, Systems Thinking, Leadership (Harvard University professor)
- **ACADEMY OF MANAGEMENT UNIVERSITY – Bermuda**
Executive Development Program in Global Economics, Marketing, Country Risk Analysis, and Business Development
- **HYATT CORPORATION**
Graduate of hundreds of Hyatt-sponsored training and executive education programs

PROFESSIONAL AFFILIATIONS:

- American Hotel & Motel Association ... Meeting Planners International ... National Tour & Travel Association

Mena Singh

518-505-7561

618 Hunter's Creek Drive, Albany, NY 12225

mena@verizon.com

SENIOR EXECUTIVE: Multi-Site Retail • Wholesale Distribution • Real Estate Development

Strategic and hands-on executive willing to shake the status quo to achieve revenue, profit, and strategic growth objectives. Successful leading organizations through massive growth and major transition, consistently exceeding performance expectations while maneuvering adroitly through acquisitions, divestitures, turnarounds, regional expansion, and industry innovation.

Driven by an intense desire to connect with an organization's best assets—its people—and use servant-style leadership to motivate individuals and teams to excel. Record of leadership and results:

- Growth of EZ-Kwik Stores from 68 sites in 1 state to 800+ facilities and on the path to 1000+ in a dozen states.
- Industry's first downstream joint venture with a major oil company.
- Innovative retail concept development to tap into new opportunities.
- Creation and execution of strategies to abate risk, drive down costs, and deliver value to stakeholders.

EXPERIENCE AND ACHIEVEMENTS

EZ-KWIK, INC.

Albany, NY, 1993–Present

\$1.7B privately held holding corporation for 800 gas station/convenience stores in 12 Northeastern/Middle Atlantic states.

VP CORPORATE PLANNING & DEVELOPMENT, 2005–Present

Promoted to parent organization and challenged to replicate explosive growth, achieved for EZ-Kwik Stores in New England, to new regions of the U.S. Lead acquisition and divestiture strategy and initiatives; actively involved in the development, testing, rollout, and implementation of new stores, concepts, and products; oversee quarterly financial review process for all subsidiaries; and assist in managing the day-to-day activities of the holding company.

- Currently orchestrating 2 potential acquisitions to spur growth in Mid-Atlantic U.S.:
 - \$50M acquisition of a branded fuel distributor/fast-food franchise;
 - purchase of 120 retail sites in 10 states via an exclusive property assessment with a major REIT.
- Spearheading design and development of a new retail concept, managing \$10M development budget to create concept store that will attractively position EZ-Kwik in a rapidly emerging market.
- Assisted in the divestment of an \$8M subsidiary, EZ Distribution, achieving \$20M cost avoidance and refocusing business on its core assets and markets.
- Evaluated opportunities for direct real estate development and recommended purchase and build-out strategies.
- Assessed value/viability of buying 51% controlling interest in one of New York's largest gas distributorships.

VP OPERATIONS / COO, EZ-KWIK STORES, 1999–2005

Drove acquisition strategy and organic growth to build a highly profitable \$1.3B business comprising wholesale petroleum distribution and c-store retail operation of 150 owned and 650 dealer locations.

Spearheaded strategic planning, critical decision-making, and presentations to Board. Oversaw day-to-day operations and 1250 employees and managed wide scope of financial, operational, marketing, and HR functions.

- Delivered impressive growth and profitability:

<u>Total Revenue</u>	<u>Gross Profit</u>	<u>EBITDA</u>	<u>Gallons Sold</u>	<u>Fuel Gross Profit</u>	<u>Merch. Sales</u>	<u>Merch. Profit</u>
+367%	+68%	+25%	+210%	+58%	+91%	+200%

- Identified, pursued, and defined negotiating strategy for 3 consecutive acquisitions (2002, 2003, and 2004) that added 89 stores, doubled supply accounts, removed a key competitor from the market, and delivered rapid ROI.

	<u>12-Month ROI</u>	<u>Proforma Projection</u>
<i>NYS Stores (August 2002)</i>	33.74%	28.84%
<i>Quaker State Convenience (October 2003)</i>	22.04%	15.16%
<i>New England Mini-Marts (June 2004)</i>	22.16%	23.83%

VP OPERATIONS / COO, EZ-KWIK STORES (continued)

- Won over a large group of professionally trained “big oil” management and store-level employees, successfully transferring the EZ-Kwik corporate culture and mindset. Two years post-acquisition, 100% of corporate employees remain with EZ-Kwik and are performing well.

VP MARKETING & ADMINISTRATION, EZ-KWIK STORES, 1995–1999

Managing Partner, Shell/EZ-Kwik Joint Venture—Teamed with small group of EZ-Kwik and Shell executives to form the first downstream JV between a distributor and a major oil company in North America. Joint venture provided springboard to growth for EZ-Kwik (adding 150+ stores and supply accounts) and was designed as the primary vehicle for Shell’s new “Get It Kwik” retail concept. Served as key EZ-Kwik liaison to the JV Board of Directors, and, for 9 months, interim CFO.

- Led successful integration of Shell employees into the EZ-Kwik family.
- Six months post-merger, championed opportunity to solidify market presence by acquiring 100% of Shell’s assets in the JV. Assumed operational leadership and drove operations/marketing turnaround that delivered significant benefits:
 - Earned \$6M incentive from Shell based on year-over-year gas volume increase.
 - Rationalized underperformers and raised \$49M capital through sale, lease, or closing of 97 properties.
 - Captured \$2.2M in annual recurring expense savings through operational streamlining and cost control.
- Established new culture of teamwork, training, empowerment, and accountability.

VP OPERATIONS / COO, CENTRAL CONVENIENCE, INC. (acquired by EZ-Kwik Stores), 1993–1995

Brought operational discipline to a chain of 40 convenience stores and orchestrated profitable sale to EZ-Kwik. Retained as a key part of the acquisition to drive growth and performance of newly expanded organization.

Consolidated Financial Corp.**New York, NY, 1990–1993****VP, ENERGY GROUP**

Generated and managed \$250M in oil & gas and real estate loans—representing half of the bank’s entire oil & gas portfolio.

Metropolitan Bank**Albany, NY, 1987–1990****AVP, LOAN WORKOUTS & ENERGY GROUP**

Negotiated oil & gas and real estate loan workouts; marketed and managed new oil & gas loans. Completed the bank’s 6-month credit-training program.

EDUCATION**MBA, 1987****Columbia University****BS, Geology, 1985****SUNY-New Paltz****BOARD AND PROFESSIONAL AFFILIATIONS**

Board of Directors, Empire State Petroleum, Schenectady, NY: Integrally involved with strategic oversight of 50M-gallon wholesale and retail petroleum distributor.

Member Representative, National Association of Convenience Store Owners (NACS) and New York Convenience Store Association (NYCA); NYCA Industry Trends Committee member

SENIOR LEADERSHIP & OPERATING EXECUTIVE

Value: Operationalizing Strategy, Building Capability & Capacity, Engaging Clients, Driving Growth, and Leading Change

Results: Double-Digit Gains in Revenues & Profits for Major US Corporations & Smaller, Early-Stage Ventures

EXECUTIVE QUALIFICATIONS

Talented COO, Senior VP & Managing Director with 20+ years of management experience. MBA.

Charismatic business leader who drives growth-oriented change, transformation, and improved profitability in highly competitive industries and markets worldwide.

Business Transformation Strategy & Leadership
Market-Focused P&L & Business Unit Management
Global Business Strategy & Operating Leadership
Turnaround & Transitional Leadership
Start-Up Ventures & Enterprise Development
Top-Line Revenue & Profit Growth

People, Process & Technology Optimization
Business Process Redesign & Revitalization
Global Market & Business Expansion
Merger & Acquisition Integration
Product Commercialization & Development
Fully Integrated Sales & Service Delivery

PROFESSIONAL EXPERIENCE

MANAGING DIRECTOR – LOWELL, ARMSTRONG & ASSOCIATES, York, PA 2003 to Present
Management consulting firm specializing in strengthening business performance through organizational transformation and operational excellence. Published a first-of-its-kind, comprehensive study of operational and management practices in the biotechnology industry.

Opportunity: Identified and capitalized on market opportunity for the delivery of executive-level strategic and operating leadership consulting services to companies addressing the fundamental business challenges of scale, focus, complexity, and growth. Challenged to create and deliver solutions for organization design and governance, business transformation and change, operations redesign, process improvement, performance-based leadership, and accelerated profit delivery. Top-level advisor to C-level executives and investors.

Results:

- Developed business models that enabled companies to progress into new business cycles by aligning strategy with regulatory requirements, market opportunity, and capital market demands. Enabled one biotech firm to double the number of current products in development and accelerate its lead candidate. Redesigned clinical development function and reduced time required to develop drugs and submit FDA filings.
- Led systematic and scalable organizational development initiatives to maximize information and intellectual capital management by optimizing people, process, and technology in rapidly changing business/market climates.
- Drove organization, governance, and process changes, resulting in better control over operating costs, higher levels of productivity, and improved quality. Facilitated insourcing/outsourcing decisions to cut burn rates without sacrificing quality.
- Orchestrated comprehensive business and organizational transformation programs that improved internal controls, streamlined information flow, clarified roles and responsibilities of individuals and functions, and increased operational excellence and performance against internal metrics in time, quality, and cost.

SENIOR VICE PRESIDENT / COO – YOKAMA CONSULTING, Philadelphia, PA 2002 to 2003
\$1 billion global professional services organization of a multinational technology corporation formed through the acquisition/integration of several IT/business strategy, process engineering, and outsourcing consulting groups.

Opportunity: Recruited by CEO as Senior VP/COO of Yokama Telecommunications Consulting (largest professional services unit; \$500 million sales). Challenged to restructure 2-year-old organization and its go-to-market strategy; build a high-performance, “sell-and-deliver” culture; and focus operations on strategic objectives to reduce costs and accelerate revenue growth. Full P&L.

Results:

- Planned and directed critical change-management initiatives to reduce overhead and sharpen business focus in response to 40% decline in business resulting from telecommunications sector collapse.
- Led teams pursuing \$200+ million in opportunities. Instrumental in closing \$35 million in total contract value in first four months.
- Piloted and implemented complete redesign of sales performance management and compensation systems for 60 sales and marketing professionals.

Opportunity: After four months, appointed to Global Management Team as one of the top executives in the business, challenged to lead the repackaging of existing offerings and the development, launch, and management of new, scalable service offerings to drive profitable growth.

Results:

- Facilitated senior leadership team in crafting new corporate strategy for future growth and expansion. Defined integrated organizational capability to deliver portfolio of solutions for clients worldwide.
- Conceived and launched a global transformation program to reposition business model and service offerings from low-value staff augmentation to high-value, intellectual capital-based service offerings.
- Planned, developed and sold concept behind \$25 million investment to fund new product and service offerings. Received full approval of executive committee.

VICE PRESIDENT – EMERY PROFESSIONAL SERVICES, Reading, PA 2000 to 2001
\$3 billion, 15,000-employee global professional services group representing 7%+ of Compaq’s global revenue.

Opportunity: Business Transformation Executive recruited to redesign, rebuild, and revitalize \$3 billion organization to emerge as a competitive global services business. Orchestrated complex operational transition from a brand-management approach (with separate sales and delivery organizations) to a principal-led, professional services business model to accelerate growth and maximize profitability.

Results:

- Won CEO approval to execute \$26 million, 3-phase, 18-month project to reposition service offerings and implement benchmarked operating standards, performance metrics, and delivery methodologies.
- Delivered initial business structure/architecture changes and market refocus in 50% of the time and at 25% lower cost than projected. Accelerated cycle and completely redesigned plan in response to the 2000 technology market decline.
- Instrumental in transforming 3rd- and 4th-quarter losses in 2000 into 1st- and 2nd-quarter profits in 2001.
- Spearheaded transition of transformation process from an externally driven project to a line executive-managed set of objectives and metrics within each individual business operation.
- Key player in repositioning business unit, one of the critical milestones in attracting and enabling the sale of Emery to DEC.

VICE PRESIDENT / DIRECTOR – DEC GLOBAL SERVICES, US & Germany 1993 to 2000
\$13 billion, 75,000-employee global professional services group accounting for 15%+ of DEC's total revenue.

Vice President, Merger & Acquisition Integration – DEC Global Services – Germany (2000)

Vice President, North Region Consulting – DEC Global Services – Germany (1999 to 2000)

Director, Services Leadership Initiatives – DEC Global Services Europe – Germany (1998 to 1999)

Managing Principal/Principal/Managing Consultant – DEC Consulting – Baltimore, MD (1993 to 1998)

Opportunity: Recruited during a period of enormous change and transformation, particularly in the sale and delivery of client services. Promoted rapidly through a series of increasingly responsible senior and executive management positions, transitioning from external client engagements to internal consulting to full operating and P&L leadership of European consulting organizations/profit centers. Delivered quantifiable value as a consultant to clients and as a senior-level business strategist/leader.

Results:

- Planned and orchestrated the successful turnaround of the \$200 million, 350-employee, multi-country business unit headquartered in Dusseldorf. Surpassed all performance objectives and returned the business to profitability within nine months, with growth from -12% to +2%. Personally negotiated/closed \$3.25 million in consulting and business transformation contracts including two key strategic wins valued at more than \$1 million each.
- Rationalized Europe's North Region Consulting and Solutions marketing/business development efforts and aligned cost/revenue streams from projects completed across Europe, the Middle East, and South Africa. Lowered regional cost structure 18%+ by eliminating non-productive resources and practices and refocusing the business on high-potential growth opportunities and key vertical markets.
- Key role in building the initial capacity and capability for DEC Global Services. Co-directed centralization and consolidation of Global Services as a distinct brand and organizational entity. Developed business model and infrastructure to grow a \$25 billion business with 125,000 employees in 100+ countries, and led people and processes through a period of massive internal transformation.
- Promoted and transferred to Munich to lead internal redesign of the 75,000-person, \$13 billion European Global Services Unit. Identified actions to save \$350 million in annual cost with an immediate benefit of \$100 million and positioned organization to achieve 50%+ revenue and market-share growth within three years. Instrumental in transitioning the strategy and plan into daily management, decision making, and operational leadership for 12+ executives of DEC's Global Services European leadership organization.
- Planned and executed the start-up of DEC's Post-Merger Integration Group in Europe, positioned unit as a strategic service provider, sold first client within three weeks of start-up and put unit on track to deliver \$25 million in profitable first-year revenues.
- As Managing Principal/Principal at DEC headquarters in MD, sold and delivered high-dollar, high-profile consulting engagements across diverse industries (utility, chemical, manufacturing, consumer products, retail). Annual close rate exceeded \$5 million annually.

EARLY CAREER EXPERIENCE

Senior Manager/Manager – Performance Improvement Practice – Accenture (1990 to 1993)

Production Manager – Kellogg's Corporation (1984 to 1987)

Production Supervisor/Project Engineer – Mississippi Foods Corporation (1982 to 1984)

EDUCATION

MBA – Grossman School of Business, University of Vermont, 1990

Post-Graduate Coursework in Economics & English – Harvard University, 1987 to 1988

BS, Mechanical Engineering – New York University, 1982

REBECCA L. READING

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EXECUTIVE CAREER SUMMARY

Business Driver, Strategist, and P&L Leader successful in building high-performance technology companies that deliver sustainable financial results and operational improvements in competitive markets worldwide.

Strategic Planning & Initiatives
Benchmarking & Best Practices
Business Partnerships & Strategic Alliances
Go-to-Market Strategies & Competitive Positioning
Key Account Relationship Management

Global Acquisitions & Integrations
Opportunity Identification & Risk Assessment
Board, Stakeholder & Investor Presentations
Performance-Driven Organizational Leadership
Global, Multi-Channel Sales Leadership

PROFESSIONAL HONORS & DISTINCTIONS

Honored by selection in *Who's Who in Finance and Industry*, *Who's Who of American Women*, *Who's Who in the South and Southwest*, *Who's Who in the World* and *Who's Who of Emerging Leaders in America*.

Recognized by the American Biographical Institute with the 2002 *Key of Success Management Achievement Award* and published three times in 2004 *Notable American Women*.

PROFESSIONAL EXPERIENCE

LEGACY SOFTWARE CORPORATION

Landover, MD • 2004 to 2007

Privately held global enterprise offering disaster recovery, mirroring, storage management, and consulting/professional services to Fortune 1000 IBM MVS and large-system customers

Vice President—Americas

Recruited, along with two other Fortune 500 executives, to create and implement new strategies, organizational structures, and performance-driven leadership to prepare 20-year-old company for its next level of growth. Full P&L oversight for product development, direct/distributor sales, IBM partner relations, and key accounts representing 98% of company revenue. Directed a staff of direct field sales associates, sales operations personnel, telemarketing representatives, systems engineers, and consultants. Reported to Chief Operating Officer.

- Achieved/surpassed all revenue growth objectives. Introduced technical/executive value propositions, solutions, team-based sales programs, and sales force automation and customer relationship management (CRM) tools. Closed new business representing 98%+ of total sales in Q1-05.
- Established new roles, performance objectives, accountabilities, and incentives that transformed sales team from 30% below target to 67% over quota in Q1-05 (highest in company history).
- Shortened sales cycles by 50%+ by introducing standards for account conversion from proof of concept to sale. In 90 days, converted year-plus product backlog into revenue-generating sales contracts.
- Defined strategies for expanding market penetration into core financial services sectors and into Sarbanes-Oxley and HIPAA/healthcare compliance sectors, two in-demand markets across the Fortune 1000 space.
- Restructured master IBM reseller agreement to create win-win relationships with IBM Global Services and IBM Americas. In 6 weeks, collaborated on 25+ business cases and opportunities representing \$10M in revenue potential.
- Outlined new IBM joint sales opportunities for embedded products, branded products, and reseller programs. Devised beta test roadmap, established Customer Advisory Board, and led design reviews for new products with first-year revenue potential estimated at \$6M–\$8M.

DYNAMIC SOLUTIONS, INC.

Leesburg, VA • 2002 to 2004

*\$138M publicly traded leading provider of financial, business intelligence, and administration software to not-for-profit and educational sectors***General Manager, Summit's Peak**

Developed and executed growth and diversification strategies after a sharp decline in the company's flagship business, accounting for 40% of software license sales. Assessed business model, product portfolio, target markets, competitors, and sales methodologies. Implemented vertical strategies, solutions/service models, and business processes to recapture lost business and close new market opportunities. Reported to Worldwide Vice President.

- Built a first-class sales and services organization. Established dedicated vertical account management teams with clear focus and accountability. Grew vertical business 55%+ in 2004. Outlined future growth strategies to penetrate national education and healthcare markets and to build national and global account base.
- Repositioned business to capitalize on long-term, higher-profit growth opportunities and recapture former status as an innovator and premier provider of solutions-based, value-added fund-raising software for 50K+ customers.
- Instituted Six Sigma sales/service standards that increased service sales 44%+ in one year and boosted profitability by better than 22%.

TECH-SMART, INCORPORATED

Vienna, VA • 2001 to 2002

*\$55M, 5-year-old, VC-backed application development and systems integration dot-com***Senior Vice President / Member of the Operating Board of Directors**

Interim executive consulting assignment at request of BOD. Initiated changes in corporate strategy, direction, and culture after business lost nearly 50% of revenue in technology sector collapse. Outlined new business plan that included "go-to-market" tactics, global partnerships/alliances, aggressive marketing and PR campaigns, and new funding sources.

- Led successful business restructuring and revitalization, earning distinction as the Microsoft Eastern Sales Office's "go-to" solutions provider for mobile information and content-management server solutions.
- Led investor presentations to attract funding for future growth. Outlined and deployed original investors' exit strategy despite soft investment and recessionary market conditions.
- Created alliance partnership program and negotiated five contracts valued at \$10M.
- Developed business plan to launch new product solutions (pre-bundled SMB) with a dual-global sales approach integrating both direct and consultative techniques.

KODAK TECHNOLOGIES

Rochester, NY • 2000 to 2001

*Fortune 500 leader in advanced technology solutions***Segment Manager, e-Business Solutions Americas**

Joined an elite, newly created executive team to expand Kodak's C-level business partnerships throughout channels and clients worldwide. Engaged Kodak resources to develop value propositions and end-to-end solutions, deployed CRM to positively impact customers' strategic/tactical initiatives, and strengthened partnerships with influential industry players.

- Set in motion changes that transformed how Kodak captured opportunities, grew revenues, closed contracts, and managed customer relationships. Positively impacted all Kodak brands, channels, and markets.
- Formulated Kodak's global services proposition to develop a pipeline of government and multinational business.

ARMONK TECHNOLOGIES, INC.

Armonk, NY • 1995 to 2000

*\$9.5B global information systems and management consulting firm; acquired Tech-Drive in 1996***Vice President, Global Integration Team** (1997 to 2000)**Area Vice President** (1996 to 1997)**General Manager, Midwest Region** (1995 to 1996)

Recruited to Armonk and promoted following 1996 Tech-Drive acquisition. Held full P&L for \$350M+ business. Engaged in post-acquisition efforts to integrate employees and clients into Tech-Drive while driving revenue and market growth. Led a team of general managers, directors, consultants, and 300+ field sales, engineering, technology, service, and support personnel. Reported to Chairman/CEO.

- Appointed North American Representative to 8-person Worldwide Executive Committee tasked with driving business and organizational development initiatives worldwide. Evaluated opportunities and risks of global acquisitions and integrations, reengineered global strategic initiatives and Six Sigma quality programs, and directed benchmarking and best-practices implementation.
- Guided global channel strategy and management for core products (IBM, HP) and global services/consulting (Accenture, SAP, Microsoft). Negotiated and approved global account opportunities, contracts, and projects. Leveraged GEC ITS North American customer base to grow global business \$900M in 10 months.
- Delivered 32% revenue growth over previous year for Eastern Region and achieved the highest service-to-revenue ratios, life-cycle contracts, and on-site service engineers in the corporation.
- Launched first-ever global coordination desk with single-source information for multinational clients and field staff.

ON-EDGE TECH SYSTEMS, INC.

New York, NY • 1985 to 1995

*2nd-largest company-owned microcomputer dealer and services provider in the US; Fortune's Top 100 Fastest-Growing Companies for 3 years***National Channel Sales Manager** (1993 to 1995)**Branch Manager** (1990 to 1993)**National Account Manager** (1987 to 1989)**Senior Marketing Representative** (1985 to 1986)

Fast-track promotion, advancing into management within five years. Promoted to corporate headquarters to lead national sales, marketing, and business development organizations. Outlined go-to-market and competitive strategies, negotiated joint venture/joint marketing alliances with major manufacturers, and forecasted production to meet market demand.

- Drove revenue from \$703M to \$1.3B in one year, exceeding goal by 30%+.
- Spearheaded turnaround of NYC branch in just eight months to become one of the leading providers in the region. Grew revenue from \$1M with operating loss to \$20.6M with \$2.9M profit within three years.
- Built National Account Program to \$19 million in revenues, exceeding revenue goals by 300%+ for three years.
- Attained 150% (average) of all P&L objectives and achieved 28 consecutive quarters of profitability.
- Consistently maintained branch operating expenses under plan with 3-year average running 11%+ below targets.

EDUCATION

BS Degree, University of Seattle, 1984

Black Belt, Six Sigma Certified

SENIOR EXECUTIVE: MULTINATIONAL SERVICE INDUSTRIES

CEO • COO • CMO

**Strategic Growth • Performance Turnaround • Brand Strategy • High-Performance Team Culture
Multi-country Marketing & Sales • Operational Effectiveness • Multi-site Retail • Acquisition Integration**

Expert in driving growth and profitability for fast-paced global service organizations involving high-touch consumer-facing service delivery and complex logistics. Strong leader who integrates core values into business vision, connects strategy to execution, and empowers teams and individuals to exceed goals. Executive adept at creating effective operating models, programs, and processes to ensure sustainable results and continuous improvements.

Natural leader with a record of building and strengthening organizational capability and delivering exceptional results in challenging assignments around the world:

- **U.K.:** Grew profitability from 7% to 13% of revenues while creating one of U.K.'s "Top 100 Employers."
- **Europe:** Managed 6-country business during rapid growth from \$100M to \$160M in 2 years.
- **EMEA:** Delivered 10% compound annual revenue growth and won the company's #1 strategic account.
- **Asia Pacific:** Achieved 60% revenue growth, record profits, #1 market share, and national quality award.

EXPERIENCE AND ACHIEVEMENTS

GLOBAL ENTERPRISES

London, U.K., 1995–2005

\$1.3B FTSE-listed corporation, multi-brand retailer and franchisor throughout Europe, Middle East, Africa, and Asia; 3000 locations (owned and franchised) in 108 countries.

Managing Director, Global U.K. (2001–2005)

Executive leadership of \$210M wholly owned subsidiary of Global Europe plc; 1100 employees, 120 retail locations, serving one million customers yearly.

Revitalized brand, restored market focus, rejuvenated service principles, and tightened management controls to achieve total transformation of \$210M business. Defined and implemented a 3-point strategic agenda for renewed growth, combining strategic market focus with attention to internal operating models, leadership development, and corporate culture. Led a senior executive team comprising finance, HR, sales/marketing, and operations.

- Grew profits from 7% to 13% of revenue; increased return on capital from 10% to 15%.
- Improved employee satisfaction, reduced turnover from 28% to 18%, and became one of *The Sunday Times* "100 Best Companies to Work For" by enriching and expanding people-development programs at all levels.
- Implemented a robust management operating system, including defined metrics and balanced scorecard model, to bring a disciplined approach to execution of business plans.
- Strengthened reputation in the market through new marketing and service initiatives identified through customer research. Representative result: entered a new market sector that grew to more than 5% of revenues.

Group Vice President and General Manager, European Markets (1999–2001)

P&L leadership of business units in Austria, Belgium, Greece, Italy, Portugal, and Switzerland; 700 people, \$160M revenue.

Led organization through rapid growth (4 to 6 countries, \$100M to \$160M revenue), creating consistent brand and business culture across multiple countries.

Group Vice President and General Manager, European Markets (continued)

Developed strategic and financial plans, managed operations and service delivery, drove organizational development, and implemented strategic initiatives adapted to local environments. Managed a diverse group of local-market Managing Directors.

- Delivered strong and consistent earnings—\$17M in 2001.
- Provided strategic guidance to individual countries and the group as a whole, representing these markets to the board of Global Europe and tailoring global strategies to each market.
- Successfully integrated strategic acquisitions—Greek and Italian business units acquired by Global Europe to improve cross-market service quality and consistency. Instituted financial, operational, and HR practices and achieved performance improvement for both businesses.
- Effected seamless leadership transitions in the Portuguese and Belgian units.
- Implemented competency-based framework for recruitment and leadership development in each country.

Group Vice President, Sales and Marketing (1995–1999)

Responsibility for \$1.3B sales revenue across EMEA territories: brand development, marketing, sales, distribution/e-commerce, call centers; 60 multinational staff and dotted-line coordination of country-based sales/marketing teams.

Accelerated revenue growth by building a strong multinational team expertly positioned to serve its many markets. Brought on board to lead newly centralized sales/marketing organization. Led multifaceted initiatives to improve sales, call center operations, and business capabilities; built a strong, unified team.

- Delivered compound annual revenue growth of 10%; sustained #1 market position throughout tenure.
- Devised and drove strategy to shift balance of business toward higher-margin channels. In 3 years, boosted target segment from 30% to 45% of revenues and won a number of strategic accounts.
- Developed an e-commerce strategy and successfully launched Internet sales site.
- Led strategy/execution team that boosted operating performance (sustainable 7% annual cost reduction) by consolidating 9 international call centers to 2.

PREMIER RETAILERS

U.S. and Australia, 1982–1995

Director of Sales, Asia Pacific (Sydney, Australia, 1990–1995)

Sales and marketing leadership of wholly owned Premier business in Australia, New Zealand, Singapore, and Hong Kong; coordination of activities for franchise partners in Asia Pacific region; 75 staff; revenues to \$100M.

Transformed faltering business—underperforming in every metric—to an award-winning, profitable, customer-focused organization, #1 in its market. In first international assignment, assumed sales and marketing leadership for Asia-Pacific region, a franchise that had been acquired by the corporation. Led aggressive efforts to turn around sales, reposition brand, restore profitability, establish customer-service orientation, and create a culture of quality and performance. Succeeded in every area:

- Improved Australian market share from #3 to #1, increased revenue from \$35M to \$60M, and reversed \$7M annual loss to \$15M profit.
- Introduced quality management system and won Australian Quality Award (Malcolm Baldrige equivalent).

Progressive sales and management roles (Kansas City and Chicago, 1982–1990)**EDUCATION / AFFILIATIONS**

BS, Business Management, 1982: Washington University, St. Louis, MO

Advisory Board Member, BinTek (technology start-up), Boston, MA (2001–Present)

Board Member, British Retailers Association, London, U.K. (2001–2005)

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CEO / PRESIDENT / COO

Start-Up, Turnaround & High-Growth Manufacturing Organizations

Harvard University MBA

Top-performing senior executive combining expert qualifications in the technical complexities of manufacturing with strong and decisive leadership, business development, and financial skills to drive profitable growth in competitive markets nationwide.

Outstanding performance in the design and implementation of accurate and information-rich measurement systems and continuous process improvements that have consistently delivered positive change and performance.

A true advocate for personnel development, team leadership, and cooperative employee-management relations to leverage the value and talents of the workforce as a key driver for long-term company success and profitability.

PROFESSIONAL EXPERIENCE

DYNAMO LABEL, San Francisco, CA

1997 to 2007

President & CEO (1997 to 2007)

Shareholder & Board of Directors (1997 to 2007)

Vice President of Manufacturing (1997)

Recruited by President/CEO of this 50-year-old, \$86 million company supplying best-in-class label and tag products/solutions to major customers worldwide (Kodak, Procter & Gamble, L'Oreal, Colgate, Unilever, Hewlett Packard, Fuji). Brought on board two months after company acquisition by private investor group. Challenged to identify and eliminate root causes of dramatic cost overrides, poor quality and safety ratings, excessive customer returns, manufacturing and operating inefficiencies, low staff morale, and decreasing sales and profit returns.

Promoted within five months to President/CEO at request of investor group, appointed to Board of Directors, and given full strategic planning, financial, leadership, operating, technical services, sales, marketing, customer service, human resources, and bottom-line profit responsibility for the entire corporation.

- Delivered strong and sustainable financial results in all core operating and business functions:
 - Increased revenues from \$39 million to \$81 million over eight years.
 - Increased EBITDA from \$1.7 million to \$15.2 million over the same period.
 - Increased revenue per employee from \$125,000/year to \$300,000+/year (best in the industry).
 - Reduced safety incidents 85%, manufacturing waste 40%, and actual inventory costs 45%.
 - Reduced company workforce from 300 to 260 employees and restructured top-level management team by promoting qualified personnel from within the organization.
 - Decreased customer credits 90%+.
- Restored and strengthened management-employee relations through employee communication and education programs. Introduced high-performance management and incentive compensation systems.
- Identified opportunity, structured and negotiated a complex management buyout in 2002 involving management team, investor group, new equity group, and legal counsel to create a profitable exit strategy for investors while retaining the financial and operational integrity of the corporation.

At request of investor group, accepted responsibility as **Vice Chairman of the Board of Directors** for two additional companies within the investment portfolio (\$45+ million Premier Packaging and \$30+ million Solarite). Worked in cooperation with each company's CEO to facilitate customization and implementation of manufacturing, operating, sales, service, and leadership systems previously integrated into Dynamo Label.

BOISE CAN, Boise, ID

1996 to 1997

Technical Manager

Recruited by Plant Manager to plan and lead a massive revitalization of the Technical Services Group for a \$50 million converting operation (lowest ranked out of 14 Boise Can plants nationwide). Resolved longstanding issues impacting cost, quality, productivity, efficiency, and customer delivery. Held full planning and management responsibility for product development, process engineering, and quality assurance.

- Achieved/surpassed all turnaround objectives and transitioned plant into one of the most productive and profitable in the group. Introduced a series of measurements, process improvements, cost realignments, and more to reduce manufacturing expenses, improve customer service, accelerate efficiency, and strengthen bottom-line profitability. Achieved ISO 9001 recertification within eight months.
- Hand-selected to participate in a corporate-wide manufacturing optimization, rationalization, and restructuring project impacting all 14 operating locations.

CUMMINGS PAPER (*Dilbert Division*), Boise, ID & Detroit, MI

1991 to 1996

Converting Technical Manager—Corporate HQ (1995 to 1996)**Manufacturing Manager** (1994 to 1995)**Process Manager** (1991 to 1993)

Promoted through increasingly responsible manufacturing management positions in \$500 million Dilbert Division. Initially assigned to start up new, non-union converting facility in Boise, established to reduce reliance on union-only workforce in Michigan. Promoted to Manufacturing Manager, most senior-level position at the facility, and then to HQ to direct the technical converting operations in Boise and Detroit (\$90 million combined annual revenues). Leadership responsibilities included product development, process engineering, customer support, and quality. Managed \$10+ million capital budget and 20-person team.

- Instrumental in the successful start-up of new Boise plant, including recruitment, training, and management of 105 employees. Brought plant from concept to profitability six months ahead of schedule. Received several corporate awards for outstanding safety and quality performance.
- Credited with significant contribution to the growth and profitability of Detroit facility, with revenues increasing from \$20 million to \$60 million over three years.
- Spearheaded massive new product development initiative to create CP's most profitable product line (Coors' can lid).
- Honored with the 1995 Technology Innovation Award for development and launch of a new extrusion coating division, projected to generate over \$6 million in bottom-line profit to the corporation.
- Led Dilbert Division to successful ISO 9001 certification.

DRP, INCORPORATED, Washington, DC

1987 to 1989

Senior Engineer

High-profile engineering and project management position working with Argentinean and French Naval Forces to facilitate technical upgrades to naval systems, vessels, and equipment acquired from the U.S.

UNITED STATES ARMY, Fort Devens, MA

1981 to 1987

Course Coordinator/Instructor (1984 to 1987)**Cargo/Auxiliaries Officer** (1981 to 1984)

Military officer honored with several commendations and achievement medals for outstanding technical, engineering, and leadership skills. Designed and taught a 400-hour steam plant engineering training course attended by 300+ military. Leadership responsibility for three senior-level officers.

EDUCATION**MBA** ■ **HARVARD UNIVERSITY**, Cambridge, MA, 1991**BS** (Physics/Oceanography) ■ **UNITED STATES MILITARY ACADEMY**, West Point, NY, 1981

STEPHEN T. JONES

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SENIOR EXECUTIVE PROFILE

“Leadership consists not in degrees of technique but in traits of character.” – Lewis Lapham

Entrepreneurial and growth-driven executive with 20 years of experience building and leading organizations to rapid growth, market diversification, and operational excellence. Strategic and innovative thinker, expert in driving sales growth by developing winning products and effectively positioning within multiple industries and markets. Strong leader with innate ability to keep teams and organizations sharply focused on clearly defined mission/goal.

Career Highlights

- Led start-up Amocorp to \$7M run-rate revenue within 2 years; rapidly developed manufacturing technology into viable market products and landed business with dominant industry leaders.
- Built Prime Products from the ground up into one of the nation’s fastest-growing companies:
 - #253 on *Inc. 500* (national ranking), 1999
 - #2 on *New York State 100*, 1998

EXPERIENCE AND ACHIEVEMENTS

AMOCORP, INC.

Ithaca, NY, 2004–2007

President / CEO / Board Member

Overview: Recruited by investment group to develop product and build company into a marketable entity. Developed business plan, led accelerated product development, achieved rapid market entry, and negotiated sale of the business in less than 2 years.

Built leadership and manufacturing teams; identified production partners; led product development; spearheaded successful business development to key players in paper-products markets. Held full P&L responsibility.

Key initiatives and results:

- Translated technical/manufacturing capabilities to viable products that met emerging needs for outsourced product supply while delivering 35%–40% cost savings to customers. **Outcome:** Secured product testing opportunities at #1 and #2 manufacturers in the industry (70%+ market share).
- Overcame flood-related product-development crisis at plant in Northeast U.S. **Outcome:** Swiftly located new supplier and accelerated product development to meet 3-month launch schedule.
- Developed strategic partnership with supplier for direct sales into existing markets. **Outcome:** Achieved 8X production capability, eliminated \$1.3M monthly carrying costs, and built run-rate revenue from \$0 to \$7M within 3 months of product launch.
- Responded to market changes by adapting business plan and advocating immediate sale of the business to 2 primary customers in the U.S. and Canada. Negotiated agreements and oversaw transfer. **Outcome:** Returned value to investors and customers.

PRIME PRODUCTS, INC.

Ithaca, NY, 1987–2003

President / CEO (Founder)

Overview: Built a diversified company from \$0 to nearly \$8M revenue, competing and winning against companies such as 3M and creating a global sales organization to serve major corporations around the world. Fully accountable for business strategy, P&L, and daily operations; directly involved in business development, product development, and strategic growth initiatives.

PRIME PRODUCTS, continued

Grew company into multiple product lines (coated papers, specialty films, packaging, printing supplies) serving numerous industries in the U.S., Canada, Latin America, and Europe. Operation comprised production facilities, nationwide trucking network, a lean production/administrative staff of 28 people, and a national network of 35 sales representatives.

Key initiatives and results:

- Following start-up and growth to \$2M revenue, conceived and spearheaded core strategy to diversify into new products, new industries, and new geographies. Adapted existing products to new markets; introduced new technologies; drove aggressive business-building. **Outcome:** Grew revenues more than 300% and reduced primary product from 100% to 25% of business.
- Innovated supplier partnerships with major corporations, supporting customers' consolidation and invoice-reduction initiatives and providing a central source for product ordering and management. **Outcome:** Provided value-added services that saved customers money while delivering significant bottom-line impact to Prime.
- Strategically managed cash flow, negotiating creative inventory and payment agreements with suppliers that slashed company inventory by 50% and warehouse space by 40%. **Outcome:** Strategy enabled year-over-year growth rate of 250% without new infusion of capital.
- Developed an innovative self-insurance plan—a rarity among companies of our size—to control costs and minimize annual rate increases while expanding coverage. Included stop-gap policy and medical savings account. **Outcome:** Plan fully funded by year 3; attractive benefit package helped recruit/retain talented staff in a competitive hiring environment.

CENTRAL COATED PRODUCTS, INC.

Buffalo, NY, 1984–1987

Sales Manager

Drove rapid and sustained sales growth of coated paper products company, leading all aspects of sales to diverse industrial users. Doubled sales (\$2M to \$4M) in 2 years.

EDUCATION

B.A., Business Administration
University of Massachusetts, Amherst

BOARD AND COMMUNITY AFFILIATIONS

Board of Directors: Ithaca Chamber of Commerce
Advisory Board: Ithaca Business Incubator
Executive Committee: Greater Ithaca Community Fund

JOSH R. GOODING

Chairman, CEO, President, Executive Consultant

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Visionary pioneer who has revolutionized an industry with innovative products, new marketing strategies, and new distribution channels.

Negotiated joint ventures, partnerships, alliances, and other business-building transactions throughout the US, Europe, Latin America, and the Pacific Rim.

Keen ability to forecast industry trends, capture opportunities, and catapult new ventures.

Equal blend of business strategist and hands-on operations leader.

Exceptionally creative and intelligent, with outstanding problem-solving skills. Intense work ethic and drive.

PROFESSIONAL EXPERIENCE

Founder & CEO
INDUSTRIAL MINERALS, INC.

1995 to Present
Atlanta, GA

Opportunity: Drive new product development and repositioning in response to changing market demands.

Action: Approached by colleague from \$300 million industrial chemicals company to identify alternative sources for product design and manufacture. Traveled to Hungary, China, and India to negotiate partnerships; created alternative product lines and added new options and line extensions. Won approval and exclusive contract to supply new product lines.

Scope: Full responsibility for identifying, negotiating, and managing relationships with more than 10 suppliers throughout Europe and the Pacific Rim to design and manufacture specialty product lines. Complete P&L, strategy, marketing, and operating control.

Financial & Operating Results:

- Built new venture from start-up to \$10 million in annual revenue in less than three years.
- Increased annual sales by 30%. Achieved and maintained double-digit profitability.
- Replaced previous lines with new products at same quality and price points, but at 40% lower cost.
- Raised \$150 million from VC community to acquire multinational firm, but company declined offer.

Co-Founder & CEO
PRODUCTS GALORE, LTD.

1992 to 1995
Atlanta, GA

Opportunity: Identified market void and emerging demand for new leading-edge consumer product line.

Action: Traveled to Singapore, negotiated exclusive joint venture with Fashion Leaders (on the Singaporean Exchange), and created new fabric and full product line. Negotiated 45% ownership of company with no initial financial investment. Established vertical market position to compete and outpace major retailers offering their own private labels.

Scope: Built new company from concept to 65 employees, a design and manufacturing partner in Singapore, a showroom on Fifth Avenue in New York City, and a 50,000 sq. ft. distribution facility. Full P&L, strategy, marketing, operating, and HR responsibility.

Financial & Operating Results:

- ☑ Transitioned new company from concept through start-up to \$10 million in first-year sales and \$70 million by end of year four. Achieved and maintained double-digit profitability all four years.
- ☑ Added 20% annual volume increase to Fashion Leaders' \$200 million global sales revenues.
- ☑ Negotiated profitable sale of ownership to joint venture partner in 1995.

**Co-Founder & CEO
GOODING, INC.**

1980 to 1991
Washington, D.C.

Opportunity: Identified market void for the sale of specialty clothing into the better women's category.

Action: Attracted partners to fund initial investment, traveled to the Orient, sourced products and manufacturers, created "magic price points" theory (point at which price triggers sale), and developed first collection. Propelled \$80,000 investment into \$8 million in revenues in first year and \$20 million in second year and then bought out partners. Created new "Gooding" label, leased showroom in New York City, and dedicated the next eight years to building a company respected throughout the industry for innovation in product development, pricing, and trend forecasting. Very profitably sold company to private investor group.

Scope: Grew company to 120 employees, 10 retail outlet stores throughout the US, a 50,000 sq. ft. distribution center, 20 manufacturing partners in China and Hong Kong, a product development team throughout Europe, and regional sales offices in Detroit, Dallas, and San Francisco. Full P&L, strategy, marketing, domestic and international banking, contracts, sales, operating, administrative, technology, and HR responsibility.

Financial & Operating Results:

- ☑ Built company to \$120 million annual US sales and an additional \$20+ million international sales.
- ☑ Delivered 600% ROI to original investors and 37% EBITDA. Profitable for all 11 years.
- ☑ Placed product with 500+ retailers throughout the US (Saks, Bloomingdale's, Lord & Taylor, Marshall Fields) and in some of the most upscale international stores in London (Harrod's), Paris (Galeries Lafayette), and Vancouver (Hudson Bay).
- ☑ Forecast tremendous changes in the retail industry, including the development of discount stores and malls. Responded by opening 10 retail stores throughout the US to leverage new concept and captured an additional \$10 million in annual sales at an average 44% profit margin.
- ☑ First in the industry to launch nationwide print ad campaigns (*Harper's Bazaar*, *Vogue*, *Glamour*) targeting middle-market consumers.
- ☑ Established impeccable banking relationships with major lenders and investors worldwide. Negotiated millions in letters of credit, loans, and other transactions to fund company's accelerated growth.
- ☑ Featured in *The New York Times Magazine* and *Women's Wear Daily*.

Sales Associate/Sales Manager (1975 to 1980) – Jaden (Chicago) and International Clothiers (LA)
NYSE Trader (1973 to 1975) – Dover Investment Partners

**BOARD
POSITIONS**

Chairman of the Board – Jewels & More, Inc. – 1997 to Present
Board Member – Burk Farm Association – 1993 to 1996
Board Member – Mt. Olive Heart Research Foundation – 1986 to 1991
Chairman of the Board – Gooding, Inc. – 1980 to 1991

EDUCATION

GEORGIA STATE UNIVERSITY – Business Management – 1971 to 1973

SAMUEL B. BAKER

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SENIOR MANAGEMENT EXECUTIVE – SEMICONDUCTOR TECHNOLOGY & EQUIPMENT VENTURES

START-UP VENTURES / TURNAROUND COMPANIES / HIGH-GROWTH ORGANIZATIONS CEO / COO / PRESIDENT / BOARD DIRECTOR

Successfully navigated companies through extraordinary challenges and changes that have impacted the semiconductor business over the past two decades. Unique expertise in plating and ECD.

Expert qualifications in strategic planning, finance, P&L management, product development, sales, marketing, technology development/commercialization, engineering, manufacturing, and organizational leadership.

Extensive M&A, partnership, and alliance experience. Strong background in raising investment capital.

One of the top executives credited with building Craft Designs Incorporated from \$40 million to \$150 million in annual sales and positioning as the #3 semiconductor interconnect manufacturer in the world.

PROFESSIONAL EXPERIENCE

QPT TECHNOLOGIES, INC., San Antonio, TX, 1997 to 2007

(Moroccan-based manufacturer of semiconductor & fiber-optic assembly equipment & materials)

CEO / Board of Directors

Senior Executive navigating through a tough financial period, rebuilding marketing and sales teams, and providing corporate vision and executive leadership. Overcame challenges stemming from unstable global economy, US recession, and lack of capital funding. Led successful projects to increase customer base and diversify product offerings. Focused efforts on capital investment, P&L management, strategic planning, sales, marketing, product definition/engineering/development, manufacturing, and technology development.

- Boosted sales from \$5 million to peak run-rate of \$30 million, transitioning from \$3 million loss to \$3 million profit in 30 months. Restructured \$8 million in debt and improved cash position.
- Launched seven new products with combined annual revenue contribution of \$13.5 million.
- Penetrated niche market for fiber optics housing and generated \$6.7 million in new sales.
- Improved quality and yield performance; acceptance rates escalated from 93% to 99.85%.
- Built global manufacturers rep organization with market presence throughout the US, Europe, and India.

LEADING-EDGE TECHNOLOGY, INC., San Antonio, TX, 1996 to 1997

(Pure-play wafer foundry based in Paraguay)

Executive Vice President / CFO

Joined executive management team of new venture-backed, government-funded firm building the first-ever wafer fabrication facility in a remote region in Paraguay (\$2 billion project funded by multinational investment group). Recruited with two other executives to lead development of greenfield assembly/manufacturing operations on 200-acre site. Focused efforts on operations, finance, technology, vendor development, and general business management. Recruited 100+ world-class engineers. Led acquisition of US fab facility.

- Convinced semiconductor industry that a sophisticated wafer fab plant could be built in remote Paraguay, and negotiated \$500 million, 3-year technical partnership agreement with Dell. Key player in raising \$300 million in venture funding and persuading three suppliers to establish in-country operations.
- United a diverse international group backed by in-country funds, Japanese and American technology, European suppliers, and Korean, Japanese, and American customers.

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Page Two

LUB-TECH, INC., Austin, TX, 1993 to 1996

(World-class semiconductor interconnect packaging solutions supplier)

President / Board of Directors

Partnered with five executive colleagues and formed new company positioned as the “American alternative” to the Japanese-dominated semiconductor leadframes market. Acquired/developed technology, established manufacturing operations, drove sales and marketing initiatives, and recruited 7-person senior management team. Hired/trained 130 staff members. Opened offices in the US and Asia.

- Built 75,000 sq. ft. leadframe plating and etching facility that produced \$20+ million in first-year sales.
- Achieved quality certification with Motorola, Astra, Rockwell, SGS, IPAC, Caesar, and ASAT.
- Won contract with Ericsson to design technology for next-generation cellular phone.
- Authored proposal and won \$2.3 million R&D grant from the Technology Reinvestment Program.

CRAFT DESIGNS, INC., Redmond, WA, 1981 to 1993

(Interconnect products & technologies manufacturer)

President / Board of Directors (1986 to 1993)

Vice President & General Manager (1985 to 1986)

General Manager (1983 to 1985)

Director of Worldwide R&D (1981 to 1983)

Fast-track promotion through a series of increasingly responsible assignments to final position as President of Craft Designs Incorporated and the youngest Vice President of parent company. Full P&L, strategic planning, finance, marketing, business development, and technology/product development responsibility. Managed five manufacturing plants and six management reports. Built staff from 1000 to 2000.

- Achieved/surpassed all turnaround objectives and transitioned from six years of losses (\$12 million annually) to \$10 million annual profit. Restructured core business processes, implemented aggressive cost controls, and introduced advanced design and engineering technologies.
- Built revenues from \$40 million to \$150 million with 1000% gain in outside sales production and 245% increase in sales per employee. Closed accounts with Motorola, Rockwell, NSC, AMD, Intel, and Harris.
- Advanced Craft Designs from #8 to #3 market position (only non-Japanese company in the top 10).
- Spearheaded successful vertical integration effort, led two acquisitions, and increased gross margins 10%. Positioned Craft Designs as #1 in the world in the cerdip leadframe market.
- Delivered technology that enabled consolidation of two Asian factories while continuing to expand capacity. Developed/patented processes that increased throughput 2.5 times and improved yield 8%.
- Launched profitable start-up of new 200,000 sq. ft. manufacturing facility in Mexico with combined capacity of 1+ billion leadframes per month. Awarded two patents for technology/engineering innovation.
- First corporate division to achieve ISO 9000 certification.

EDUCATION

Executive Mini MBA, Harvard University, 1992

BS Chemical Engineering, Ohio State University, 1980

DAVID E. CORNING

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PRESIDENT / CEO / BOARD MEMBER

Start-Up & Emerging Ventures / Turnarounds & Revitalizations / High-Growth Enterprises / Fortune 1000 Companies / NASDAQ Companies / Multinational Corporations

Global Thought-Process Leader and Senior Operating Executive with a dynamic record of leadership performance. Successful in creating advanced systems, protocols, and operations based on fact, precision, and knowledge. Expert in building relationships across organizations and industries to leverage internal capabilities, favorably exploit external opportunities, and drive long-term revenue, market, and profit growth. Creative and decisive negotiator.

Industry Exposure

Investment Banking, Capital Markets, High-Tech Systems & Solutions, Healthcare, Consumer Products, Manufacturing, Distribution, Sporting Goods, Utility, Real Estate Development

Executive Skill Set

- Enterprise Management & Leadership
- Strategic Planning & Organizational Design
- Operations Redesign & Optimization
- Corporate Treasury
- Capital Markets
- Regulatory Oversight
- Corporate Investment
- New Business Development
- IT Strategies & Solutions

Mergers, Acquisitions, New Ventures & Executive Leadership

- Currently guiding publicly traded company in commercial lighting industry through a major corporate repositioning to expand manufacturing, distribution and licensing opportunities. Negotiating with major industry players to evaluate potential partnerships, M&As, and JVs to strengthen balance sheet, brand, and internal capabilities.
- Currently orchestrating strategic and tactical start-up, from concept development and business plan through execution, of a new data-warehousing concept. Concurrently evaluating other corporate investment and new venture opportunities to further accelerate global expansion.
- Currently consulting with Chairman/CEO of healthcare e-business technology company in a full-scale turnaround situation. Advise executive leadership on restructuring core business operations, redefining market position, resolving public listing issues, and spearheading capital-raising efforts. **Member, Board of Directors.**
- Retained by Chairman/CEO of publicly traded company in the sporting goods industry. Identified opportunity, structured and negotiated acquisition and integration of a division of a Spanish-based company to expand market reach. Managed critical SEC issues and several complex M&A transactions during key changes in corporate ownership, structure, assets, and operations. **Member, Board of Directors.**
- During tenure as President/COO of First Signet, identified and completed multiple enterprise expansion opportunities. Structured/negotiated acquisition of Crestar Bank's Public Finance Division, a key strategic initiative that propelled First Signet into the next tier of industry leaders. Subsequently co-led acquisition of a major percentage of a privately held investment firm, leveraged firm's prominent reputation, and strengthened First Signet's portfolio of companies.
- Appointed to Listing Compliance & Review Committee, NYSE Stock Market, Inc., in 2002. Member of a select committee of chairmen, CEOs, CFOs, attorneys, and other business/industry executives responsible for regulatory hearings, actions, and binding decisions for companies out of compliance with NYSE regulations.

PROFESSIONAL EXPERIENCE**DESMOND GROUP, LLC**, Toledo, Ohio

2003 to Present

Founder & Chairman

Launched new venture to provide executive-level M&A, operations, and financial/regulatory advisory services to corporations across broad industry and market sectors nationwide. Refer to page 1 for complete listing of ventures, M&A projects, and other high-profile engagements. Selected highlights include:

- Identified and captured opportunity for development of public-private partnerships to meet the demands of Ohio's failing utility infrastructure. Formed the Ohio Electric Power Corporation (funded and operated by private companies and investors) and negotiated complex operating and ownership agreements between various Ohio municipalities and new venture for a diversity of utility, real estate, and infrastructure development/redevelopment projects.
- Led aggressive turnaround and organizational restructuring for Ohio-based broker-dealer network. Reduced overhead 15%, expanded product and service offerings, and restored financial stability.
- Currently active in the investment, strategic, operating, and financial leadership of private investment fund. In addition, advised general partners of two SBA-funded private funds regarding proposed M&A and investment opportunities to meet stringent corporate development requirements.

FIRST SIGNET HOLDINGS, Columbus, Ohio

1994 to 2003

**President, COO & Vice Chairman of the Board – First Signet Company
Chairman & CEO – First Signet Asset Management, Inc.**

Recruited as Managing Director to join leadership team of privately held investment banking firm and independent investment advisory company. Promoted to top executive positions in both organizations to orchestrate complex turnarounds, restructurings, and expansions. Resolved critical operating, financial, and regulatory issues to recapture preeminent market position and secure Top 10-market share. Scope of responsibility included 14 direct reports and 300+ employees in 12 divisions and 23 offices in nine states.

- Delivered unprecedented growth in revenues, profitability, market share, and brand performance through a combination of acquisitions, internal expansion initiatives, systematic cost controls, and implementation of leading-edge technology platform.
 - More than doubled annual revenues to \$75+ million.
 - Delivered 28%–30% net bottom-line margins for five consecutive years.
 - Achieved 74 consecutive months of profitability.
 - Increased market share 15%.
 - Expanded regulatory capital 260%.
 - Grew firm 20%+ through two strategic acquisitions.
- Negotiated 30+ critical third-party agreements, contracts, and leases with net savings of more than 12%.
- Designed, negotiated, and launched a new investment fund for local governments that achieved a record \$2 billion in deposits in less than 17 months.
- Initiated corporate governance, crisis management, and risk management platforms to support the firm's future growth and meet regulatory mandates. Led during a serious facilities management crisis with no interruption in service despite unanticipated relocation. Chairman of the Corporate Risk Committee.
- Developed and personally managed corporate treasury and corporate investment programs for some of the largest and most successful corporations, chairmen, CEOs, and business executives in the US.

BARKER, GOLDEN & CO., Washington, D.C.

1982 to 1993

Associate Director

Developed and managed investment banking programs for major corporations and high-net-worth individuals worldwide. Dual responsibility for client capture/retention and portfolio management/growth.

- Built and managed client portfolios with assets on deposit of \$150+ million. Consistently achieved/ surpassed annual growth objective of 20% from 1989 through 1993.
- Established synergistic partnership between Corporate Finance and Private Client Services Divisions to leverage client relationships and expand investment opportunities.

Previous Professional Career:

Began professional career as Computer Programmer at Gracefield University. Recruited to Divers Corporation (credit bureau) to lead next-generation automation of firm’s back-of-the-house operations. Subsequently transitioned into global investment banking as Account Executive with Brown & Borne.

EDUCATION / CERTIFICATIONS / LICENSES:

MBA (Finance), Gracefield University, Memphis, Tennessee, 1976
BBA (Finance & Accounting), Kent State University, Kent, Ohio, 1973

National Association of Securities Dealers (NASD) Series 4, 7, 24, 53, 55, 63, 66
 Real Estate Broker License, State of Ohio
 Certified Financial Planner (CFP)

PROFESSIONAL AFFILIATIONS & MEMBERSHIPS:

Board of Directors	KYN Corporation (OTCBB – KYN)
Board of Directors <i>(former)</i>	Athletes Group, Inc. (OTCBB – AGI)
Founding Board of Directors	Ohio Heart Ball
Board of Directors <i>(former)</i>	American Heart Association – Ohio Chapter
Board of Governors <i>(former)</i>	The Executives Club – Ohio
Member	NYSE Stock Market, Inc., Listing Qualification Committee
Member	National Association of Corporate Directors
Member	Association of Corporate Directors
Member	Turnaround Management Association

PERSONAL PROFILE:

Wine Connoisseur ... Sports Enthusiast ... Enjoy creating innovative technology tools and solutions.

MARVIN L. WHITCOMB

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PROFESSIONAL OBJECTIVE:

Position: Chief Executive Officer, President, Chief Operating Officer, Vice President
Industry: Consumer Packaged Goods, HBC Products, Household Products, Durable Goods
Company: Start-Up Ventures, High-Growth Companies, Multinational Corporations

EXECUTIVE CAREER PROFILE:

A distinguished record of continuous executive experience and achievement within the intensely competitive consumer- and durable-products industries. Double-digit revenue and profit success in start-up, turnaround, high-growth and multinational organizations. Champion of change management and process improvement to drive organizational excellence and financial improvement. Expertise includes:

- Multi-Channel Distribution
- New Product Development
- International Negotiations
- Global Sales & Marketing
- Minority/Ethnic Marketing
- Multi-Site Manufacturing
- Brand Development
- P&L Management
- E-Commerce Initiatives

PROFESSIONAL EXPERIENCE:

BEAUTY MARKETPLACE (*Start-up consumer division of privately held XCL Corporation with \$350 million/annual sales*)

President (2003 to Present)

Challenge: Recruited by international group of owners/investors to guide the final start-up phases of this licensee of cosmetics and fragrances. Challenged to create the business infrastructure to guide company through accelerated growth and global market expansion. Full leadership responsibility for sales, marketing, licensing, product development, and long-term strategic planning for profitable positioning of a unique portfolio of promotional component kits. Direct a team of 80+ brokers nationwide.

- Drove revenue growth from \$960,000 in 2003 to \$22 million in 2006 and \$42 million projected by year-end 2007. Transitioned from \$1+ million loss to \$7.5 million profit (2007 projection). Currently negotiating major license agreements with Mattel, Levi, and Target (total revenue opportunity of more than \$200 million/year).
- Guided seamless transformation from direct sales to broker network, a key contributor in company's rapid revenue increase. Resulted in a 2% reduction of sales costs throughout the organization.
- Relocated warehouse and captured an immediate 82% reduction in operating costs.
- Facilitated implementation of global CAD system to integrate international design and manufacturing capabilities with US-based sales organization.

EXECUTIVE CONSULTANT (2002 to 2003)

Challenge: Retained by several high-growth consumer products companies to orchestrate the design, development, and implementation of strategic marketing, product development, sales, and market positioning campaigns. Focused customer development in major food, drug, mass merchants, and other large-scale consumer product sales organizations.

- Retained by Cross Wind (specialty HBC and fragrance company) to expand market penetration. Built minority market revenues from concept to over \$2.5 million in less than 8 months.
- Retained by Geo-Graphics (print publisher and art licensing company) to jump-start stagnant sales, exploit emerging market/channel opportunities, and provide long-term operational, organizational, sales, and marketing leadership. Developed 5-year strategic business plan.

CARDINAL CANDLE COMPANY (*\$20 million Asian consumer packaged goods company*)**President & Chief Executive Officer** (2000 to 2002)

Challenge: Conceive, develop, and execute an aggressive growth strategy for consumer products division acquired in early 2000. Created new business model, operational structure, and multi-channel marketing and distribution strategy to capitalize on burgeoning Asian market. Recruited new leadership team and professionalized business functions (finance, supply chain, business development, sales). Designed low-cost, completely portable, remote IT system.

- **Built \$8 million company into a \$12.5 million**, multi-channel, multi-product enterprise within one year. Projected to deliver 20%+ top-line growth, year-over-year, for the next three to five years.
- Substantiated 100%+ price increase for value-added products that yielded **41% gross margins** and **double-digit profit contributions**.
- Created a top-flight sales organization specializing in ethnic marketing. Recruited National Sales Manager for direct sales and established solid nationwide broker network across all classes of trade.
- Won new business with Publix, Eckerd, Kmart, Safeway, KeHe, Millbrook, Certified, and other major chain accounts. Deepened penetration within existing accounts.
- Launched in-house design group and developed/introduced 30 premium product lines and multiple specialty ethnic goods to sustain "first-to-market" status.
- Invested \$250,000 in new equipment and production processes to gain **40% increase in capacity**.

E-GLOBAL (*6th-largest e-commerce entertainment company in the world, formed through multiple SEC registrations*)**President & Chief Executive Officer** (1998 to 2000)**Chief Marketing Officer – CD Universe** (1997 to 1998)

Challenge: Successfully and profitably transition technology venture into consumer products marketplace with the development/delivery of consumer-driven products, services, and support programs. Led aggressive growth through complex, multi-tiered acquisition strategy. Integrated disparate personnel, systems, and technologies from six acquisitions to create cohesive business structure and leadership team. Increased staff from 18 to 100 to support growth.

- Spearheaded rapid revenue growth from **\$3.5 million to \$15 million** in 18 months. Positioned company as 9th-largest music, video, and game entertainment and e-commerce website in the world.
- Championed development of corporate brand and global market image. Increased web traffic from 30,000 unique visitors to 16.5 million visitors per month.
- Led public/private road shows and **raised \$15 million in second-round financing**. Orchestrated reverse merger with NASDAQ corporation and increased corporate valuation to \$100 million NPV.

ACCENTURE LIMITED (*\$120 million French consumer products conglomerate*)**Chief Operating Officer – Global Housewares** (1995 to 1997)**President – North American Housewares** (1994 to 1995)**Vice President of Sales & Marketing – North American Housewares** (1994)

Challenge: Orchestrate profitable turnaround of \$30 million North American Housewares division. Reengineered the entire organization and achieved phenomenal financial results. Subsequently promoted to COO of company's largest business unit—\$120 million net revenues, \$9 million adjusted EBIT, 300 employees, 3 manufacturing/warehousing facilities, and sales in 60 countries worldwide. Held full P&L, strategic, operations, and sales/marketing responsibility.

- Achieved/surpassed all financial objectives. Delivered **total profit growth of 100%** adjusted EBIT throughout all three regions—North America, Europe, and Australia.
- Transitioned from old-line manufacturer to market-driven, strategy-driven organization with new product development/product management organization and **50% reduction in time-to-market**.
- Planned/led conversion of 60% of company's products from make to buy for **24% cost savings**.

HOUSE-CARE SOLUTIONS (*Publicly traded \$2.9 billion conglomerate & world leader in consumer durable goods*)

Vice President of Marketing & Sales – Consumer Home & Durable-Goods Products (1992 to 1994)

Challenge: Drive branding, packaging, and consumerization of wholesale products to reach a global retail marketplace while facilitating a complex reverse engineering to create go-to-market products. Senior executive with full strategic, leadership, operational, and P&L responsibility for global sales and marketing organization of largest business unit—\$236 million in new revenues, \$35 million adjusted EBIT, 1000 employees, and 7 manufacturing/warehousing facilities.

- Launched House-Care products into specialty DIY retail markets, generating **\$60 million in first-year revenues** with \$9 million adjusted EBIT. Personally structured and negotiated 3-year, \$310 million sale.
- Created/introduced 100+ new products in first year with **total revenue contribution of \$30 million**.
- Developed new Export Division, generating **\$6 million in revenues** with \$1.7 million adjusted EBIT.

ENGELHARD CONSUMER PRODUCTS (*Privately held, multibillion-dollar conglomerate of household & HBA products*)

Vice President of Business Development & Sales – Engelhard Canada (1990 to 1992)

Vice President of Business Development – Engelhard Canada (1988 to 1990)

Director of Marketing & Sales – Engelhard Canada (1988)

Marketing Manager – Engelhard US/Acquired from Myerson Labs (1987 to 1988)

VP, Group Product Manager – Myerson (1985 to 1987)

Product Manager – Myerson (1983 to 1985)

Challenge: Provide “hands-on” operational and strategic leadership during a period of rapid growth and diversification as Engelhard continued its accelerated growth and expansion initiatives. Promoted rapidly through a series of increasingly responsible management positions to Vice President of \$260 million Consumer Products Division.

- Built Canadian market from **\$5 million to \$30+ million** and **28% market share**.
- Led successful turnaround of Consumer Products Division, generating **new sales of more than \$85 million annually** and reversing EBIT from -\$12 million to +\$12 million (in 18 months).
- Delivered **60% increase** in specialty product sales with **50% cost reduction**.

PREVIOUS EXPERIENCE

Product Manager (1981 to 1983)

Assistant Product Manager (1977 to 1981)

CARE-SOFT, INCORPORATED

MERCK PHARMACEUTICAL

EDUCATION:

MBA Candidate – Marketing, University of Wyoming

BFA – Advertising & Communications, Ohio State University, 1977

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CHIEF EXECUTIVE OFFICER

Multinational Fortune 500 Companies • Public & Private Global Enterprises

Accomplished executive with a flawless record of improving profits, building brands, and creating shareholder value:

- **Vyva:** Transformation to #1 market share, highest profitability and equity valuation in its marketplace, and largest US-owned brand portfolio.
- **Sands, Inc.:** Reversal of 4-year slide to 114% increase in stock value.
- **Frye Company:** Best sales and profit in company history.
- **Capital Foods:** First sales growth and earnings increase in 3 years.
- **Dynagoods:** Increase in sales and profits 3X, stock price from \$8 to \$85.

- Value Creation
- Brand & Portfolio Building
- High-Growth Phase Management
- Turnarounds: Financial & Operational Restructuring
- Mergers & Acquisitions

EXPERIENCE AND ACCOMPLISHMENTS

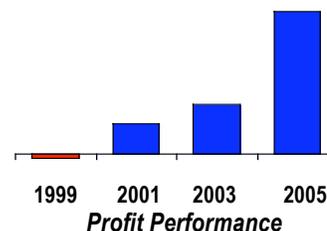
Vyva International

\$300M multi-brand, multi-channel, global optical and jewelry company

CHAIRMAN, PRESIDENT, AND CEO

Built the largest, most profitable company in its marketplace. Transformed unprofitable, illiquid, debt-defaulted company into a thriving corporation with world-recognized brands and the highest equity valuation of all companies in its sector. Developed an exceptional management team and a company-wide culture of performance excellence.

Oakland, CA, 1999–Present



Brand Building

- Created the largest US-owned optical brand portfolio by focusing growth strategy on high-value brands, divesting non-core businesses, and driving strategic acquisitions.
- Developed VyView to the top-selling sunglass brand, recognized among Top 100 Best Known Brands and Top 10 Accessories Brands by *Women's Wear Daily*.
- Achieved #1 market position for multiple product lines:
 - Sunglasses—improved from #3 to #1 with a 32% share.
 - Reading glasses—dominated the market with 47% share, #1 and #2 brands (VyVision and CoolVu).
- Licensed Levi's, Body Glove, Champion, and other high-value brands to position Vyva for sustainable growth.
- Revitalized the "Vyva Viewers" advertising campaign, ranked in Top 100 Advertising Campaigns by *Advertising Age*. Brought on new celebrity endorsers Shania Twain and Nick Lachey.

Strategic Growth

- Successfully entered new markets (prescription frames, premium sunglasses) and built to 5% of sales by year 2.
- Turned around international division from earnings loss to the most profitable business in the company. Increased sales 15% and profits 33% annually and earned the leading market share in key countries.
- Transformed jewelry business from revenue and profit declines to double-digit revenue growth and profitability.
- Successfully acquired and integrated 2 companies, including 4 brands, in one year.

Financial and Operational Improvements

- Built the strongest capital structure in the industry. Completed all acquisitions without equity infusion.
- Built award-winning supply chain system, achieving 98% order accuracy and 99% on-time performance.

Sands, Inc.

Chicago, IL, 1996–1999

\$600M Fortune 500 multi-brand company (NYSE)

EXECUTIVE VICE PRESIDENT

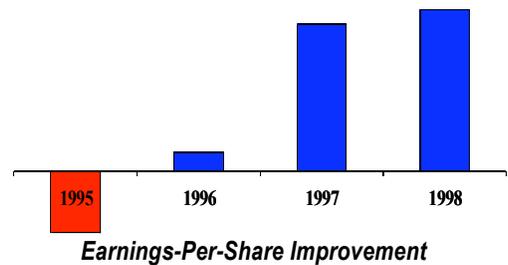
Brought on board to drive across-the-board performance improvements following 16 straight quarters of declining sales and profits. Provided vision and leadership to develop and execute successful turnaround and growth strategy.

Growth & Profit Performance

- Doubled stock value from \$7 to \$15 per share.
- Increased sales and profits each quarter for 4 straight years.

Strategic Brand Building

- Defined core expertise as footwear brand management and increased brand portfolio from 3 to 7 brands; added powerful marketing value by licensing such brands as Tommy Hilfiger and Levi's.
- Restored vibrancy and vitality to 3 legacy brands. Improved products, revamped advertising, raised prices, and drove up profits.



Frye Company

Los Angeles, CA, 1995–1996

\$125M footwear and apparel manufacturer (OTC)

CHIEF OPERATING OFFICER (1995–1996)

MEMBER, BOARD OF DIRECTORS (1994–1996)

Recruited from Board for interim leadership role, achieved highest sales and profit in company history. Streamlined operations, improved profitability, and implemented operational systems and computer-based supply/demand matching that delivered the right products to the right places on time.

- Cut product costs 40% by increasing overseas production.
- Predicted and counteracted retail downturn—prevented losses by canceling 20% of factory orders, reducing expenses 12%, and eliminating \$3M in excess inventory.

Capital Foods

Los Angeles, CA, 1994–1995

\$2B multinational consumer products and retail company (NYSE)

CHIEF FINANCIAL OFFICER AND EXECUTIVE VICE PRESIDENT

Accepted 1-year restructuring challenge and exceeded all expectations in positioning company for successful sale. Achieved first earnings increase in 3 years. Resolved liquidity crisis by jump-starting sales, eliminating shipping backlog, and reducing expenses.

Dynagoods, Inc.

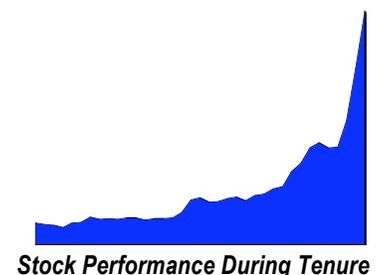
Atlanta, GA, 1990–1994

\$500M footwear and apparel wholesale and retail company

SENIOR VICE PRESIDENT

Planned and executed brand and operating strategy that resulted in Dynagoods' highest growth years. Repositioned brand to premium channels and price points. Built company-owned retail store chain. Initiated apparel business and positioned the brand overseas.

- Increased stock price from \$8 to \$85 by growing sales and profits 3X.
- Fourth-best-performing stock on NYSE; recognized as most successful financial turnaround by Wall Street.
- Improved ROE from 9.8% to 21.5%.



Experience Prior to 1990

- Southern Department Stores, Inc.: Vice President and Treasurer
- Adair, Inc.: Chief Financial Officer / General Manager, Altamare Division
- Sanfils, Inc.: Vice President and Treasurer / President, San Enterprises, Inc. (division)
- GM Finance Corporation: General Manager
- General Motors: Financial Analyst

EDUCATION AND HONORS

MBA, Graduate School of Business, Stanford University, Stanford, CA

BA Economics, Emory University, Atlanta, GA

PROFESSIONAL DISTINCTIONS

Board of Directors, Adair, Inc.

Author, *Financial Strategies for Privately Held Companies* (Jossey-Bass, 1995)

SUSANNAH T. SMITS

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CEO ▪ COO ▪ GENERAL MANAGER

Technology Services & Solutions

Merger Integration, New Services, New Markets, High Growth

Accomplished executive, expert in the development and delivery of enterprise-level technology services and adaptable to the changing demands of a dynamic marketplace. Regularly beat revenue targets in both expanding and contracting economies while building solution-focused organizations that excel at customer retention and satisfaction. Exceptional team-building and communications skills at every level, internally and externally.

- Strategic Business Planning
- Operations & P&L Management
- Organizational Restructuring & Consolidation
- Technology Service Product Packaging & Delivery
- Customer Relationships
- Sales & Marketing
- Mergers & Acquisitions
- Partnerships & Alliances

CAREER HIGHLIGHTS

- Hit every target—revenue, profit, cost cutting, operational consolidation, customer retention, service delivery, staffing, product/service refinement—while leading rapidly changing WorldTel organizations through 3+ years of financial challenges, transition turbulence, and business restructuring.
- Transformed the alliance strategy for technical-services provider ProTech, turning liability into a revenue powerhouse.
- Built Ambient's commercial-services marketing organization in Texas. Led aggressive product rollout strategy and delivered more than \$2M in revenue in first year of operation.

EXPERIENCE AND ACHIEVEMENTS

WORLDTEL, Quincy, MA

2003–Present

Leading international provider of IP, voice, and data services to businesses and consumers in 70 countries.

Managing Director, Global Solutions, 2005–Present

Led newly merged organization through rapid change, driving global growth and meeting targets for revenue, business expansion, and cost reduction. Part of 9-member senior executive team for \$600M corporation; control P&L for 80% of the business. Direct a 600-member worldwide organization providing services/solutions to the company's top 700 global accounts (Fortune 100) in all phases of the customer lifecycle. Manage \$44M expense budget. Report directly to CEO.

- Achieved and exceeded revenue goals by expanding reach, increasing penetration, and sharpening focus of multiple business lines within Global Solutions:
 - Hit first-year revenue target of \$44.6M for Professional Services and continued aggressive growth into 2007 (+6% in first quarter).
 - Launched Professional Services in EMEA and reached \$1M revenue in first year.
 - Delivered \$13M new revenue by refocusing Security Services as a core competency.
 - Collaborated with the sales organization to focus resources on selling Professional Services; resulted in 50% increase in assigned Account Executives (to 122) and 90% growth in total booked value.
- Captured \$11M in cost reductions through major organizational restructuring/flattening.
- Completed migration of Satellite Services from external partner to the WorldTel platform, delivering more than \$12M expense savings per year.
- Initiated Voice of the Customer program, establishing metrics and launching programs that are projected to deliver significant increases in customer satisfaction for 2007.

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WORLDTEL, continued

Senior Vice President, Consulting & Hosting Services, 2004–2005

Executive VP, Operations, 2003–2004

Merged, integrated, and molded 3 financially challenged service providers into a \$400M nationwide business on track to deliver profit goal 4 months ahead of target. Spearheaded organizational streamlining that delivered more than \$30M in EBITDA improvements. Combined consulting organizations, redefined technology and service offerings, slashed expenses, consolidated data centers and front-office operations, drove revenue initiatives, and delivered the best customer service in the industry throughout restructuring.

Developed and executed strategic plans to meet aggressive performance goals set following restructuring. Reported directly to CEO and held full P&L responsibility for the business unit; managed 9 direct reports and maintained customer contact with key accounts that included 50% of Fortune 500 and 50% of eBusiness 50.

- Delivered \$58M in consulting revenue, 11% above goal, while reducing headcount more than 50%.
- Consolidated and closed 11 data centers, each on schedule.
- Retained 60% of customers in data-center conversion—nearly *double* projections—through top-down focus on customer service and communication. Consistently scored 8+ on 10-point scale of WorldTel's global Voice of the Customer program, 2 full points above rest of organization.
- Created new organizational operating model that encouraged flexible responsibilities, multiple functions, and increased attention to revenue-generating activities.
- Slashed operating expenses 42% through aggressive cost-cutting and consolidation.
- Consolidated and outsourced web-hosting services while retaining significant revenue; met 12-month revenue target in 4 months.

ALLTALK, INC., Quincy, MA

2001–2003

Large technologically advanced web-hosting company acquired by and integrated into WorldTel in 2003.

VP, Global Operations Services, 2002–2003

Led a global services organization, delivering \$100M in services revenue and integrating worldwide operations strategically and tactically with specific business goals, objectives, and timelines.

- Key member of restructuring team driving the sale of AllTalk assets during Chapter 11 reorganization. Clearly defined business value and negotiated number of data centers and operational contracts that would be included in the final sale—resulting in high levels of customer and employee retention.
- Successfully retained 100% of top talent throughout acquisition/restructuring transition.

VP Northeast Region, 2002 ▪ VP Texas Region, 2001

Promoted based on achieving exceptional results and decisively managing rapid, dynamic change within the organization and industry.

PROTECH SERVICES, Houston, TX

2000–2001

Key member of executive leadership team for outsource provider of high-quality, value-added technical support and CRM services for ISPs, ISVs, OEMs, and e-commerce enterprises. Clients included Dell, IBM, and HP.

VP, Sales & Strategic Partnerships

Brought on board to drive sales growth—tripled revenues and invigorated performance of critical business alliances. Reporting to CEO, led the sales and marketing organization with a \$2M operating budget and staff of 8. Directly involved in steering both top-line and bottom-line business performance.

- Delivered 318% increase in annual sales, from \$11M to \$35M, in one year; created business and sales strategies projecting growth to \$65M within next 12 months.
- Transformed partner strategy from zero revenue to a key component of overall business performance. Eliminated 20+ non-performing alliances and built 10 strong relationships that drove 30% of revenue.

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AMBIENT COMPUTERS, Dallas, TX

1999–2000

Recruited for a senior-level position with this Fortune 500 company.

Senior Manager, Service Product Marketing

Built services-marketing organization in Texas region—propelling Ambient into the commercial market sector and generating over \$2M in first-year revenue. Productized and rolled out 19 new service offerings synchronized with Ambient hardware. Achieved a 90-day service lifecycle against an industry average of 8 months.

GO-NET COMPUTER SERVICES, Portland, OR

1996–1999

Director, Business Development ▪ Director, Customer Support Center ▪ Manager, Latin America

Drove business growth by spearheading new product development, market identification, sales, and service delivery. Strategically leveraged ISO 9002 certification to rapidly develop new business opportunities; outperformed first-year revenue goal of \$10M. Previously, achieved \$69M in customer-service revenue, delivering dramatic increases in both US and Latin American service regions.

DIGITAL EQUIPMENT CORPORATION, Maynard, MA

1989–1996

Center Operations Manager ▪ Manager Customer Support ▪ Systems Support Engineer

Delivered operations results and spearheaded complex technical service programs. Consistently promoted.

PROFESSIONAL PROFILE

- Education** **MBA**, Babson College, Babson Park, MA
 BA, University of New Hampshire, Durham, NH
- Board Activity** American Cancer Society – Boston Chapter
- Board Member since 2002
- Milton Academy – Milton, MA
- Advisory Board Member since 2003
 - Chair, Curriculum Review Committee, 2005

STANFORD BERRY

BOARD OF DIRECTORS CANDIDATE Public / Private / Nonprofit

QUALIFICATIONS

- More than 20 years of senior leadership experience in a fast-moving, volatile industry... with a track record of agility, strategic thinking, and sound business decision-making to achieve profitable growth and market success.
 - Strategic planning expertise and proven ability to lead organizations through accelerated growth, operational streamlining and cost reduction, and culture transformation.
 - Strong capabilities in operations, finance, corporate planning, and change leadership; COO and CFO experience with publicly traded corporations.
-

PERFORMANCE HIGHLIGHTS

- Member of executive leadership team that built Logistics, Inc., from a \$300 million FedEx offshoot to a \$1.5 billion publicly traded company with operating costs among the lowest in the industry.
 - As COO, steered Logistics, Inc., through expansion, culture transformation, and, most recently, re-launch as a diversified transportation company ready to compete in multiple market sectors.
 - Successfully absorbed and integrated all new transportation routes while maintaining performance on a par with long-established competitors and driving continuous reductions in unit costs (down 27.5% from 2002 to 2006).
 - As CFO of Apex Distributors, consolidated 4 separate organizations and created sophisticated financial reporting structures that provided all essential detail for complex corporate reporting (including bankruptcy filing), utilizing a lean organization and low-cost structure.
 - Managed budgets as large as \$1 billion and organizations of 7,000+ people.
-

CAREER CHRONOLOGY

Chief Operating Officer , Logistics, Inc., Atlanta, GA	1993–2007
Regional Vice President , Apex Distributors, Millville, GA	1992–1993
Chief Financial Officer , Apex Distributors, Millville, GA	1990–1992
Vice President Financial Planning and Analysis , Federal Express, Memphis, TN	1986–1990
Early Career: Progressively responsible finance positions with FedEx and Ryder Trucking.	

BOARD POSITIONS

Board of Directors	Leukemia & Lymphoma Society, Atlanta, GA, 2000–Present
Board of Advisors	Alliance Moving, Atlanta, GA, 2002–Present

EDUCATION

MBA , Finance	University of Georgia
BS , Accounting	University of Tennessee

CONTACT

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