
GROWTH \ TRANSFORMATION EXECUTIVE \ TEAM LEADER (CEO \ COO \ CFO \ Strategic Programs)

PROFESSIONAL SUMMARY

Senior specialist providing executive leadership for PE funded / private companies that need to establish scalable processes and infrastructure to support future growth. Broad and deep experience in operations, accounting and finance structure, enabling systems, processes and controls. Passionately focused on working with and developing internal teams, based on a belief that “change comes from within” and the need to develop your team to realize lasting change.

36+ years helping organizations design and realize tangible improvements to their efficiency, effectiveness, productivity and profitability. Established core skills advising Fortune 100 clients across numerous industries in the design and implementation of leading organization models, systems, processes, reporting and controls. For the past 10 years, focused on helping companies in transition achieve tangible improvement through a focus on business fundamentals, goal setting and performance metrics, operational improvements, finance, and “building a bridge” across all business functions.

- Senior transformation executive with interim, Big 4 and boutique consulting firm experience in multiple forms of event driven change (e.g., process efficiency and scalability, acquisition integration, finance transformation, IPO readiness).
- Proven aptitude to operate in both Fortune 100 and start up organizations, including public and private companies.
- Known for an ability to “translate” leading theories into practical tactical approaches that deliver a combination of near term “quick wins” AND long-term value.
- Global perspective (and an appreciation for what it takes to realize world-wide results) based on significant experience with multi-site international clients, including four years as an internationally based expatriate.
- Hands-on leader with demonstrated success in assessing, envisioning, designing & leading complex transformations.
- Specific ability to review / analyze financial performance to identify improvement opportunities, combined with the ability to align team members and lead them through the execution of strategic and tactical improvements.
- Broad process and industry expertise and multi-cultural capabilities, including the ability to work in challenging environments with competing and shifting priorities.
- Respected ability to build and develop teams, particularly in terms of motivating the organization to build the internal capability to solve complex problems.

SKILLS & EXPERTISE

Interim Executive Management - Company Turnarounds – Performance Management & Budgeting - Accountability – GMP / FDA / OTC - Visioning / Consensus Building / Roadmap Development / Program Structuring, Execution & Management – Process Reengineering – Process Maturity Diagnostics – Post Acquisition Merger Integration – Management / Team Development – Public Company Readiness – G&A Cost Reduction – Operations and Finance Domain Expertise and Transformation Experience – Sales Pipeline – Financial Close Cycle Reduction – Shared Services

REPRESENTATIVE RESULTS

Interim COO - Currently serving in a hands-on role in professionalizing a newly acquired middle market contract manufacturer in the Health & Beauty Industry. Investing significant time in establishing core safety, HR, facility, equipment and production and operations management processes and metrics en route to recertification in GMP, FDA and OTC. Already experiencing dramatic decrease in lost day safety incidents while leading dramatic increases in productivity (monthly units produced increased by 35% in three months). Despite archaic excel-based systems, developed weekly metrics to bring visibility to production, shipping and costing performance.

Interim COO - reporting to the Turnaround CEO of a \$250M (revenues) value added distributor of food and beverage packaging that had experienced a dramatic decrease in revenue and profitability. Operations were immature / chaotic and required broad and deep improvements across all functions, including development and replacement of team members at many levels in parallel with hands-on establishment of fundamental processes, controls, performance management and accountability (with weekly and daily metrics). Played a hands-on role in leading individual functions, stepping on to other functions as most challenging areas were improved and capable Director level leaders in place. This included Transportation, Customer Service, and Warehouse Operations (across 3 US locations), along with collaboration with HR, Finance, IT, BI & Accounting in the creation of new processes, budgets and performance tracking.

Significant improvements realized in 2018 enabled achievement of high priority restructuring goals and EBITDA targets, resulting in the successful sale of the company. Set new performance expectations, hired new functional Directors and worked with them to develop their teams to realize and maintain new targets prior to the annual busy season. Examples include increasing OTD from <80% to 96% in 12 months and to 98%+ in 3 more months; reducing YOY Average Cost per Truckload by 10% in a market of increasing costs; and improved Cases per Man Hour (CPMH) from 35 to 85 in 6 months.

Interim CFO - reporting to the Board and P/E investors for a \$60M transportation & logistics company with 4 locations. Primary focus was to establish a foundation for profitable future growth, while stabilizing and steering the company through a significant business model change. Improvements included redesign of finance organization and core processes, including billing, financial close, cash management. Efforts included coordinating legal teams and participating in union negotiations in relation to the debate between employees and independent contractors for drivers in the field. Further details available on request.

Interim COO - reporting to the Board / PE investors for a \$50M metal coating company with 4 plants. Primary goal was to stabilize and standardize operations and create an organizational and process foundation for doubling revenue and achieving 10-15% EBITDA growth. Acted as a change agent to drive financial and operational improvement across Sales, Finance, IT and operations. Initial impacts included identifying and filling key gaps in the executive time (HR, Finance, IT), identification of focus areas (inventory, downtime, scrap, overtime, quality) and actions required, establishment of performance reporting to track and manage performance against goals. Identified internal "model plant" and aligned all divisional processes with this internal, leading standard. Details available on request.

Interim COO - Partnering with the CEO and mentoring the CFO, led the company from a loss of ~\$800k/ mo. to profitability in 11 months for this \$100M manufacturer of satellite solutions with 600+ employees. Initiated involvement with the creation of a "bottoms up" budget (by location and department) that identified numerous strategic and operational cost and accountability issues. Transitioned into COO role to establish accountability and financial improvement through fact / data based reporting, weekly management cadence and hands on production floor oversight. Reduced (1) scrap / rework by 50% (~\$50k monthly impact) and 58% respectively, (2) monthly overtime by 75% (>\$100k monthly impact) and increased overall plant efficiency by 17% (including improving paint efficiency by 110% and improving one assembly line's efficiency by 42% while cutting labor cost by \$0.5M / yr).

PROFESSIONAL EXPERIENCE

PCB & Company, Fremont, CA:

Interim Executive, (under contract to PE and Turnaround Firms and directly to companies), 2011 – Present

Operating as a CXO for select companies in the middle market, working with Management Teams, Boards of Directors, and Investor Groups to drive EBITDA improvement by establishing sustainable processes and systems. Examples of impact are included in the previous section and further examples and references are available on request.

Protiviti, San Francisco, CA:

Director, Finance Transformation and Process Optimization and Integration, 2008 – 2011

Focused on helping pre-IPO, newly public and middle market (\$200M to \$5B) growth companies leverage leading practices established by the Fortune 500. Envisioned and implemented an approach for identifying, quantifying and reducing manual effort in finance by focusing on the key risks and core drivers of manual effort in finance operations. Developed methodology, trained staff and rolled out solutions at clients such as Salesforce.com and University of Phoenix.

Developed thought leadership and regularly delivered live seminars on the "Back to the Basics" theme. In parallel with the development of collateral, established a national team of specialists that worked together to design and roll-out pragmatic solution approaches that helping organizations realize tangible benefits, such as: reducing the close cycle time from 30+ days to 8-10 days by analyzing and governing the process through a detailed close activity checklist and dashboard

Deloitte Consulting, San Jose, CA:

Senior Manager, Strategy & Operations - Business & Finance Transformation, 2003 – 2008

Developed a San Francisco Bay Area team and focused initially on recruiting, apprentice style training, and developing project execution capabilities. Leveraged international experience, large project experience, knowledge of enabling software and understanding of issues underlying major restatements to drive value at numerous "at risk" organizations.

Long known as a crisis manager that can help "bring order to chaos", became further respected for pragmatic approaches for diagnosing Finance and developing tactical solution approaches. Client value delivered included:

- Design and implementation of a financial reconciliation system for a \$16B, 100 location contract manufacturer. Ultimately this process was patented by the company, and implementation of the system enabled the accurate and timely reconciliation of over 20,000 accounts, eliminating a long-standing material weakness.

- Led the preparation and delivery of a multi-day global finance workshop for 200 attendees for a leading innovator in personal computers and consumer products. Worked with finance leadership to summarize the findings into a strategic improvement roadmap that the organization followed for over five years.

Played a leading role in firm development: recognized as a "Significant Contributor" by the National Director of Strategy & Operations in 2006 and as a finalist for Global Knowledge Sharing in 2007 for initiatives associated with leadership, knowledge sharing, collaboration and "solution repeatability."

KPMG Advisory, Mountain View, CA:

Director, CFO Advisory Services, 2001 – 2003

Played a leading role in formation of the regional CFO Advisory Services team. Built initial capabilities by focusing on process / finance function diagnostics at growth companies, which led into larger transformations at more mature organizations such as Gap, Inc.

In the challenging environment leading into the enactment of the Sarbanes Oxley Act, co-developed an approach to assess entity level controls at a company that was under investigation by the SEC and the Department of Justice. When SoX was enacted, leveraged this approach as the baseline methodology to scope and close one of the first engagements for an early adopter of SoX. Refined the methodology during this test case and supported other sales and engagement teams in rolling out and further refining this approach into KPMG's preliminary SoX methodology.

Co-led development and publication of KPMG's "Rapid Close" Point of View in 2003, in collaboration with experts across the U.S. and with KPMG's CFO Advisory leadership on the East Coast.

KPMG Russia, Moscow, Russian Federation:

Principal, Restructuring and Business Performance Improvement, 1997 – 2001

Working with a UK Partner, played a leading role in the creation of a consulting business - going from "greenfield" to realization of sustained revenues of \$4M+. Clients included western multinationals & Russian national enterprises and spanned multiple regions of Russia. Envisioned and implemented a development approach focused on recruiting Russian nationals who were educated at top Western MBA programs. Developed local expertise into a regionally recognized center of excellence that was "exporting" specialists from Russia to engagements in Europe.

Reporting to the Executive Committee of KPMG Russia, developed and implemented the KPMG Russia Corporate Strategic Framework, including Service Line Strategic Business Plans. Worked with the international partner group to filter the plans into a focused list of Key Accounts and Targets.

Led KPMG International's Business Performance Improvement Methodology as EMEA Region Director. Organized a virtual team of 24 Europeans from 15 offices in the redesign of the methodology and intensive case study training program. Trained over 500 KPMG consultants and clients in over 10 countries in the application of key tools and techniques associated with business transformation and change management.

Deloitte Consulting, Santa Ana, CA:

Manager, Technology Integration Group, 1994 – 1997

Transitioned from the Audit and Advisory practice into Consulting to develop specialization in enterprise scale business transformation in a variety of industries for clients including Kaiser Permanente and Transamerica. Developed the ability to integrate financial and process needs with the capabilities of the technical solutions. Significant projects included:

- Managed the business functionality teams in Canada, North Carolina, and Los Angeles for a global implementation of PeopleSoft 6 Financials for a leading provider of insurance and financial services. Developed a model to collect management's information needs across the numerous entities that identified gaps in the overall design.

- Restructuring diagnostic (for a US investor group) of a strategic automotive enterprise located in the Russian Federation. In addition to contributing on the cost reduction assessment, developed the roadmap for short, medium and long-term improvements to information management, focusing on transition from an outdated, unreliable Soviet era mainframe to a PC based, client-server model. Included education management processes such as Materials Resource Planning (MRP).

Deloitte & Touche, LLP, Los Angeles, CA:

Senior Consultant / Auditor, Management Advisory Services, 1992 – 1994

Leveraged industry and operations experience to add value on both process / systems improvement projects and financial audit engagements. Clients included Fortune 500 and middle market companies.

Played a leading role in the development of a Restaurant and Hospitality Audit Services Group, including authoring articles on Point-of-Sale (POS) System selection for industry periodicals, and initiating an annual Survey on Restaurant Accounting with the National Restaurant Association (NRA) that continues to be prepared annually.

Developed a reputation for being able to identify significant (multi-million dollar) issues, corresponding adjustments, and recommendations regarding how to reduce the risk by improving underlying controls and processes. Impacts included:

- Identification of \$60M+ of unclaimed price protection for a leading distributor of computer hardware, software and peripherals. Identified the issue and worked with the client to build a team of internal specialists to redesign the policy, process and reporting. Included establishing and leading a client team in negotiating and collecting unclaimed funds, despite the expiration of contracts, contributing to sustaining operations during lean times.
- At a middle market manufacturer of polypropylene related products, identification of \$2M+ of fraud hidden by operations management through continued adjustments to standard costs and variances. Attention to detail and persistence in understanding why standards were regularly being adjusted uncovered the risk and ultimately the fraud.

Private Industry, Los Angeles, CA and Boston, MA:

Operations Management and Site Controllorship, 1985 – 1992

Site management and operations for national restaurant chains, including TGIFriday's and Bennigan's. Learned and developed foundational skills in profit center and people management.

EDUCATION & CERTIFICATIONS

Master of Business Administration with High Honors, Management Systems & International Business – *Loyola Marymount University* (1994)

Bachelor of Business Administration with High Honors, Marketing Emphasis – *Loyola Marymount University* (1985)

Supplemental Extension Courses in Accounting – UCLA (1993-1994)

Certified Public Accountant #70832, State of California

INDUSTRY EXPERIENCE

Health & Beauty - Health Care & Life Sciences – Transportation & Logistics - Consumer Business – Manufacturing & Distribution – Industrial Products – Financial Services – Cloud (SaaS) – Technology & Media – Natural Resources

PUBLICATIONS

Publications on “Back to Basics in the Middle Market” and “Reducing Manual Effort in Finance” are available on request or on Linked In: <https://www.linkedin.com/company/pcb-company>.

VOLUNTEERING

Adult Volunteer, Boy Scouts of America: 2008 – 2019. District Contribution Recognition: 2014, 2015, 2016. St. George Medal Recipient: 2016. Adult Advisor - Philmont High Adventure Trek: 2016.