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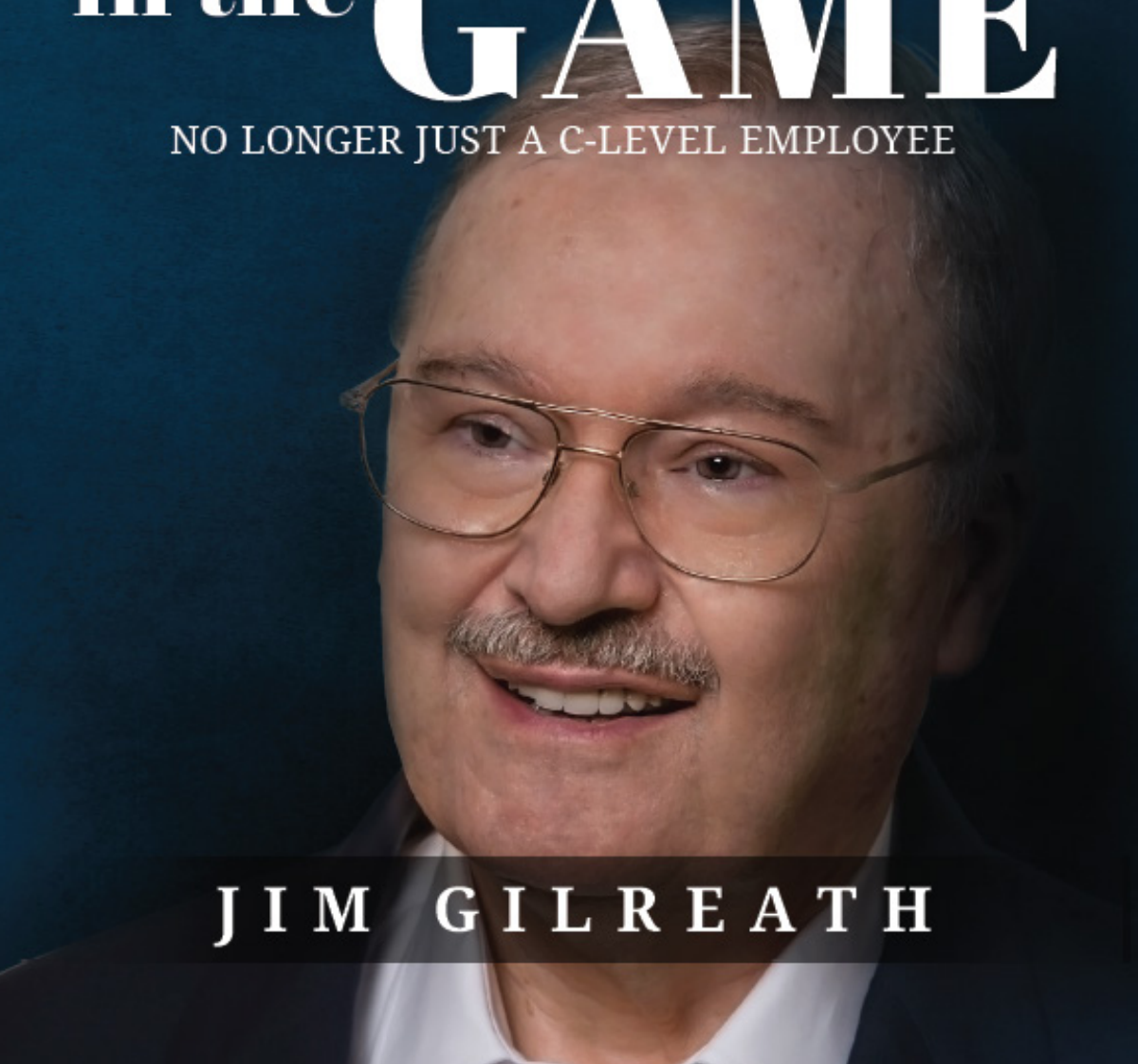
~Keith C. Shaughnessy, Chairman and CEO of Metapoint Partners

SKIN in the GAME

NO LONGER JUST A C-LEVEL EMPLOYEE



JIM GILREATH

Skin in the Game

No Longer Just a C-Level Employee

by Jim Gilreath

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Skin in the Game

Audiobook – Supplemental PDF

This PDF is designed to be used as a supplement to the ***Skin in the Game*** audiobook. As you listen to each chapter, you will occasionally be directed to refer to the accompanying PDF for visual examples of the following:

Chapter 1: A table listing data collected from C-Level hires whose investments generated multi-million dollar returns.

Chapter 6: This section contains four exhibits of C-Level hires from Skin in the Game searches. These examples of bio's, cover letters, resumes, and references from successful C-Level hires provide a valuable resources for job searches. See this chapter for successful hires for the following C-Level positions:

- ✓ Chief Executive Officer Hires
- ✓ Chief Financial Officer Hires
- ✓ VP of Operations
- ✓ VP of Sales and Marketing

Refer to these examples as you prepare your own C-Level job search.

Chapter 10: Refer to this section to prepare for your Private Equity Group 1st and 2nd C-Suite Job Interviews. This section provides examples of self-rating quizzes to rate yourself against C-Level job requirements.

Chapter 10: Visual examples of data collected from Hypothetical Sale Process after Year 5 of Ownership, with sale price is a multiple of EBITDA.

Chapter 1

The Concept of Skin in the Game

Examples of several C-Level hires whose investments generated multi-million dollar returns.

Manager	Company	Original Investment	Shares Purchased	Options Earned	Total Shares	Value at Sale
Bob H	ATI	$364,224	1,200	180	1,380	$3,582,811
Bob H	Pengo			7	7	$99,094
Marty S	ATI	$53,556	50	75	125	$324,530
Charlie H	Lab Tops	$100,000	1000	1440	2440	$2,344,694
Kent T	Lab Tops	$75,000	750	720	1470	$1,412,582
Randy S	NPC	$96,100	961	1,200	2,161	$1,699,907
Al S	Vutek	$500,000	5,000	1,840	6,840	$11,552,760
Al S	Marathon	$300,000	1,500.00	1,105	2,605	$3,124,177
TOTALS		**$1,488,880**				**$24,140,554**

Chapter 6

Four Exhibits of C-Level Hires from Skin in the Game Searches

Below are the Indiana Jones Bio, resume, and cover letter exhibits of four skin in the game senior executive functions: hired CEO, CFO, VP Operations and VP Sales and Marketing.

**Read only the Indiana Jones Bio, resume, and cover letter exhibits pertaining to your own particular functional job title.*

N.B. stands for Nota Bene or Note Well. All names of candidates, companies and locations have been changed for confidentiality purposes. Any similarity of fictional names used to actual names of persons, employers, and locales is purely coincidental.)

CEO Hire

Below are the Indiana Jones Bio (IJ), resume, and cover letter exhibits of Tom Frederick, a skin in the game CEO hired as Architectural Building Products Manufacturer CEO.

Indiana Jones
Early Background

Tom Frederick was born at Altus Air Force Base, Altus, Oklahoma. When Tom's father completed his military service, the family settled in a suburb of Philadelphia, Pennsylvania until the family moved to Denver, Colorado when Tom was thirteen. Tom's father worked as a mining engineer consultant in the domestic oil and gas mining sector. His mother was a stay-at-home mother for most of his early childhood. After moving to Denver, CO, his mother went to work in the library of the local school. Both parents are currently retired.

Tom is the second of three siblings. He has an older brother who now resides in Houston, Texas, where he directs marine operations for an international engineering and construction company. His younger sister graduated from The University of Oklahoma. She resides in Tulsa, OK, where she teaches high school algebra and trigonometry.

During high school, Tom was very active and achieved a high degree of academic and athletic success. He was the valedictorian of his class and received several merit-based scholarships. Tom also lettered in football, wrestling, and track. Tom was the East High School football team captain and earned All-District honors.

Secondary Education

Tom attended The University of Texas, Austin. During the school year, he worked twenty hours a week at various jobs including tutoring in calculus and substitute teaching at a local high school. He was also a leader in the Residence Hall Association and active in intramural sports. Tom was recognized as a Distinguished Student and graduated cum laude in August 1980 with a Bachelor of Science degree in Civil Engineering (Structural Engineering concentration). He was awarded membership in the Tau Beta Pi, Chi Epsilon, and Phi Eta Sigma national honor societies.

After a few years of work experience, Tom returned to school to broaden his understanding of business operations. He attended The University of Chicago. Under a graduate assistantship program, he worked thirty hours a week as a career counselor in the Business Placement Office at The University of Chicago. Tom graduated in May 1984 with a Masters of Business Administration in Finance.

Throughout Tom's career, his professional education has been continually enhanced through attendance in numerous seminars and short courses in topics including leadership development, strategic planning, corporate development, sales and marketing, communication, lean manufacturing, recruiting, safety, and software applications.

For several years, Tom served as the Diamond APG industry representative to the Remodeling Futures Program of the Joint Center for Housing Studies. This program was based at the Kennedy School of Harvard University.

Entry Level Work and Early Work History
Transocean, Inc., Houston, TX – summers (two years)

While attending The University of Texas, Austin, Tom worked during the summers on offshore drilling rigs. He started as a roustabout and was promoted to roughneck and derrickman. Work hours were long, sometimes requiring thirty-six-hour shifts. The compensation was good, but the job was hard, dirty, and dangerous. This experience gave Tom a great appreciation for the value of a good education.

McGregor International, Inc. ($6.6 billion - revenue)
Houston, TX and New Orleans, LA - 1980 to 1982
Title(s): Structural Design Engineer - 1980 to 1981
Field Engineer - 1981 to 1982

McGregor International is a market leader and worldwide provider of engineering, construction, and project management services to offshore oil and gas developments. Tom was hired as a Structural Design Engineer in McGregor's Houston office. Initial projects included the design of a compressor station, flair boom tower, deck extensions, and jackets for offshore platforms. He was a lead engineer on a unique jacket replacement for a storm-damaged structure.

In 1981, Tom was selected from a pool of over twenty candidates for a one year reassignment to McGregor's New Orleans office. In his new capacity as a Field Engineer, Tom supervised offshore construction and subsea pipeline installations. He was second in command of construction barges with crews ranging from 200 to 350 men.

When he returned to the Houston design group, Tom realized that his passion was in operations vs. office-based design work. At the same time, he recognized that he would benefit from a greater understanding of business fundamentals. To accomplish these goals, Tom applied for admission to graduate business schools.

Reason for Leaving

Tom left McGregor International to pursue a full-time MBA curriculum at The University of Chicago, IL.

D.W. Alexander LLC Management Consulting
($9.9 billion - revenue)
Dallas, TX - 1984 to 1995
Title(s): Associate Consultant - 1984 to 1986
Senior Consultant - 1986 to 1987
Manager - 1987 to 1990
Senior Manager - 1990 to 1995

D.W. Alexander LLC is a leading management consulting and financial advisory firm to top organizational leadership on issues of strategy, organization, and operation.

The consulting challenge was to diagnose complex business problems and implement corrective solutions in a time sensitive environment. Tom enjoyed the dynamic, high pressure environment where he was constantly exposed to new ideas and practices, and fresh challenges. He thrived as a consultant and was promoted three times in eleven years.

Tom was a member of D.W. Alexander's Reorganization Advisory Services Group. He led business reorganization teams to improve marketing and sales, product mix, cost controls, customer service, cash management, financing, compensation systems, and asset deployment. Project teams consisted of managers and senior staff from D.W. Alexander's consulting, audit, tax, actuarial and benefits, and business valuation groups. Representative engagements included Hale Corporation, Wethersfield Communities, Universal Homes, John Deere, Dallas Fort Worth Bank, Silicon Valley Bank, and Third Republic Bank.

Many of Tom's engagements required complex financial and operational analysis. He directed teams that identified billions of dollars in annual cost savings and productivity enhancements in supply, distribution, marketing, customer service, finance, work force management, and support services. In other projects, he assessed the economic viability of three multi-billion dollar projects.

Tom was an active participant in the sales and marketing of professional services including client research, preparation and delivery of proposals, cold calling, and conducting seminars and training sessions. He collaborated with Beaumont Partners to develop and roll-out the firm's Shareholder Value Maximization product.

When the firm was looking for new avenues to capture talented recruits, Tom joined a group of senior professionals to found D. W. Alexander's Business Analyst Program. After establishing objectives, procedures, and action plans, the program was rolled-out nationally. Tom developed, recruited, trained, counseled, and administered the Dallas Business Analyst Program.

Exposure to many successful Partners and the rigors of the consulting environment allowed Tom to hone his skills and talent for leadership, team-building, strategic analysis and planning, quantitative analysis, process improvement, collaboration, and communication.

Reason for Leaving

The management consulting lifestyle that required near 100% travel made it difficult to maintain family relationships and support the development of children. In addition, Tom desired to return to a construction-related field. When an attractive corporate opportunity was presented to join the Diamond Industries, Inc. Architectural Products Group, Tom accepted the offer.

Chronological Job Titles during Later Career:

Diamond Industries, Inc., Architectural Products Group (APG) ($3 billion - revenue)
Atlanta, GA and Dallas, TX - 1995 to 2003
Title(s): Vice President, Corporate Development - 1995 to 1996
President, Pontiac Aggregates - 1996 to 1998
President, APG South Region - 1998 to 2001
President, APG West Region - 2001 to 2003

Diamond Industries, Inc. is the U.S. holding company for Glasgow, Scotland based HCR plc. and the largest manufacturer of building materials and architectural products in North America. It employs a lean, flat organizational structure with limited overhead. Diamond Industries made a practice of hiring engineers with consulting backgrounds to staff corporate development positions.

This filled a needed role and provided bench strength for future management needs.

As Vice President of Corporate Development, Tom was responsible for the Architectural Products Group's internal and external growth initiatives including acquisitions, new plant development, strategic planning, and special projects. He also served as a consultant to Diamond Industries APG Company and regional presidents, recommending business alternatives and assisting with any quantitative analysis.

During his tenure, external growth was fueled by the acquisition of three manufacturing companies. Tom identified companies, followed up on leads, analyzed the opportunities, designed acceptable offers, prepared the board proposals, and coordinated the integration of the acquired companies.

Internal growth was supplemented by the development and execution of plans to construct four Greenfield plants. Previously when Diamond Industries APG built Greenfield plants, there were often cost and schedule overruns. Tom used MS Project to establish critical paths and budgets for all Greenfield projects. Employing these tools and closely monitoring progress, each project came in on time and under budget.

The development position allowed Tom to meet many successful entrepreneurs. He benefited from the stories of their triumphs and accomplishments.

In 1996, Diamond Industries APG experienced trouble with one of its operating companies, Pontiac Aggregates, in Atlanta, GA. The CEO and CFO were fired after they were implicated in

a corporate fraud leading to a $4MM loss. The group CEO asked Tom to take over the troubled operation.

As the new President of Pontiac Aggregates Industries, Tom assumed leadership of a distressed $32MM, 140 employee, lightweight aggregate manufacturing company. He was challenged to turn around a company that cumulatively had not made a profit in the last ten years. Morale was low; employees were afraid they would be fired and fearful the company would be sold. Problems under the previous administration made Pontiac Aggregates an HCR board level issue. In the first few months of the turnaround, the level of administrative scrutiny was oppressive.

Tom orchestrated a dramatic three-year turnaround. EBIT improved from -$3.9MM to +$6.4MM and Return on Net Assets (RONA) increased from -12.9% to +22.3%. The product line was expanded, and new channels were developed thus expanding distribution. The result was a $16MM, or 62% increase in sales. Output was increased by 25% and unit costs were lowered from $17.01 to $13.16. A record was established for four years without a lost time accident. Many of the tactics that were employed to achieve these results were subsequently implemented in comparable situations throughout Tom's career.

When Tom joined Pontiac Aggregates, he brought the remaining management group together as a team by increasing accountability, sharing information, putting together plans, prioritizing key issues, and making sure that everyone was on the same page.

Much of the initial focus centered on improving the production quality, capacity, and efficiency of the plants. The

production process employed natural gas and powdered coal-fired kilns. Fuel made up the largest component of the cost structure. By improving the flame characteristics and heat dispersion, product quality and output was dramatically enhanced. Costs were lowered yielding large positive production variances.

To further improve production, steps were taken to implement a comprehensive preventive and predictive maintenance program. Thermography (infrared photography) was used to identify electrical issues and address potential failures. Vibration analysis was used on all motors to eliminate bearing failures. Oil was scrutinized at a micron level to improve filtration and prevent hydraulic failures. These efforts combined to significantly reduce equipment failures and avoid thousands of dollars in downtime.

Sales procedures were also transformed to be more effective. Pontiac Aggregates' traditional selling practice was linear and time consuming. Tom saw opportunities to consolidate the selling process by addressing activities concurrently instead of consecutively, thereby shortening the sales cycle. Tom brought key management on all large sales calls. This procedure allowed Pontiac Aggregates to address any objections and close sales immediately.

Lightweight concrete using Pontiac Aggregates offers design flexibility and substantial cost savings by providing lower dead loads, improved seismic structural response, longer spans, better fire ratings, thinner sections, less reinforcing steel, and lower foundation costs. Tom worked with the deans of the schools of architecture at Georgia Tech, North Carolina State, and Clemson to convey these important concepts to their graduating students. Tom was appointed to the Development Board at the Duke School

of Architecture. This provided an immediate connection to many of the leading architects in the South. The heightened exposure greatly improved Pontiac Aggregates' product specification.

With expanding product specification, sales reached the production capacity of the plant. To further enhance profitability, prices were selectively increased. Certain product segments that were not profitable were pushed to competitors.

Plant safety was also a critical area of focus and priority. A full-time Director of Environmental, Health and Safety (EHS) was hired. Employee-directed safety committees were formed and industry experts were consulted. This emphasis reduced lost time accidents from four or five per year to no life-threatening accidents in a four year stretch.

To improve distribution, Pontiac Aggregates began shipping product at off-peak times to strategically located strategically located inventory terminals. These stores were drawn down when demand exceeded plant shipping capacity. Efforts were made to ship with the most economical carrier. Barge-shipped product could lower transportation costs by as much as 80%.

Formal strategic and capital planning processes were implemented. These processes were year-round and incorporated a great deal of feedback from the field. Key goals and objectives were communicated to all employees in the form of charts and graphs. Progress was tracked against budget and prior year performance. These initiatives stimulated many conversations about what could be done to further improve performance.

Tom groomed the Vice President of Production to be his successor and arranged for him to study for an MBA degree on a part-time basis. As the VP assumed more responsibility, Tom had more time to help with other struggling operations in the Diamond Industries APG organization.

In 1998, Tom was promoted to Regional President, Diamond Industries APG South. This group was newly-formed and initially consisted of six manufacturing and distribution companies with sales of $132MM. Group building products included masonry, architectural stone, bricks, patio products, retaining walls, bagged stone and concrete, fly ash, and lightweight aggregate. Tom was challenged to expand the region and convey the important strategic lessons learned at Pontiac Aggregates.

Many of the programs started at Pontiac Aggregates were rolled out to all APG South companies. These initiatives included detailed preventive and predictive maintenance, strategic planning, capital effectiveness programs, financial and operational reporting of key metrics, transportation effectiveness, and working capital management.

New safety initiatives were also adopted. Machine lock-out procedures were standardized and communicated. Yards were paved to prevent stacking failures. Plant interior walls were painted white to improve visibility. All accidents required immediate investigations; plants were shut down to share the investigation results. In quick order, APG South established the best safety record in Diamond Industries APG.

While leading APG South, Tom directed the acquisition of three manufacturing companies. He identified the prospective

companies, analyzed the opportunities, designed suitable offers, reviewed the contracts, wrote the board proposals, and coordinated the integration of the acquired companies. Combined annual revenue of these acquisitions exceeded $67MM.

Team selling processes were streamlined and two new sales channels were introduced to the region. When these initiatives were combined with the new acquisitions, regional sales increased from $202MM to $209MM.

Tom was the first regional president to conduct formal sales and management training at a group level. In addition, he spent an inordinate amount of time individually coaching, mentoring, and training promising young managers. Seven of these employees went on to become presidents of Diamond Industries affiliated companies.

Diamond Industries APG management wanted to construct a new prototype manufacturing plant. Tom was integrally involved in the site selection, design, construction management, and start-up of the facility. He employed new methods to reduce costs and save time on the critical path schedule. The state of Tennessee was successfully solicited to fund staff training costs. This plant was generally regarded as the most successful start-up in APG history.

After three years, the APG South region grew to nine companies, $240MM in revenue and 1,000 employees in twenty-seven locations. Group EBIT was at $19.2MM with a RONA of 20.2%.

In 2001, Tom was promoted to Regional President, Diamond Industries APG West. He directed all aspects of the largest APG

region with ten diverse manufacturing and distribution companies, $280MM in revenue and 1,400 employees in thirty-five facilities. Regional building products included masonry, architectural stone, bricks, ornamental precast, roof tile, ready-mix concrete, patio and landscaping products, retaining walls, bagged stone, and concrete mixes. In a post 9/11 environment, Tom's emphasis shifted to controlling cost to maintaining profitability in a declining market.

Administrative operations were consolidated to eliminate $2.0MM of redundant overhead.

Lean manufacturing techniques were utilized to increase production and lower unit costs. Manufacturing operations were filmed, broken down, and analyzed. Root causes of machine downtime were rigorously scrutinized. Machine set-up procedures, yard layout, and product staging were also examined. Innovative process improvements were adopted that lowered operating cost by $5.0MM and increased throughput by 8%.

Tom spent a considerable amount of time directing the turnaround of three APG West operating companies: Kevtile, Celsus Pre-Mix, and KCI Manufacturing.

Kevtile - Refocused product strategy and consolidated dealer operations, upgraded sales team, improved plant efficiencies, and eliminated production variance. Took operations from breakeven to $1.9MM profit in one year, $3.4MM in two years.

Celsus Pre-Mix - Improved production efficiency, lowered unit cost, added new product, and expanded distribution. Improved EBIT from $490k to $1.8MM in one year.

KCI Manufacturing - Outsourced truck fabrication, reduced inventory, consolidated operations, and improved preventive maintenance. Boosted EBIT from $370k to $2.0MM in one year.

Like APG South, many of the programs started at Pontiac Aggregates were rolled out to all APG West companies. New safety initiatives rolled out in the West cut historical accident rates in half.

As a result of leadership training successes in APG South, the Diamond Industries APG corporate group developed its own in-house training program. Tom helped to put together many of the training modules. He also taught courses on leadership, recruiting, staff development, and training.

Regional EBIT improved by $5.0MM despite a 2% post 9/11 decline in sales. RONA for the group increased from 10.1% to 16.2%, the largest incremental increase in the six-region architectural products group.

Reason for Leaving

At Diamond Industries, Inc., Tom enjoyed unprecedented success and was promoted three times in eight years. He was responsible for turning around several companies. Eventually, he managed the group's largest region comprised of twelve companies operating out of forty facilities.

In 2000, new management was installed and the culture of the Architectural Products Group changed significantly. Most of the prior administration ended up moving on. By 2003, Tom was

the fifth of six regional presidents to leave. After his departure, he was retained as a consultant to assist Diamond Industries APG with acquisitions and several special projects.

Lynx Building Group ($216MM - revenue)
Dallas, TX - 2003 to 2006
Title(s): Vice President, Corporate Development - 2003
President, Southwest Division - 2003 to 2006

Lynx Building Group is a privately-owned real estate developer and national homebuilder based in Chicago. The company operates in Illinois, Wisconsin, Ohio, Florida, Texas, and Arizona. Tom was hired to lead corporate development and was subsequently promoted to Southwest Division President.

The challenge was to rebuild the management team and turn around operations in a very competitive market. Tom restructured the sales team, launched new product, and added joint ventures, thereby improving sales by 78%. He closed under-performing locations, sold excess assets, and reduced inventory by 8.3%. Purchasing and production were streamlined, thus lowering Cost of Goods Sold (COGS) by 3.7%. At the same time, Selling, General, and Administrative Expenses, (SG&A) was reduced by 12.6%. The combination of these efforts improved EBIT by $3.0MM in two years.

Reason for Leaving

With the start of an industry-wide downturn, Lynx Building Group consolidated its operations under family members. The Texas operations were combined with operations in Florida

under the leadership of the CEO's younger brother. The Division President position in Texas was eliminated in the consolidation.

Excalibur Homes ($116MM - revenue)
Dallas, TX - 2006 to 2008
Title: President, Texas Division - 2006 to 2008

Excalibur Homes is a privately owned real estate developer and national homebuilder based in Memphis, TN. The company operated in Georgia, Tennessee, and Texas. Tom was recruited by the Board of Directors to create a new Texas-based, high-end homebuilding division. The competitive market in Dallas and the industry downturn combined to present a huge challenge.

This was Tom's first true start-up company and he relished the freedom to create a new, ideal organization. He formed a legal operating entity, acquired attractive land positions, established an effective management team, developed a new attention-grabbing product line, value-engineered a cost effective product, created compelling marketing materials, and built trial product under-budget and ahead of schedule.

In preparing the division's strategic plan, Tom developed an interactive financial model to project a five year income statement, balance sheet, and cash flow forecast. This model was subsequently adopted by the corporate parent organization.

Tom was very involved with the sales and marketing of the new product line. He hired and directed the sales staff, prepared competitive analysis, developed marketing materials, coordinated realtor functions, and assisted with the overhaul of the corporate website.

A cash crisis at the corporate parent made it difficult to fund local payables. Consequently, mechanics' liens prevented sales from closing.

Reason for Leaving

The parent company was caught with too much inventory in Tennessee and Georgia. Working capital requirements and the debt burden generated a cash crisis. Management in Georgia was unable to negotiate an acceptable settlement with its creditors and national operations were suspended.

Longhorn Banking Corporation ($2.0 billion - assets)
Dallas, TX - 2008 to Present
Title: Team Leader, Loan Acquisition Group - 2008 to Present

Longhorn Banking Corporation is a Texas-based bank founded by billionaire Arthur Ewing and headquartered in Dallas, Texas. Through its Loan Acquisition Corporation (a Longhorn Banking affiliate) the bank buys individual loans and loan portfolios from different sellers including the Federal Deposit Insurance Company (FDIC), the Small Business Administration (SBA), and numerous private sellers. In the last few months, Longhorn Banking Corporation has purchased over $750MM of loans from failed banks.

Tom was contacted to consult on issues concerning residential construction. This quickly transitioned into a position as an acquisition Team Leader. Tom currently directs a team of securities and loan analysts who devote 100% of their time to analyzing potential transactions. All transactions are reviewed in

detail including validating loan documents and other agreements, considering market factors and business viability, determining lien position, evaluating collateral, and assessing guarantees. Tom and his team present all prospective deals directly to Arthur Ewing.

This experience is challenging and a tremendous growth opportunity. It allows Tom to evaluate many different business models from a variety of industries. In addition, it provides an in-depth exposure to the financing side of the business. He now has a better appreciation of the banker's perspective.

Family

Tom met his wife, Mary, at The University of Texas graduate school of business. After completing their degrees, they married in June 1984.

Mary graduated from Notre Dame University with a Bachelor of Science in Speech. Before attending graduate school, she worked as a Marketing Representative for CXL (computer software), and Sheraton Corporation. At The University of Texas, Mary earned an MBA in Finance. Mary enjoyed a long and successful banking career in the Wells Fargo organization. She retired as a Trust Officer in 1999.

Tom and his wife have been married for twenty-three years and have two sons and a daughter. Their daughter, Alexandra, is a senior finance major in The University of Texas. Their older son, Howard, will graduate from Fort Worth Senior High School in June of 2009. He will attend Texas A&M University and plans to major in management information systems. Their younger son, Erik, is ten years old and will be a fifth grade student in the fall.

Associations, Personal, and Leisure Time Activities

Tom is a member of the national, state, and local Homebuilder's Association. He served for several years on the Development Board for the Duke School of Architecture. He is also a past Vice President of ESCSI (national industry association for lightweight aggregate producers).

His leisure time is spent attending athletic events (including helping with his son's baseball team), taking part in a men's basketball league, chess, and participating in family activities.

RESUME

CONFIDENTIAL RESUME (Still Employed)
TOM FREDERICK
1341Langham Place
Fort Worth, TX 76110
(682) 444-3030
tfrederick@yahoo.com

Chief Executive Officer
Accomplished in driving revenues, growth, and profit improvement

Career Highlights

- Doubled sales from $102MM to $209MM in three years through development of new channels, strategic growth initiatives and successful merger integration.
- Reduced operating costs by $5.0MM via consolidation and innovative process improvements.

- Identified, evaluated, and acquired six companies with $155MM in combined revenue.
- Successfully turned around an under-performing home-builder and four distressed manufacturing companies.
- Recruited, coached, and mentored seven employees who became Presidents of affiliated companies.

Professional Experience

Longhorn Banking Corporation, Dallas, TX

$2.0 billion (assets) privately owned bank. Longhorn Bank acquires individual loans and loan portfolios from different sellers including the FDIC, the Small Business Administration (SBA), and numerous private sellers.

Team Leader, Loan Acquisition Corporation, Dallas, TX

Recruited to consult on issues concerning residential construction; promoted to acquisition Team Leader. Directs a team of securities and loan analysts who devote 100% of their time to analyzing potential acquisitions. Transaction analysis includes validating loan documents and other agreements, assessing market factors and business viability, determining lien position, and evaluating collateral and guarantees. All prospective deals are presented directly to Andy Beal, owner and President of Longhorn Bank. In six months, Longhorn Bank has purchased over $750MM of loans from failed banks.

Excalibur Homes, Memphis, TN - 2006 to 2008

$116MM privately owned real estate developer and national homebuilder.

President, EH Group Texas LLC, Dallas, TX

Recruited by directors to start up a new Texas-based high-end homebuilding division. Directed all aspects of operations including corporate formation, land acquisition, staff retention, product development, and management of purchasing, construction, sales, and marketing.

Reason for Leaving

The parent company was subject to too much inventory and not enough cash, and creditors forced operations to be suspended.

Lynx Building Group, Dallas, TX - 2003 to 2006

$216MM privately owned real estate developer and national homebuilder based in Chicago, IL. The company operates in Illinois, Wisconsin, Ohio, Florida, Texas, and Arizona. Tom was hired to lead corporate development and was subsequently promoted to Southwest Division President.

Vice President, Corporate Development - 2003

President, Southwest Division - 2003 to 2006

- Responsible for rebuilding the management team and turning around the operations of a newly acquired division. Improved EBIT by $3.0MM over two years.

- Restructured sales team, launched new products and added joint ventures improving sales by 78% to $47MM.
- Closed under-performing locations, sold excess assets, and reduced inventory by 8.3%.
- Streamlined purchasing and production lowering COGS by 3.7%, reduced SG&A by 12.6%.

Reason for Leaving

With the start of an industry-wide downturn, Lynx Building Group consolidated its operations under family members. The Division President position in Texas was eliminated in the consolidation.

Heavy Construction Categories (public limited company) (HCC plc.) / Diamond Industries, Inc., Architectural Products Group (APG) - 1995 to 2003

HCR plc. is a publicly traded Glasgow, Scotland based international leader in the construction materials industry with $10B in annual revenues. Diamond Industries is a U.S. holding company with $3B in revenues, the largest manufacturer of building materials and architectural products in North America. Domestic operations are based in Atlanta, GA.

President, Diamond Industries APG West Region
Dallas, TX - 2001 to 2003

- Directed the largest APG region with ten diverse manufacturing and distribution companies, $280MM revenue and 1,350 employees in thirty-five facilities.
- Improved EBIT by $6.0MM (27%) despite a 2% post 9/11 decline in sales.

- Boosted RONA from 14.1% to 18.2%; best performance of six-region architectural products group.
- Consolidated operations to eliminate $2.0MM of redundant overhead.
- Lowered operating costs by an additional $6.4MM and increased production by 10% through innovative process improvement initiatives.
- Cut accident rates in half; best performance in the architectural products group.
- Executed a restructuring and revitalization program for a $40MM roof tile manufacturer with 240 employees.
- Improved from breakeven to a $1.9MM profit in one year; $3.4MM profit in two years.
- Formulated and taught leadership courses on recruiting, skills development and coaching.

President, APG South Region
Atlanta, GA - 1998 to 2001

- Created and led a new APG region with six manufacturing and distribution companies, $102MM revenue and 1,000 employees in twenty-four locations.
- Established and upheld the best safety record in Diamond Industries APG.
- Almost doubled regional sales from $132MM to $250MM while maintaining a RONA over 20%.
- Led the acquisition and integration of three manufacturing companies.
- Directed the design, construction management, and start-up of a new plant; considered the most successful start-up in APG history.

- Combined annual revenue of acquisitions exceeded $67 million.
- Designed and implemented capital effectiveness programs.
- Recruited and developed seven employees who became Presidents with affiliated companies.

President, Pontiac Aggregates
Atlanta, GA - 1996 to 1998

- Assumed leadership of a distressed $32MM, 140 employee lightweight aggregate manufacturing company.
- Orchestrated a dramatic three-year turnaround.
- Improved EBIT from $3.9MM to +$6.4MM; RONA from -12.9% to +22.3%.
- Expanded product line, added new channels and improved distribution resulting in $16MM in sales, or 62% increase resulting in national product leadership.
- Increased output by 25% and lowered unit cost from $17.01 to $13.16.
- Established record production of four years without a lost time accident .
- Rated first in safety among forty-six other Heavy Construction Categories (HCC plc.) companies, groups, and divisions.

Vice President, Development, Diamond Industries, APG
Atlanta, GA - 1995 to 1996

- Coordinated corporate development for a $220MM product group including acquisitions, strategic planning, and special projects.

- Identified, evaluated, and acquired three manufacturing companies; actual results substantially exceeded board criterion.
- Developed and executed plans to construct four Greenfield plants; each came in on time and under budget.

D.W. Alexander
Dallas, TX - 1984 to 1995

Leading management consulting and financial advisory firm based in New York, NY with U.S. revenues of $9.9 billion. Management consultants to top organizational leadership on issues of strategy, organization, and operation.

Senior Manager, D.W. Alexander Consulting
Dallas, TX - 1990 to 1995
Title(s): Manager - 1987 to 1990
Senior Consultant - 1986 to 1987
Associate Consultant - 1984 to 1986

- Directed client teams of up to forty-five professionals.
- Analyzed complex business issues, applied quantitative methods to diagnose problems, and identified and implemented specific solutions.
- Led business reorganization teams to improve marketing and sales, product mix, cost controls, cash management, financing, compensation systems, and asset deployment; representative engagements included Hale Corporation, Wethersfield Communities, Universal Homes, John

Deere, Dallas Fort Worth Bank, Silicon Valley Bank, and Third Republic Bank.

- Identified cost savings and productivity enhancements in supply, distribution, marketing, customer service, finance, work force management and support services; documented $13 million annual cost savings for a $900 million utility in a typical engagement.
- Assessed economic viability of three multi-billion dollar projects.
- Developed, recruited, trained, counseled, and administered the Dallas Business Analyst Program; coordinated the firm's national recruiting efforts at three major universities.

McGregor International, Inc. Houston, TX
1980 to 1982

McGregor International is a $6.6 billion in revenue market leader and worldwide provider of engineering, construction, and project management services to offshore oil and gas developments.

Structural Design Engineer, Houston, TX
1980 to 1981

Tom was hired as a Structural Design Engineer in McGregor's Houston office. Initial projects included the design of a compressor station, flair boom tower, deck extensions, and jackets for offshore platforms. He was a lead engineer on a unique jacket replacement for a storm-damaged structure.

Field Engineer, New Orleans, LA - 1981 to 1982

In 1981, Tom was selected from a pool of over twenty candidates for a one year reassignment to McGregor's New Orleans office. In his new capacity as a Field Engineer, Tom supervised offshore construction and subsea pipeline installations. He was second in command of construction barges with crews ranging from 200 to 350 men. Tom loved to make things happen in day-to-day field operations.

Education

MBA, Finance
University of Chicago, 1984

BS, cum laude, Civil Engineering
University of Texas, 1980

Elected to Tau Beta Pi, Chi Epsilon, and Phi Eta Sigma honoraries.

COVER LETTER

From: Tom Frederick, tfrederick@yahoo.com
Sent: Sunday, May 03, 2009 9:49 PM
To: S982@gilreathsearch.com
Subject: - Title: Investor President & CEO, Dallas, Texas

Dear Mr. Gilreath:

As a company and regional President with Diamond Industries APG Architectural Products, I led the growth and profit improvement initiatives for many mid-sized architectural product companies. I am a Civil (Structural) Engineer with an MBA, and I am based in Dallas.

Implementing innovative process improvements, expanding sales, turning around under-performing companies, and acquiring and successfully integrating complementary businesses are ways I add value. Successes include:

- Doubled building product sales from $132MM to $250MM in three years through new channel development, strategic growth initiatives, and successful merger integration.
- Reduced operating cost by $8.4MM via consolidation, Lean Manufacturing principles and process modifications.
- Identified, evaluated, and acquired six building product manufacturing companies with $155MM in combined revenue.
- Successfully turned around a troubled homebuilder and four distressed building product manufacturing companies.

- Recruited, coached, and mentored seven employees who became Presidents of affiliated companies.

Please give me a call to discuss how my team-focused approach and commitment to excellence can add value to your private equity client's architectural product manufacturing and distribution operation.

Sincerely,

Tom Frederick

CORRESPONDENCE

Example of a Skin in the Game Job Search Update Email

I have another cover letter example from a skin in the game CEO prospect who is updating me on what he is qualified for and would consider. This type of cover letter update and cut to the chase resume could be used to keep in touch with PEGs you have met or have encouraged you to stay in touch. To me, it's short, sweet, and effective:

Hello Jim,

How are you? It has been a while since we last spoke and I am reaching out with two short updates.

I am now considering a short term CEO role with an online media company. I am most interested in a full time C-Suite role and wish to stay on your radar. Below the signature block is my short updated profile. My goal is to have an ongoing leadership role for a media company in the content, licensing, or technology sectors. I would be delighted to learn about your current activity and where my network might be useful to you.

Please let me know what the news is in your world. What is a good time for a short catch-up call?

Warm regards,
Arthur

941- 339-0878
http://www.linkedin.com/Arthur

Company Goals Where I Can Lead

Scaling a company onto a growth trajectory
Raising investment capital
Business development and strategic relationships

Roles Desired

CEO, Executive, or Board role at media, licensing, content, or technology company
Executive role at a consumer or B2B media services company

Core Skills

Creative deal maker for all levels corporate growth and expansion
Leadership at operating and governance levels, public and private
Capital sourcing from extensive network of private equity and VC investors
Growing revenue and business development
Turnaround success at Century Comics and Dorrance Greeting Cards
Executive roles in finance, sales, and operations at emerging growth

Leadership and Experience

Chairman, Malito - software game producer and distributor
Operating Partner, Magnum Capital - VC fund investing in media and software

President and CEO, AG Media Ventures - VC growth and investment advisor
President, DC Comics - raised capital for growth
President and CEO, Millenium Resources - B2B services software provider
EVP and CFO, Hallendorf Enterprises - $51MM cash flow improvement
VP and MD, Tolland Entertainment - worldwide deal maker and business development
VP and GM, Discovery Cable - broadband cable franchising and business scaling

Education

MBA, Beta Gamma Sigma Honors in Finance, Harvard University
Masters, International Fellow, Columbia University
Bachelor of Arts, Phi Beta Kappa, Russian Language & Literature, Stanford University

CFO Hire

Below are the confidential Indiana Jones Bio (IJ), resume, and cover letter exhibits of Ed Garvin, CFO, hired as SITG CFO of MA based Service Industry Machinery Designer and Manufacturer.

N.B. All names of candidates, companies and locations have been changed for confidentiality purposes. Any similarity of fictional names used to actual names of persons, employers and locales is purely coincidental.

Early Background

Ed was born and raised in Waterford, CT. His father (Ernie Garvin) was a nuclear submariner in the Navy until he retired as a Chief Electrician when Ed was in the ninth grade. His father went to work for the Electric Boat Division of General Dynamics after his retirement from the Navy. He commuted to western Pennsylvania and returned home every other weekend throughout Ed's high school years. Ed's mother stayed at home and raised her four children.

Ed was the oldest of the four. His brother, Maurice, earned his BA degree from Harvard University and his JD from UCONN, and is an attorney for the State of Rhode Island. His sister Millie graduated from The University of Bridgeport with a degree in Computer Science. She is the mother of four children and handles the accounting for her husband's IT consulting company, Cloud Systems LLC, based in New Haven, CT. Ed's youngest sister, Carrie, graduated from Yale University with a Bachelor's degree in Communications and received her Master's degree in Education

from Bucknell University. She is the head women's basketball coach at Lehigh University.

Ed has always enjoyed sports and competition and earned a Varsity letter three times each in football and baseball during high school. He was elected captain and was All Conference for each sport during his senior year. His other activities during high school included Yearbook Editor, Boy's State Delegate, National Honor Society, Senior Class Officer, and Altar Server.

He purchased a paper route in the fifth grade and has held some position of employment every year since. Ed graduated in the top 10% of his high school class of 450 students and was awarded the Citizenship Award, among other awards. Ed grew his paper route from fifty papers to 250 papers by the time he sold it in the eighth grade. His high school jobs included self-employment (painting, landscaping, snow removal, and delivery for a florist). He also had a maintenance job for an apartment complex, he umpired, and he interned at IBM in Endicott, NY during his college summers.

Ed went back to Waterford after his college graduation in May 1983 until his General Electric Corporation (GE) position began in December 1983. During that time, he worked for the highway department, taught as a substitute teacher for the junior high and senior high school, and coached football at Waterford High School. At an early age, Ed assumed a lot of responsibility at home with his dad being out to sea and then later commuting to Pennsylvania. As a result, Ed matured quite early and was well prepared for life after high school.

Secondary Education and Other Training

Ed was recruited to play football and baseball by several schools including the Naval Academy, Coast Guard Academy, Union College, Trinity College, and Worcester Polytechnic Institute (WPI). He chose Harvard University, recognizing the advantages it had to offer. His research indicated that the combination of an undergraduate engineering degree with an MBA to follow might be most desirable and a practical use of his quantitative aptitude.

Ed graduated with honors and a B.S. in Business Management and Marketing. His GPA was 3.6 for the four years. Ed financed 90–95% of his education through scholarships, on-campus work-study, and summer employment. In addition to maintaining work-study positions all eight semesters, he participated in the Big Brother program, played baseball freshman year, and football the two years thereafter. He would have played football during his senior year but he had sudden surgery for a hernia during August and elected to not play football and concentrate on his job search.

Ed earned his MBA in 1996 from Columbia University. Other company training he has received includes: GE Financial Management Program (FMP), Effective Presentation, Developing Managerial Effectiveness, New Manager Development Course, Advanced Financial Management Course, Volvo Trucks Total Quality Transformation, Looking Glass Experience, American Flooring Industries, Six Sigma Greenbelt, and Six Sigma Champions Training.

Professional Work History

Ed was recruited by GE for the Financial Management Program (FMP) through the Harvard Career Center and was offered a position to start in December 1983. He targeted GE's training program because he felt the combination of the rotational work assignments and after-hours course instruction would be a great broad and rigorous introduction to the world of business. He also liked the fact that financial managers were trained to become general managers.

FMP Trainee in GE Turbine Division - 1983 to 1986

For the first two years, Ed was in Lynn, MA with the Medium Steam Business and the third year at the Turbine Division in Schenectady, NY. This was followed by six-month rotational assignments through General Accounting (Accounts Payable), Manufacturing Finance, Business Unit Financial Planning and Analysis, and Cost Accounting.

Division Level Financial Planning and Analysis, Project Analysis

The on the job and classroom training developed a solid financial/general management foundation for Ed. Principals such as understanding the details of the business, driving accountability throughout organizations, integrating business/financial processes, integrity of data, engagement of all employees, continuous improvement, teamwork, planning and execution, and clear leadership have served Ed well throughout his career.

Since the rotations were only six months long, Ed learned how to quickly assimilate into new roles, teams, understand the business, and identify opportunities for improvement. Some of the contributions that he was able to make during these training assignments included reducing open credits from suppliers from $330,000 to $75,000, developing an indirect manufacturing expense budget of $70 million, reconciling unfilled orders backlog of $600 million and a contribution margin of $225 million, developing material input budget of $120 million, and developing a mechanized income statement for six consolidated businesses to streamline monthly closing routines.

His performance in the program earned Ed an invitation to join the Corporate Audit Staff. Even though he had targeted the Corporate Audit Staff since his initial research of GE, he had to make the very tough decision to turn it down and pass on the fastest career track. He had just been married and he did not want to be away from home primarily 100% for the next four to five years. Instead, he elected to broaden his experience by going to different businesses within the company.

Senior Auditor, GE Aircraft Engines
Evandale, OH - 1987 to 1988

This assignment would not have been Ed's first choice because it was not a traditional finance role. However, the experience and skills he acquired proved to be invaluable and he appreciated the opportunity. At the time GE was establishing its self-policing/reporting rigor in its government-related businesses as a reaction to the allegations of improprieties at its Aerospace business.

The businesses were having a difficult time attracting internal talent, and the Manager of the Corporate Audit Staff recommended Ed to the Aircraft Engines Auditing team. Ed elected to take the position since the company was very accommodating and offered his wife a position in the business too.

The nature of the work involved accessing employee's allegations of improprieties and determining impact and corrective actions, including employee punitive measures, if the allegations proved true. Besides broadening his knowledge in financial, manufacturing, and quality functions, Ed developed skills in project management, dispute resolution, investigation, presentation to senior management, and leadership. His operational and financial reviews included areas such as government contract cost charging, employee incentive plans, quality, disbursements, and inventory systems.

Some of Ed's key findings were a $3 million contract overcharge due to improperly documented overhead rates, a petty cash fraud of $250K involving plant and vendor personnel, and a flawed employee incentive plan resulting in hundreds of thousands of improper payments, including those to the Plant Manager and Finance Manager. Ironically, the Finance Manager was the individual that had recommended Ed for the Corporate Audit Staff (CAS) based on his review of Ed's performance during a CAS pilot assignment. That particular experience of Ed having to expose his former manager reinforced his ethics to always do what is right and not compromise his values.

Financial Analyst, Commercial Operations, GE Plastics
Pittsfield, MA - 1988 to 1990

Based on Ed's auditing performance, he was able to pursue promotional opportunities after only sixteen months and elected to gain experience with Sales and Marketing. In this role his primary responsibilities were to prepare and analyze budgets, forecasts, and actual results for sales and standard margins ($1.9 billion sales), base costs ($45 million), and distribution costs ($80 million). He provided leadership for two employees. Ed's key contributions included the development of mechanized monthly sales reports, providing more efficient and accurate reporting of results, performing financial analysis in support of $1.5 billion Borg Warner Chemicals acquisition, and the integration of the Borg Warner data and processes into GE. In addition, he was acting Manager of Finance, Commercial Operations, and provided leadership for six employees for six months until the position was filled.

The acquisition and integration of a new business was a great learning experience for Ed. One critical lesson he learned was to make sure one understands the importance of the go to market function for any acquired business. Most of the Borg Warner sales force was let go and GE tried to just add the Borg Warner products to the group of products sold by its own existing sales force. However, relationship selling was a critical basis for selling the Borg Warner (commodity type) products, and GE struggled to retain customers as a result of its decision to let most of these relationships evaporate.

Sr. Financial Analyst, Manufacturing Div., GE Appliances
Louisville, KY - 1990 to 1991

Having acquired commercial experience, Ed went to GE Appliances to gain manufacturing experience. GE Appliances, at that time, had been typically staffed with home grown talent, but the company was looking to infuse some new perspectives and ideas into the business. Ed welcomed the opportunity to go and work in Dick Bowman's (VP Manufacturing) organization. Dick was recognized as a very good leader and had been asked personally by Jack Welch to go to Louisville and optimize the manufacturing costs.

Ed prepared and analyzed operating budgets, estimates, and actual results for a Manufacturing Division with $2.7 billion of costs, 15,500 employees, and eleven plants (nine US, one Canada, one Mexico). Products manufactured included washers, dryers, ranges, refrigerators, freezers, and dishwashers, while microwaves and room air conditioners were sourced from foreign suppliers. Ed provided leadership for three very senior employees (two men and one woman). Through his strong leadership he was able to raise the performance of this team resulting in a promotion for Donald Stapleton to the Dishwasher Plant.

Key contributions made by Ed and his team were automating and streamlining estimating/budgeting processes resulting in elimination of one man year of effort and identifying $1.8 million of reimbursement from the state of Kentucky for costs related to the development and implementation of employee skills training. This position enabled Ed to gain significant experience cultivating relationships and building credibility with multiple plant managers, controllers, and senior leaders of the division.

Plant Controller, Dishwasher Plant, GE Appliances
Louisville, KY - 1991 to 1992

Ed was promoted to Plant Controller and provided financial leadership and controllership for a plant with $325 million costs and 1,450 employees. He had direct leadership for four finance employees including two long tenured Appliance gentlemen, and a Financial Management Program (FMP) trainee. He performed analysis resulting in closure of a $22 million production facility generating $8 million annual savings.

Ed developed financial reporting packages with emphasis on root cause analysis, productivity drivers, and process improvements resulting in $1 million annual reduction in overtime and doubling productivity. Controllership was tightened through improved communications and increased discipline.

Ed focused on developing his leadership skills to elevate the performance of his finance team and help turn around the plant's declining performance. He identified gaps in the team's skills and developed individual improvement plans for each member. He communicated clear requirements for his vision for a value added business integrated finance team. These actions helped moved the team to a higher level of performance. Ed also simplified presentation of analyses to plant staff to increase their understanding of plant costs.

Ed was able to establish credibility with the plant staff early in this assignment despite being the bearer of bad news. Members of the manufacturing team had completed a "Work Out" session, just prior to his arrival, and identified a project to save $2.4 million annually by bringing production of wire racks back into

the plant. Shortly after assuming the role, Ed realized that this level of savings was not going to materialize. Working with his finance team he discovered an error in the analysis of the "Work Out" team and the real savings would only be $1.6 million. He quickly communicated the savings shortfall to the Plant Manager by laying out the flawed original analysis and the correct analysis side by side. However, Ed also had his team identify opportunities to try and make up the shortfall. The finance and manufacturing teams worked together to identify initiatives to make up $0.5 million of the gap.

Manager, Programs and Productivity, GE Appliances
Louisville, KY - 1992 to 1993

The GE Appliances management team wanted to implement site productivity/profitability capabilities. Ed was asked to lead this effort and to oversee the capital budgeting process ($210 million) as well. Per the words of his manager, "Ed took on a new unstructured position with inadequate staffing (one FMP) and no systems support. Through extremely long hours, a diligent focus on details, and facilitating compromises from the four product line Finance Managers, Manufacturing, and Customer Service, Ed has implemented site productivity/profitability capabilities." During this assignment Ed analyzed the sales and costs for all the product lines. Two recent college graduates (one female/one male) rotated through the FMP assignment, and Ed enjoyed helping them establish a strong, broad foundation of analytical skills.

During this assignment, Ed continued to be courted by a former GE Plastics manager, Bob Gross, to join him at Volvo Trucks. Volvo had lost money nine out of ten years and at the time was owned by Porsche. Bob was the head of finance for the Sales,

Marketing, and Parts and Service organization. He wanted Ed to join him as his understudy and contribute to the turnaround. Bob had been pursuing Ed soon after his arrival at Volvo, but Ed had not really given Bob's offer much consideration until the last few months in his current position.

Ed decided to leave GE and join Volvo because he was excited by the prospects of a broader leadership role and the challenge of trying to turn around the performance of a widely recognized branded product. Bob also agreed to get Volvo to sponsor Ed for an Executive MBA program and pay all the costs if he was accepted into such a program in the future. Ed's intent was to apply to Columbia University because it was within driving distance of Bethlehem, PA.

Assistant Commercial Controller, Volvo Trucks
Bethlehem, PA - 1993 to 1995

Ed's major responsibilities included truck pricing, margin analysis, budgets and forecasts, expense analysis and control, and customer billing for the Sales and Marketing Division (included Parts and Service). This division employed over 800 people with $70 million annual expenses and generated sales of $1.1 billion for the full year 1992 through direct sales to 300 distributors worldwide. The operating loss for the full year 1992 was $141 million. The Executive Vice President for Sales and Marketing, Mike Gregory, gave day-to-day control of pricing to the Finance department. Bob Gross gave Ed the responsibility for the pricing and approval of deals that went through the distributor channels. In addition, Ed worked with the marketing group and Regional Sales VPs to strategize the price points that they would target.

The commercial elements to the turnaround plan were the following:

- Implement product and channel profitability analysis by customer to understand where pricing and margin was by dealer
- Develop targeted market segments by customer where Volvo products commanded a premium or were more competitive
- Implement pricing strategies for the various products, channels, customers, etc.
- Implement discipline to define customer requirements and pro-actively price the total package
- Establish timely reporting and analysis to drive accountability and execution

Ed really enjoyed this general management type role and working with the internal teams of people in marketing, sales, and customer fulfillment, and the external teams of dealers to drive the volume, price, and mix improvements needed to get Volvo back in the black. Ed led efforts to develop partnership type relationships with the dealers to collaboratively identify mutual winning opportunities.

Another interesting component to this role for Ed was trying to develop a self-directed work team for the custom billing organization. The individual that had been leading this group was very autocratic and resistant to change. He had created a lot of animosity between his long tenured team of six women and two men. Bob eliminated the leader's position and asked Ed to assume leadership for this group and see if he could create a self-directed work team. One of the joys of Ed's career was seeing this team

shine once the individuals were asked to contribute their ideas and were given responsibility to make decisions.

Ed feels the keys to unleashing their potential were establishing his credibility as a leader by trying to understand the processes and issues first, taking an interest in each one as an individual and demonstrating that he wanted to help them succeed, attempting to eliminate barriers, and letting them develop a plan of corrective action and process improvement. Each of them was reenergized with Total Quality training they were provided. Ed gave them some formal training and informal coaching to assist them along the way. The end result was that Ed was able to decrease the operation from eight to six at the time volumes were increasing 40%. The two displaced individuals were reassigned within the company. The change in attitude of the team was so noticeable that they were recognized and asked to present their results to the top 100 leaders of the company.

Executive Director Commercial Operations, Volvo Trucks, Bethlehem, PA - 1995 to 1998

Ed was promoted to Bob Gross' position when Bob moved into a product GM role. In addition to his previous responsibilities, Ed assumed all of truck pricing (retail as well as wholesale and all of international sales), parts pricing, capital planning, and controllership for seven company-owned retail dealerships (five US and two Canada).

In addition to his increased leadership responsibilities (twenty employees in total organization), Ed's strategic role was expanded. He worked much more closely with Mike Gregory, the members of Mike's staff, and the CEO's staff. More of Ed's time was spent

structuring and closing national account deals, large domestic regional fleet deals with the distributors, and more complicated international deals, providing the commercial implications for capital budgeting projects, and developing sales and marketing programs with Volvo staff and members of The Associates, (Volvo's financing vendor partner). Ed's direct reports included Manager of Truck Pricing (Joe Kern), Manager of Parts Pricing (Bruce Scott), Finance Manager company-owned dealerships, Co-Work Leaders of Customer Billing (Don Smith), Financial Planning & Analysis (FP&A) Leader (Jack Cook), and Special Projects. The experience of leading such a diverse team of individuals contributed to the development of Ed's leadership skills.

Ed continued to drive process improvements. He led the development of an automated means to produce an order backlog profitability analysis by region, specification, and customer.

The above information was important because Volvo had backlogs which ranged at times from six months to eleven months. By knowing the margin on the books, Ed and the team could more aggressively and strategically price their new business. Ed led a cross functional "Work Out" team to reduce lead times. His team produced pricing books to enable Volvo to increase its speed to market with new pricing or specification features.

VOLVO SUMMARY

- Sales grew from $1.2 billion in 1992 to $3.0 billion (annualized) estimated for 1998
- Volume contributed $1.4 billion of the increase, and price/mix contributed $300 million and an average of

$50 million/year with price and mix each accounting for approximately 50%

- The operating loss of $151 million in 1992 was reversed and grew to an estimated operating profit of $160 million in 1998
- At least $150 million of the $300 million improvement can be directly attributable to increased prices that the team was able to achieve through the improved processes, communications, accountability, and execution that were implemented

Being part of the Volvo team was very rewarding for Ed. The team worked hard and well together and Ed enjoyed being part of an organization that had a real esprit de corps amongst the team members. However, Ed needed to leave Volvo to pursue other career growth opportunities. The CFO role was the only financial position that was of interest to him at Volvo, but Porsche was not going to put an American in that role.

Ed might have entertained trying to move cross functionally in a Product Line GM role, but the majority of the commercial team that he most respected, as potential mentors, had followed Marc Gustafson (he became President and CEO of North America in 1996) to Volvo Trucks in Raleigh, NC. Ed had offers to go to Volvo Trucks but decided to pursue other opportunities outside of the trucking industry.

Director, Operations Analysis, American Flooring Industries
Pittsburg, PA - 1998 to 2000

Ed was recruited to American Flooring by the executive recruiting firm of Korn Ferry out of Chicago. Other recruiters had put him in front of Reynolds Aluminum and 3M Company at the same time. He pursued American because he believed the company gave him the best long-term opportunities to match his interests. American had just purchased Tandem Polymer (hardwood flooring company in Detroit) and DKM (linoleum and sports flooring company in France and Norway) in the summer of 1998.

The intent was for Ed to take this position in the Controller's department and establish a more rigorous and consistent operating rhythm between corporate and the various business units, assist in the financial integration of the two acquisitions, and support Investor Relations and the Controller's group in producing the MD&A for the company.

After this initial assignment, which would be a great way to learn about the company and establish relationships, it was intended for Ed to advance into M&A or Treasury. The plan excited him as M&A and Treasury were areas of interest. However, plans changed. During late 1999, asbestos claims related to a pipe insulation business the company sold in the 1960's started increasing at an alarming rate and all M&A activity was ceased. Having accomplished the three objectives of this role, Ed's manager, Neil Carter, suggested that Ed move into the Flooring Division since M&A and Treasury were not going to be options in light of impending chapter 11.

Ed had concerns about the position he was being asked to take.

1. It was not a growth position in terms of responsibilities.
2. The operational and financial teams appeared to be dysfunctional.
3. Business performance had deteriorated.
4. Business results were significantly worse than estimated.

Items two and four would not have concerned him as much if he were being placed in the CFO role and could more directly drive the changes needed. He did take the role with his rationale being that he would be in a better position to get the CFO role for the Flooring Division once he had experience in the business.

GM Finance, Residential Products American Flooring Industries
Pittsburg, PA - 2000 to 2001

Ed provided financial leadership for Sales and Marketing for a $550 million flooring business. He implemented reporting for product, channel, and customer profitability to drive strategic planning and improve forecasting capabilities. Through these efforts Ed and his team increased the integrity of the financial data, integrated financial functions, and educated financial and commercial personnel on business metrics. Ed's direct impact in this role was to generate $3 million savings through tightening pricing controls and identifying $4 million distribution cost savings by providing line of sight to "real" actual costs.

GM Finance, Americas, American Flooring Industries
Pittsburg, PA - 2001 to 2005

The Flooring Division was comprised of the hardwood business ($1.0 billion sales) acquired in 1998, and the original American vinyl and laminate business ($1.0 billion sales). Ed was given full financial responsibility (P&L, balance sheet, and cash flow) for both the residential ($600 million sales) and commercial ($400 million sales) businesses that made up the vinyl and laminate businesses.

Direct responsibilities now oversaw finance managers, credit and collections, personnel and plant controllers, plus dotted line responsibilities for general accounting. During these four years, Ed's team was comprised of approximately thirty people and was roughly 50% men and 50 % women. Ed was indirectly the leader of several general accounting personnel too. These individuals were critical to some of the specific accounting, closing, and reporting activities for Ed's team, but they reported directly to John Fischer, Worldwide Controller for Flooring, as their responsibilities included other businesses.

Ed and John developed a good working relationship to identify the appropriate accounting actions for the business despite the awkwardness of the matrix organization at times.

During late 2000, the President and the CFO of Flooring were both removed from their positions. Thus, Ed's intuition that the CFO position would be available relatively soon after his move to the Flooring Division was correct. He had not anticipated that the President would be replaced too. The new President had previously been the President of American's Building Products

Division and he brought his CFO (Don Lenahan) with him. Don and Ed had developed a great relationship from their experience working together when Ed held the Director of Operations analysis role. Shortly after Don joined the Flooring Division, he gave Ed full responsibility for the vinyl and laminate businesses. In addition to these responsibilities, Ed helped Don integrate the hardwood and vinyl/laminate businesses and assisted him with the European businesses ($260 million in sales).

After six months the new President left for a position with American Standard; former GE employee Chad Gerber replaced him. The "political" dynamics became quite interesting. Chad was a former financial officer and much younger than Don. Initially Don resisted Chad's style that was more aggressive, direct, quick to judge, and less personal than Don was accustomed to. However, with Ed's assistance, Don quickly became a fan of Chad's business savvy and sense of urgency.

Ed was able to quickly help Don understand Chad's perspective and implement the business metrics and operating rhythm rigor that Chad desired. Although Ed did not work for Don, he did know Chad from the days they both worked at GE Aircraft Engines. Since Ed preceded Don and Chad into the Flooring Division, he was able to objectively identify for them areas that were broken and needed to be fixed in the business.

The impact of a significant number of new hires from outside the company and the rate of turnover of these individuals increased the importance of understanding the "political" dynamics that impacted the flooring organization. The Flooring Division's efforts to assimilate many new external hires coming from very different corporate cultures was consistent with the company's

direction as a whole. The cultural change was accentuated because the vinyl and laminate markets were shrinking, and tough strategic decisions needed to be made to maximize results for these product lines.

Chad Gerber and Don Lenahan, just like Ed, were able to objectively see the sense of urgency of the issues facing this business.

The market for the vinyl and laminate products declined 12% and there was significant erosion in the product mix over Ed's four years in this position. The factors driving the declines were consumer preferences shifting to wood and ceramic products, and the improved performance and appearance of the lower priced vinyl products. Other significant pressures facing the business were high raw material inflation and the unfavorable exchange rate for the euro (currency for source laminate products).

During the four years, with the help of Ed's innovation and persistence, the team:

- Realized manufacturing cost productivity increased 3% to 4% annually
- Reduced SG&A costs
- Rationalized the manufacturing footprint to reduce manufacturing costs-$50million annually
- Identified alternative suppliers for laminate
- Implemented price increases of $25 to $30 million
- Developed a plan to reduce investment to increase ROC from 12% to 20%

Some of Ed's innovation and leadership skills included developing the financial reporting rigor to identify the profitability

and ROC by product, channel, and customer. He also engaged the business leaders to identify the corrective actions required to offset the volume and mix declines and higher costs of materials and labor needed to produce these results.

Chad Gerber left American in the summer of 2003 and was replaced by a long term American Flooring employee. Don Lenahan remained as CFO until early 2005 and since he had earned the support of the CEO, was able to continue to drive the actions needed with the new President of Flooring. Although Ed is proud of the results the team was able to achieve in the vinyl and laminate segment, he admits he stayed in the position probably about two years longer than he would have preferred. Why did he stay? He had the chance to control provisions and retention payments given to him which enticed him to remain in the business despite the uncertainty of the company's future as a result of chapter 11.

The company had a reorganization plan to emerge from chapter 11 within three to four years. However, as the company moved into the sixth year, Ed felt the opportunity to do something new far outweighed the continued wait for the change of control provisions to maybe materialize into something of value. Also, with the departure of Chad and Don, the cultural challenges were not worth the battle anymore to him.

The new CFO of American brought in Ben Elliott to replace Don Lenahan. Ed recommended to Ben that the finance team should be restructured so that one individual had the responsibility for all the product lines. Vinyl, laminate, and hardwood would all be integrated under one finance leader. Ed recommended that this organizational structure would better align Finance with the rest

of the business team's structure and improve the efficiency of the financial support to the President and his team.

Ed's peer for hardwood (Tim West) had only been in his position for one year, so Ed recommended that Tim be retained. Brian was very supportive, and actually implemented all of Ed's organizational recommendations, even offering Ed a severance package. Ed knew that he would get a year of severance per the chapter 11 terms, and he was anxious to pursue another personal growth opportunity.

Shortly after starting his transition, Ed discovered he needed hernia surgery. As a result, he decided to take care of some personal business, have his surgery, recuperate, spend some time with his family and enjoy the holidays for the balance of 2006. He also took that time to explore some entrepreneurial opportunities presented to him. Ed passed on these opportunities because they would not have offered the scale of business or the peer stimulation that he desired. He also passed on the opportunity to be CFO of a private equity owned truck parts manufacturer after his due diligence left him with doubts about the company's potential.

GE Working Capital Solutions Manager Business Planning and Analysis, Equipment Services, Trailer Fleet Services (TFS) and Mobile Office Trailers Philadelphia, PA - 2005 to 2006

During the holidays of 2006 a friend of Ed's at GE Money in Atlanta referred him to the CFO (Mike Harris) of GE Equipment Services, Trailer Fleet Services (TFS) and Mobile Office Trailers. In early 2007 Mike set up some exploratory interviews for Ed. The business was comprised of two segments, Trailer Fleet Services ($500 million in sales) and Mobile Office Trailers ($500 million in sales). Mobile Office Trailers was in the midst of a turnaround and was openly being shopped to potential buyers. Trailer Fleet Services had been a very cyclical business and a relatively newly formed team was trying to implement a strategy to invest and grow. Although this would not have been the GE business Ed would have elected to re-enter the company, he decided to take the position for the following opportunities:

- The offer of senior level management structure and the applicable benefits that could accrue with his continuity of service could prove to be quite lucrative.
- To be able to add value quickly to both businesses and re-establish himself within the company.
- To get GE financial services experience.
- The potential to quickly land the CFO position at this location or be promoted to another business within a couple of years.
- The potential to gain divestiture experience.
- To experience GE again and assess his long term interest in the company before relocating his family.
- Leverage GE business unit CFO experience if Ed decided to leave GE.

At the time, Ed and his wife, Louise, desired to stay in Levitton, PA, through the high school graduations of their two children. Those two children are now juniors in college. With limited opportunities in Levitton, this commutable GE position in Philadelphia was a nice professional and personal balance at the time to satisfy Ed and Louise's short-term goals.

In this position, Ed implemented consistent, comprehensive, efficient business metrics, and improved coordination between business functions. He performed financial analysis in support of the $975 million sale of Mobile Office Trailers to Reese Corporation whose majority owner is Callahan Capital. Ed also led the development and implementation of a Transition Services Plan that enabled the sale of Mobile Office Trailers to occur, and generated $4 million of revenue for GE. Ed worked closely with Norma Rogers, the Controller for GE TFS/ Mobile Office Trailers, increasing the rigor of the accounting for both businesses as well as driving the financial activities and due diligence related to the sale of Mobile Office Trailers.

From a leadership perspective, Ed was able to reduce the size of his organization in this role from nine to six by elevating the performance and efficiency of his team through training and coaching individuals, and identifying innovative processes. The three reductions were accomplished through the promotion of Joan Arnold to GE Energy, the resignation of Larry Gordon to join a Dallas real estate business, and the promotion of one of his Genpact (the Joint Venture partner company in India) employees.

Joan had become frustrated during her first two to three years with the company. She was not getting the training, responsibility, and experience she had hoped for when she joined right out of

college. Ed took an interest in her development and she was given broader responsibilities and more stimulating projects to enable her to gain her promotion. Larry had been an employee with the company for less than a year, but he had approximately nine years of experience in government agency positions previously. Shortly after Larry was hired, his hiring manager had resigned and the position was not filled for approximately nine months until Ed was hired.

Larry informed Ed that he had been very frustrated due to the lack of leadership that he had been given and was not sure that he would continue at GE. Ed recognized that Larry's experience was probably not best suited for his GE role, but Ed took an active role in developing Larry despite knowing he probably would leave the company relatively soon. Showing such an active interest in Larry's development later played a role in helping Ed to gain credibility quickly with other TFS members. Ed enjoyed contributing to the growth of Joan and Larry and seeing the professional excitement return to them regardless of any impact on his own career.

CFO, GE Working Capital Solutions (formerly Equipment Services), Trailer Fleet Services (TFS) and Mobile Office Trailers
Philadelphia, PA - 2007 to 2008

After the sale of Mobile Office Trailers the costs for TFS needed to be reduced to offset declining volumes of the business, and due to the sale of Mobile Office Trailers, there was less revenue to leverage the cost of the support functions. There were back office synergy related gains when the Mobile Office Trailers and

TFS businesses were integrated. The sale of Mobile Office Trailers eliminated these synergies.

During spring 2007 and summer 2008, Mike Harris gave Ed the opportunity to be the Finance Manager for TFS or to pursue other opportunities in GE. He preferred to move to another business, and he identified him as available for promotion in the fourth quarter of 2007. Mike Harris, Norma Rogers, the Controller, and the Finance Manager for TFS all resigned during August 2007. Ed was named CFO and given a retention plan of $100,000 to stay until January 2009 when Mike officially resigned and moved to Cigna Corporation.

Ed had a great leadership experience in this tough CFO role. He had to gain the confidence of the remaining finance team to stabilize the organization, restructure the financial responsibilities due to the resignations, increase the level of financial analysis, and integrate the business into a new GE Division (GE Capital Solutions). These accomplishments were achieved while developing a viable long-term strategy for a business whose operating income run rate turned negative in third quarter 2007. With Ed's leadership the team developed the correct operating metrics for the business and determined that the existing business was not a viable GE model. The management team recommended that the business should either be sold or the company should exit all product lines except Operating Leases.

The Finance team totaled forty-five when Ed assumed the role and eventually declined to forty-three. His direct reports had responsibility for Accounting, Tax, Accounts Payable, Auditing, Marketing/Pricing Finance, and Financial Planning and Analysis. Half of the employees were in India and were part of the Genpact

supplier. One particular leadership example that Ed was proud of was his development of Charlie Dunn. Charlie had spent most of his career in other companies in accounting roles, but in his few years at this GE business he had moved into FP&A.

Charlie's challenges were to develop his operational analysis skills, to identify business issues, and to improve his diplomacy in engaging and supporting his operating teams. The other obstacle Ed confronted was a very sensitive and personal situation that Charlie was experiencing. Ed decided that before Charlie could be written off, he had to be given a fair shake and provided the coaching and training in the skills that would be required of him to meet expectations. Ed delivered the clear expectations to Charlie, initiated his coaching and training, and then transitioned the responsibility for his continued growth to Matt Kelley once he was comfortable that Matt could handle this role.

Ed prepared the detailed financial backup for his divisional leaders at the time, David Miller, CFO GE Equipment Services, and Donna Ray, President and CEO GE Equipment Services. Donna and David, who were both GE Company Officers, attempted to negotiate the sale of the business to Ellis Leasing, owned by Berkshire Hathaway, Inc., and an ex-GE TFS employee who had private equity backing. GE did not want to absorb the loss that would have resulted from the offers received from both of these parties. As a result, the exit strategy was implemented. Under this plan, TFS was re-aligned under GE Capital Solutions, and Ed's new manager agreed to allow him to look for other opportunities.

The opportunities within GE Financial Services for someone at Ed's level, and his little GE Financial Services experience, were very limited. Other GE business units had also started reducing

staff or implemented hiring freezes. Ed's new manager quickly learned that the pessimistic profit projections for 2009 were driven by the retirement and early sale of operating leases during 2008. As a result, the manager asked Ed to assist him in some strategic planning in exchange for a retention and severance package.

Ed's desire was to leverage his experience in a smaller organization anyway. He wanted an opportunity to be part of a management team with responsibility for the growth of a standalone business. He wanted to find a business that had real opportunities for growth after spending the last eight years in shrinking environments. Ed agreed to the terms of his manager as he wanted to leave the business in the best shape possible. The severance would give him some extra cushion as he pursued his next career move.

QRS Associates - 2009 to Present

Ed had brokered the deal to leave GE right before the economy tanked in 4Q. In the spring of 2009, he was contacted by QRS Associates about a CFO position with a home builder in greater Philadelphia. Although he did not pursue the position, Ed's relationship with QRS led to interim CFO and consulting assignments as a 1099 employee.

Ed's strategy was to gain experience with a private equity portfolio company and as a result either turn the interim assignment into permanent roles or build his experience until the right situation presented itself.

Since May 2009, Ed has had full-time assignments, except for August and September each year in 2010 and 2011. His strat-

egy is working as he has had three private equity portfolio company experiences. The other two assignments with pharmaceutical companies provided him with more project management and supply chain experience. The Presidents of both private equity companies where he was the interim CFO wanted to hire him, but the particular businesses did not meet his desires. He also had a great offer to be the CFO of a $160 million textile private equity portfolio company, but he had to make the tough decision to turn down the opportunity as he could not convince his family to move to Richmond, VA. His third child, a daughter, was a sophomore in high school at the time. Commonwealth Investment Partners has inquired about his interest in some of their companies, but the geographical locations were not doable.

Interim CFO, CCK Technology, Inc.
(formerly Excelsior Technology, Inc.)
Quincy, MA - May 2009 to January 2010, January 2011 to May 2011, October 2011 to Present

In May 2009, QRS Associates engaged Ed as the CFO for Excelsior Technology, Inc., then a $30 million mechanical systems manufacturer, with 25% production at a Chinese facility. Initially, the President wanted Ed to focus on developing an automated pricing system. However, Ed suggested to the President, Ronald Helms, that there was a severe deficiency in understanding the manufactured costs, so time would be better served in first straightening out the cost accounting, systems, and financial reporting. Once the costs were really understood, then the business could invest the time in automating the pricing system.

At the time Ed began his tenure, the company was facing the challenge of restructuring the business as it was starting to

feel the effects of the country's economic pain. Despite lack of clarity in the costs, Ed had to convince the President that he needed to reduce costs by 30% and not 15% - 20% as he originally thought. Although there was a pretty sophisticated ERP system in place, including a standard costing system, there wasn't the financial leadership in place to provide the proper reporting and analysis and maintenance of the system. There was also a lack of controllership for the Chinese operation. Further manufacturing costs were not accurate.

Ed worked with the Controller and the IT person to interpret the cost accounting system. Fortunately, the previous owner before the sale to Royalton Investment Partners in 2008 still had thirty days remaining of part time support to the business. Ed was able to capitalize on the owner's time available before the selling date to understand other applications of the company's IT system

The Controller and IT individuals didn't have the analytical experience needed by Ed to accelerate the work needed to be done, so Ed rolled up his sleeves and developed clarity to the flow of costs. This work included the difficult task of mapping and understanding the Chinese cost accounting practices. Difficult because the English used by the Chinese was very difficult to understand, and Ed didn't know Chinese. So late night "Go to Meeting" sessions were utilized with the Chinese HR manager acting as translator. Ultimately, Ed was able to understand what they were doing and validated that there were significant gaps in the process.

As a result of understanding the real cost accounting practices and implementing rigorous analysis of other costs, Ed

was able to implement a financial reporting package. The package included:

- MD&A tied to business performance
- Develop credibility between the business and Royalton Investment Partners
- Improve credibility of business forecasts
- Educate business leaders on the economics of the business
- Educate all functions on the use of the ERP system
- Improve credibility with TD Bank

In addition, Ed was able to develop an Excel based customer and product profitability model. This model was also able to calculate the changes in contribution margin from period to period between selling price, sales mix, and cost change. Although Ed's gut feeling was that decreasing selling prices and sales mix were the biggest drivers to the declining performance of the business, the model was able to validate this position with actual price and mix declines by product and customer. Roland Helm's view, prior to the availability of this data, was that there was a variable cost problem.

A permanent CFO was hired. At the time Ed left, the EBITDA margin percentage had increased to 25%. The new CFO remained in place for ten months and resigned in September 2010. Roland Helms called Ed and asked him to come back, but Ed had just started a new project. After Ed completed his project in January 2011, he returned to Excelsior Technology.

When Ed returned to Excelsior Technology, he found the momentum that he had built had stopped. A majority of the enhancements had not been maintained, most of the ideas for

future enhancement had not been acted on, the Chinese processes had not been corrected, and the previous Controller had been let go in the spring of 2011. In addition, the company had been challenged with the integration of a new acquisition in early 2011 and had just closed on a new acquisition.

Ed was able to reinstitute the financial discipline, further enhance the analytical rigor, streamline processes, and educate the new Controller (Tony Brent) and new CFO hire of April 2011 (Mick Pastek). In October, Ed went back to Excelsior Technology (now CCK Technology) to further assist Mick and fine tune his understanding of some of the systems and processes.

Financial Consultant, Barnett & Wight Ltd.
North Branford, CT - January 2010 to April 2010

Royalton Investment Partners had an investment in Barnett & Wight, and Peter Reed and Mike Fenster recommended to Zaid Aman, the majority owner of Charter Oak Equity, that Ed would be a good one to help them with Barnett & Wight. The company was a $50 million consumer packaging label manufacturer that was growing significantly. Charter Oak Equity wanted management of the company to produce greater visibility of the product profitability to help enable them to make better pricing decisions in the face of the strong demand. Management also desired to have better visibility to the in-process inventory and the rate of scrap.

Ed found that there was an MRP and not an ERP system in place. The CFO, Tim Evans, was relatively new and was still learning the system. Ed first had to understand the current system by working directly with the MRP provider Label Traxx and

different functional employees of Barnett & Wight. Once Ed learned the system, his first strategy was to try and work with Label Traxx to see if the system could accommodate building up the Work in Progress (WIP) inventory and release to finished goods and cost of goods sold. He reached out to other label manufacturers that used Label Traxx, and they all shared their frustrations that although the system was very good for MRP, they didn't get the inventory/cost of goods that they needed. Ed took this input and developed a presentation for Label Traxx that it was in their best interest to enhance its system. However, they passed on the opportunity.

Having learned from his experience at Excelsior Technology, Inc., Ed chose to pursue this modeling exercise in Access instead of Excel as he learned the database manipulation was much more efficient in Access. He learned Access on his own and built a sophisticated cost accounting database for the company. The database included the WIP build up, finished goods, and cost of goods sold. As a result of the database, the company could produce customer and product profitability analysis and analyze the change in contribution margin from period to period. Included in the modeling was the live interaction from the MRP data into Access, formulas to calculate the number of labels produced, formulas to calculate the amount of natural waste produced, and with supplementary machine operator data, the number of good and bad labels produced.

Processes were documented and personnel were trained on the use of Label Traxx. System enhancements were identified, including the future purchasing of equipment to interface the counts of good and bad product from the machine counters

directly into Label Traxx, and also bar code/scanners to produce more timely and accurate reporting of inventory.

After Ed completed the project, Barnett & Wight eventually hired an analyst whose responsibilities included maintaining and further developing Ed's work. Sometime after the analyst was hired, Tom Evans asked Ed to come back and spend a few days with him to share some insights.

Business Process Consultant National Drug, INC.
Smithtown, NY - May 2010 to July 2010

Ed was part of a three person team of Qualitative Research Systems (QRS) Associates, including Karen Katz, to review and recommend improvements to the Supply Chain organization and processes at National Drug, US. The work included interaction with individuals of all levels across all functions of the company, facilitating cross functional working team meetings, and reporting out to senior management team.

CFO, US Truck Body
Salem, IL – 2010 to 2011

Ed became Interim CFO of the US Truck Body, a $115 million truck body manufacturer, when the former CFO resigned after only ten months. The President's priorities for Ed were to take the lead in the implementation of a $17 million revolver with PNC Bank, manage the cash position until the revolver was in place, develop an operation plan for 2011, and implement customer and product profitability.

The cash management turned out to be quite challenging as the company made a significant pre-season buy of snowplows and the invoices came due. Ed managed through the crisis by developing detailed cash receipts and payment forecasts with the Controller and negotiating directly with suppliers until the revolver went in place in late December. The implementation of the revolver went smoothly with Ed as the point person with PNC Bank and the outside attorneys. An operating plan was developed in an accelerated timeline and presented to the board.

During his short time there, Ed was able to dive into the cost accounting system and develop in Access the database to produce customer/product profitability analysis and key manufacturing operating metrics. He was also able to improve the analytical skills of the Controller through his mentoring and coaching.

Interim CFO, CCK Technology, Inc.
(formerly Excelsior Technology, Inc.)
Quincy, MA - January 2011 to May 2011
See CBT Technology description previously 5/9 2009

Business Process Consultant, Laurel Pharmaceuticals
Hagerstown, MD - June 2011 to August 2011

Ed was asked by QRS Associates to assist in a project to develop an Order-to-Cash transition plan to move activities from a third party to Lupin Pharmaceuticals as at $400 million this US division of an Indian company had outgrown its service provider. Initially he was one of three QRS resources on the project but one resource was re-assigned after a couple of weeks. The project leader left the country with two or three weeks remaining and Ed assumed the lead in presenting the final product to the customer.

The project entailed working with all levels of the organization across all functions to identify the current processes, current work products, mapping the work flow required for the in-house activity, identifying new roles and responsibilities, and developing a timeline for transition activities. During the course of the assignment it was discovered that a Systems, Applications, Products (SAP) implementation from February 2011 was still not right. As a result, the project scope broadened to include an SAP correction plan and resulting SAP/other systems requirements for Order-to-Cash transition to ensure successful implementation to support new processes.

Interim CFO, CCK Technology, INC.
(formerly Excelsior Technology, INC.)
Quincy, MA - 2011 to Present
See CBT Technology description previously 5/9 2009

Personal Data

Ed married his wife, formerly Louise Collins, in 1986. Louise graduated from Hanover College in 1984 and she is also a graduate of GE's FMP program. Louise continued to work outside of the home until they had their first of four children in 1989. Since then, Louise has been a stay-at-home mom and an active volunteer for many school programs and activities. Their oldest son is a junior at West Point Academy and majors in Public Policy. He also plays on the basketball team. One daughter, a junior at Rutgers University, is pursuing a nursing degree. She is participating in the Navy Reserve Officers' Training Program (ROTC) for which she hopes to earn a partial scholarship. The youngest daughter is a senior in high school and has accepted a partial academic/athletic scholarship to attend Boston University

where she intends to major in nursing and play field hockey. Their youngest son is an eighth grader.

Despite his busy work schedules, Ed has always been active in community activities. He has been active in coaching youth sports (soccer, basketball, and baseball) for the last seventeen years. He has also pitched batting practice to the high school team, when available, on weekends and later evenings. He has been a Parents Teachers Organization (PTO) treasurer for an elementary school and has participated in the Knights of Columbus. Ed enjoys exercising and prefers competitive activities such as tennis, pickup basketball, and golf. He also jogs.

RESUME

Edward R. Garvin, Jr.
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Executive Profile

Senior Financial Executive, with public divisional and private equity CFO experience. Proven record of success diagnosing and solving strategic problems related to commercial, manufacturing, distribution, financial, and service operations. Skilled at working with teams to grow revenues, optimize costs, and develop talent. Consistent and measurable achievements in:

Selling Price Strategy and Execution	Return on Capital and Cash Flow
Product and Channel Profitability	Strategic Planning
Cost Productivity	Business Processes Integration & Improvement

Financial skills and managerial acumen developed through GE's Financial Management Program (FMP) and enhanced by Columbia University MBA. Leadership skills developed through diverse corporate cultures of GE, Volvo Trucks, American Flooring Industries, and multiple private equity companies. Breadth of experience includes:

Planning & Analysis	Project Management
Financial Reporting	Sales & Procurement Negotiations
Controllership	Asset & Risk Management
Treasury	International Operations

M&A	Investor Relation
Working Capital Management	Board & Banking Relationships
Operations Management	

Professional Experience

QRS Associates LLC
Philadelphia, PA - 2009 to Present
Provided interim CFO and business process improvement consulting services.

Business Process Consultant, Laurel Pharmaceuticals, Inc.
Hagerstown, MD - 2011
A $400MM US subsidiary of $1.4B Singapore Limited headquartered in Singapore, China.

- Developed Order-to-Cash transition plan to move activities from third party to Laurel Pharmaceuticals, including SAP implementation.

Interim CFO, US Truck Body, Inc.
Salem, IL - 2011
A $90MM truck body manufacturer and distributor; a portfolio company of LMF Partners.

- Led implementation of $17MM revolver with Bank of America.
- Developed cost accounting methodology and analysis to implement manufacturing cost operational metrics and identify product and customer profitability.

Business Process Consultant, National Drug, Inc.
Smithtown, NY - 2010

- Identified Supply Chain process and organizational structure improvements for US Division of Swiss owned pharmaceutical company.

Financial Consultant, Barnett & Wight Ltd
Hartford, CT - 2010

- Developed and implemented cost accounting system and customer profitability model for $50MM consumer packaging label portfolio company of Charter Oak Equity and Royalton Investment Partners.

Interim CFO, Elliott Technology
Quincy, MA - 2009 to 2010 & 2011

A $35MM mechanical systems manufacturer; a portfolio company of Royalton Investment Partners.

- Identified $400K bank covenant shortfall and $900K corrective action plan driving EBITDA percentage to sales improvement from 9.2% to 25.4%.
- Developed customer and product profitability analysis to drive US and China manufacturing strategies.

GE Working Capital Solutions, Trailer Fleet Services and Mobile Office Trailers
Philadelphia, PA - 2006 to 2008, Chief Financial Officer 2007 to 2008

- Provided strategic direction, operational analysis, and controllership for a $500MM trailer equipment leasing, rental, and services business.
- Developed and implemented restructuring plan to increase Return on Equity (ROE) from 3% to 20+%

through exit of unprofitable product lines, reduction of costs, and lower investment.
- Restructured and elevated financial analysis and business acumen of Finance and Operating teams, including twenty-two finance employees in India.

Manager, Business Planning and Analysis
2006 to 2007
- Provided strategic direction and operational analysis for a $1B equipment leasing, rental and services division.
- Led execution of transition services agreement and sell side financial due diligence for sale of Mobile Office Trailer business, a $980MM transaction.

American Flooring Industries, Inc.
Pittsburgh, PA - 1998 to 2005

General Manager Finance, Americas - 2001 to 2005
- Provided strategic direction, operational analysis, and financial leadership for a $1.0B flooring division.
- Developed plan to increase return on capital from 12% to 20%.
- Produced consistent 3% to 4% annual productivity ($15 - $20MM per year).
- Achieved 3% average annual price gains ($25 - $30MM per year).

General Manager Finance, Commercial Products
2000 to 2001
- Provided financial leadership for $600MM flooring business segment.

- Identified $4MM of distribution cost savings through improved financial analysis.
- Implemented improved pricing analysis and controls to achieve $3MM annual savings.

Director, Operations Analysis - 1998 to 2000

- Provided financial consolidation and analysis for $3.4B Corporation.
- Led Operating/Strategic planning processes.
- Integrated financial organizations and business processes for two acquisitions totaling $1.3B sales.
- Developed and implemented consistent business metrics across divisions of $3.4B Corporation.
- Provided analysis for investor relations calls and wrote MD&A for quarterly and annual publication.

Volvo Trucks, Inc.
Bethlehem, PA - 1993 to 1998

Executive Director, Commercial Operations
1995 to 1998

- Provided financial leadership for Sales, Marketing, and Parts and Service for $3B truck manufacturer.
- Established terms and negotiated sales closure for new truck deals up to $100MM.
- Increased Operating profit to $160MM gain from $150MM loss.
- Improved truck pricing discipline resulting in $25MM annual selling price gains and 3% margin increases while market share improved from 11% to 12.6%.

Assistant Commercial Controller - 1993 to 1995

General Electric - 1983 to 1993

Manager, Programs and Productivity, GE Appliances
Louisville, KY - 1992 to 1993

Manager, Dishwasher Mfg Finance, GE Appliances
Louisville, KY - 1991 to 1992

Senior Financial Analyst, Mfg. Division, GE Appliances
Louisville, KY - 1990 to 1991

Financial Analyst, Commercial Operations, GE Plastics
Pittsfield, MA - 1988 to 1990

Senior Auditor, GE Aircraft Engines
Evendale, OH - 1986 to 1988

FMP, GE Power Systems and GE Installation Services
Lynn, MA and Schenectady, NY - 1983 to 1986

Education and Training

MBA, Columbia University, New York, NY 1996
BS, Business Management and Marketing
Harvard University, Cambridge, MA 1983
Financial, Leadership, and Total Quality courses, including Six Sigma
GE, Volvo Trucks, and American Flooring

COVER LETTER

Greetings Mr. Gilreath:

I am submitting my cover letter and resume regarding your "skin in the game" CFO search S#993 for the PA sweet goods manufacturer, owned by your private equity client. After reading the job specifications and listening to you summarize what your client is seeking, my experiences as an interim CFO for three private equity companies should be an excellent fit.

Concerning the "must haves", my capabilities include the development of metrics around labor reporting and ingredients/material reporting and tracking profitability by each product line, customer, and distribution channel profitability.

I personally developed return on capital models utilizing Excel 2003 and 2007, as well as Access 2007. My analytical skills include working with Sales/Marketing teams at Volvo Trucks in driving sales increase from $1.1B to $3.0B while improving market share from 11% to 12%.

The key to running the business both operationally and strategically is to have the best "fact based data" to analyze current performance and assess potential growth opportunities. In most cases I have personally developed rigorous reporting, systems, and financial management. The benefit is being the right hand sounding board to the President in working with his team to identify the short-term and long-term initiatives to improve the

business performance. I look forward to meeting you to discuss your CFO search. Best wishes.

Cordially,

Ed Garvin

VP Operations Hire

Below are the Indiana Jones Bio (IJ), resume, and cover letter exhibits of Jim Thorne, a skin in the game VP Operations hire.

N.B. All names of candidates, companies and locations have been changed for confidentiality purposes. Any similarity of fictional names used to actual names of persons, employers and locales is purely coincidental.

Confidential Indiana Jones Bio of Jim Thorne, hired as skin in the game VP Operations for an old established Pennsylvania sweet goods manufacturer.

Early Background

Like my older brother and sister, I attended public K-12 schools in Hartford, Connecticut. My father was an engineer in a machine tool company and my mother stayed at home until college expenses drew her back into the work force. Besides Little League and school sports, my main developing talent was in music. I played trumpet solos in school concerts. In high school, I played first chair in the All-State orchestra and band. I was president of the band, senior editor of the yearbook, and a member of the National Honor Society. Following graduation, I played in an orchestra with students from top music schools. By then my mind was fixed on becoming an engineer and then a plant manager.

College and Army

The only college I applied to was Georgia Tech, which was also my father's and cousin's alma mater. The work at Georgia Tech was much harder than anything I'd ever experienced. However, this academic rigor is where I learned how to really apply myself at the tasks at hand. Upon turning eighteen, I registered for the draft as the law required. A few months later, I was reclassified 1A. Having watched other students being drafted out of school, I signed a commitment to ROTC which allowed me to finish college before entering the service. In the start of my senior year, having become disillusioned with Electrical Engineering, I changed my major to Industrial Engineering, a field I didn't even know existed before college. As a result, I was required to take a second junior year.

While at Georgia Tech, I was commander of the military fraternity, a Distinguished Military Graduate, the drum major of the band, president of the band fraternity, and the recipient of the A.J. Garing award for four years of exceptional band service. At the end of my last quarter, I passed the eight-hour Engineer-In-Training exam, the first step toward becoming a professional engineer. The summer before my senior year, I was fortunate to be one of six students selected nationwide by Kimberley Clark to be a summer engineer. I spent the summer in their Irving, Texas plant which produced Cottonelle, Kleenex, Viva, and Scott branded products. After graduation the following June, I accepted their offer to become a Process Engineer. With a two-year military commitment looming, I left Kimberley Clark after six months with the understanding that the position would be available for me upon my return. I then reported for active duty.

Following the active duty officer branch training, most of my classmates received orders for Vietnam or Korea. I was assigned to be Executive Officer of a training company at Fort Jackson, South Carolina. My main responsibility was to run a 400-man company of transient enlisted men during their Military Occupational Specialty (MOS) training prior to permanent unit assignments. After a year, I was promoted to First Lieutenant and appointed Battalion S-4, where I was personally responsible for $3,000,000 worth of equipment being used by 2,400 men. By the time my two year enlistment expired, I was determined to get an MBA. Still single, my plan was to live at my parents' home in Hartford, Connecticut, and attend The University of Bridgeport on the GI Bill. After a few weeks at the university, I revised my plan, sought a full-time job, and moved my graduate school classes to nights.

Work History

Curtiss Candy

As the junior Industrial Engineer at a Curtiss Candy plant in Bronx, New York, my first assignment involved using a stopwatch and clipboard to find ways to improve the company's sanitation during the third shift. Subsequent work included setting standards, monitoring efficiency, generating cost reductions, planning new products, and other fundamental industrial engineering work. It was here that I started to learn how factories operate. After a year, I was promoted to Industrial Engineering Manager with a subordinate engineer and administrative assistant. My duties expanded to include budgeting and staff accountability for cost improvements.

Within two years, I had finished my MBA and achieved Professional Engineer registration. Further, I was promoted again. My new position was Corporate Industrial Engineer based in mid-town Manhattan. I worked on multi-plant projects, managed cost improvements for the three-plant company, and led a blue-ribbon task force to launch a new product line. When the new launch was approved, I was transferred back to Port Chester and promoted to Plant Production Manager. The launch was successful. Unfortunately, the product was not successful, due to its inherent stickiness which was deemed acceptable by our president, but not by consumers. I supervised two levels of managers and supervisors in the 300-employee, non-union plant, producing hard candy, mints, and molded cough drops. After three years, our production was moved to the new plant in Michigan. Like most of the workforce, my own position was eliminated. I was offered a staff position in New York, but I wanted to run a plant, not be on staff. I found a new position at Pepsi in nearby Purchase, New York.

Pepsi-Cola

My first position at Pepsi-Cola Bottling Group was Industrial Engineering Group Manager. My main purpose was to write and implement a nationwide cost improvement program. A month later, when I presented the program to the VP Manufacturing, he asked me, "If we do this, how much will we save?" I was sort of prepared for the question. I replied, "Three million dollars." He said, "Go do it." The program started pretty well in some areas, and less well in others, but after three months, it became clear we weren't going to make $3,000,000. Clearly, I had to do something. I headed to the plants. After meeting with the managers at a plant, I spent the rest of the day with each of them individually, observing and recording all the cost improvement projects they had done.

Then I flew to another city and did it again the following day. I went to twenty-four cities in twenty-six days, and returned with a suitcase full of information. Two weeks later, I visited each plant again, this time in twenty-seven days with 110 transferable cost improvement ideas, including pictures, stories, and contact information. Enough interest and improvements were generated that we achieved savings that first year of $7,500,000. The next year, we added an additional $10,500,000 in improvements.

It was during this time that I met my wife, Sara. We learned together about the transient Pepsi culture when I was transferred to Buena Park, California to be Production Manager at one of the highest volume plants in the system. Coinciding with the 1984 Los Angeles Olympics, the demand exceeded our capacity. We ran that union plant from January to December without ever shutting down for more than an hour and a half (every day, for sanitation). By the end of the year, we had shattered previous records for production and profitability. The lesson I learned here was how to manage assets and schedules for maximum throughput over a sustained period of time. My Pepsi days ended when the new Western Division Manufacturing Manager arrived, intent on replacing the current staff with people he knew from Pepsi's Purchase, NY headquarters. I held on longer than most in a position created for me, but the future was dim. Alternatively I found a position at Anheuser Busch in St. Louis.

Anheuser Busch

Anheuser Busch owned and operated its breweries, but marketed its products through independent distributors. My role was to develop distribution strategies and facility plans for the distributors on a pay-for-service basis. In less than a year, I

completed projects with seven distributors and developed a system that helped the department become more productive. Nine months after joining Anheuser Busch, I was contacted by Jim Grogan, the former Engineering Director from Curtiss Candy, whom I greatly admired. He told me he was with a new company called Lark Confections in Chicago. He said, "Come up and let's talk." When I discussed the Lark opportunity with my Anheuser Busch Director, he agreed it was a good move for me and wished me well. We parted on good terms.

Lark Confections, North America

Jim Grogan was the Senior VP of Operations at this new $600 million corporation formed through acquisition of four smaller confections companies. The challenge was to become competitive with the largest and best in the industry. Appointed Vice President, Manufacturing Services, my job was to help develop the Operations Strategic Plan. I've often thought of this experience as my "PhD in Operations". We developed, presented, and implemented a five-year, $80,000,000 project that reduced the plants from eight to five, reengineered processes, modernized plants, improved quality, reduced the workforce, and saved $21,000,000. The affected plants were closed with three years' notice to employees. One plant was a large Teamsters plant in Chicago's west side. We redirected the employee teams there from working on projects like cost reductions and quality improvements to subjects like English as a second language, and personal financial planning. We inserted an outplacement center in the plant. That plant ran well during the entire run-out period, even earning OSHA's highest award for safety improvement.

At Lark Confections, I also led the employee involvement/ continuous improvement program, product change control, maintenance management improvement, Sales and Operations planning, stock keeping units (SKU) rationalization, and others. Ultimately, the top line growth tailed off with the decline of the lucrative baseball card business. One or two at a time, all senior management was replaced. Eventually, the company was sold to Hershey.

Anecdote: two years after announcing the plant closing and one year before the end date, two nearby plants owned by different companies closed after misleading their employees regarding the security of their jobs.

Neighborhood activists, including our plant, erupted over angry protests which occurred without warning. The next day, the plant manager and I met with the protest leaders at the plant. The group included a leader from People United to Save Humanity (PUSH), the bishop of the neighborhood church association (very powerful in the area), the head of Chicago's union organization a real estate re-developer, and one young man who was connected to neighborhood street organizations. I explained why the company made its decision, that it wasn't changeable, and all the things we were doing to help the people in their coming transition. Then I suggested we work together, pooling all our contacts, to try to find a party to buy the facility and keep it alive, producing something, and continuing to employ people. They agreed, and we operated without interruption or interference until the planned closing. (Ultimately, their involvement did not help. I eventually worked through a broker and sold the facility for $2,500,000.)

Lane Goodwin

After Lark, I met the new VP Engineering of a national uniform rental company, who asked me to help him modernize their 100+ industrial laundries. I also met the head of project planning for Lane Goodwin, an engineering and architectural consulting firm. I put the two companies together and stayed on as project manager. While at Lane Goodwin, I also led or participated in projects with other diverse clients including Coca-Cola (worldwide) and a large lumber operation. During this time, I learned that consulting was not my dream. Always being the outsider did not appeal to me; I missed being a part of a team. I was also on the road 90% of the time. When the opportunity to be VP Manufacturing at Foster Foods, a Chicago-based candy company, appeared, I moved on. It offered the work I liked, higher salary, and it allowed me to be at home again. Similar to Anheuser Busch, I discussed the opportunity with my supervisor. He wished me well, and we parted friends.

Fabulous Brands

When Greg Ross, CEO at Foster Foods, hired me to run four candy plants in Chicago, he told me the company might be acquired soon by a group forming a new, large candy company. Because of my Lark experience, I was okay with that. I went to work, building teamwork and improving productivity in the Chicago plants, when, sure enough, we were acquired by Fabulous Brands along with three other companies two months later. I was moved to the new corporate headquarters to run seven plants. The challenge here was to form a functioning company from disparate parts while meeting day-to-day demand. We had non-communicating ERP systems, different business cultures,

mismatched similar products, redundant capacities, and we were trying to achieve "one order, one shipment, one invoice." In a company with 4,000 SKUs, the task was not for the faint of heart. In nine months, I installed plant management teams in each plant and instituted 24/7 operations.

A great deal of my time was spent ensuring orders were shipped complete and on time. Also, through weekly plant manager meetings, individual coaching, and occasional large group meetings, we started to develop a corporate culture centered on core principles and participation. Unfortunately, the new Fabulous Brands CEO, from a totally different industry, terminated the experienced candy sales managers and general managers, including my former boss, Greg Ross. Within two years, with declining sales and growing investor discontent, managers were replaced, and the company was eventually acquired by Nabisco.

Joy Snacks

Greg Ross recommended me for the position of VP Manufacturing at Joy Snacks, a $180 million family-owned snack foods company in South Chicago. The owners were rebuilding after a successful turnaround. (Remarkably, through a strange series of events, Greg Ross soon became CEO of Joy Snacks.) The 500,000 square foot plant had between 300-750 union employees, depending on the season. Technologies included powder blending and packaging, liquid pasteurizing and packaging into flexible film, and aseptic blow/fill/seal bottling. During my eight years in the company, we added liquid pouch filling, dry mix desserts, and line extensions.

My initial scope included production, maintenance, engineering, quality, planning, procurement, and distribution. By the end of the first year, when the full extent of the work needed in the plant was evident, and when both manufacturing complexity and quality requirements were increasing, the supply chain functions were reassigned to alleviate my duties in order for me to focus in the plant. We ran incompatible products alternately on the same equipment; allergen and non-allergen, Kosher and non-Kosher, sugar and sugar-free. Then we became a registered drug manufacturer requiring higher level regulatory oversight. This company was on the FDA's highest watch list for years with never a failed audit or recall.

It was at this company that I was able to complete a comprehensive program to achieve and maintain a highly productive plant after starting from a weak position. I selectively replaced weak managers, supervisors, and leads. We carefully chose their replacements, some from the outside, and some promoted from within the company. We selected operators and mechanics, and implemented comprehensive training programs. We revised incentive systems. We implemented and relentlessly performed preventive maintenance. We revised incoming, in-process, and finished product quality checks and migrated from QC to QA. We raised and maintained the level of housekeeping and facility appearance. We applied 5S in batching, greatly improving the reliability of that critical area. One of the results was a 30% productivity increase in the largest department, enough that when we acquired a competitor, we could take in its production and close the unneeded satellite plant.

When we acquired the dessert mix business, we reengineered/simplified the process and brought it into our plant, once again

closing the acquired operation. As a result of all the improvements, safety, quality, cost, and workforce morale all improved. After eight years, we had achieved substantial improvements and had a strong, well trained management team in place. When sales growth slowed, with no acquisitions imminent, the owners decided to run day-to-day operations themselves. My position and Greg's (CEO) were eliminated.

Interim Resources LLC

A former Sales VP from Fabulous Brands, impressed with the progress we made there, recommended me to Interim Resources, a boutique senior executive interim management/consulting firm, for a project they were starting. For nine months, I was part of a small team at a $260,000,000 snack food operation in North Carolina. The owner wanted to exit the business, but had run into a potentially fatal quality issue. Our first task was to recover from a failed Walmart quality audit. We had less than thirty days to correct seven critical failures and prepare the plant (400,000 square feet, 300 non-union employees) to pass the re-audit or face losing 35% of its business. The facility and organization were poor.

My partner and I led the recovery personally on the floor and through the plant staff. We cleaned and upgraded the facility, reassigned management, established SOPs, trained the employees, and passed the re-audit. Within the next three months, we were audited twice again by Walmart, and also by the FDA, State, and County. We continued to improve yields and costs. Then, with a very short lead time, we successfully developed and launched a new product for a multi-national retailer requiring installation of new lines. Within a year, the business was sold for a multiple higher than targeted.

Anecdote: after our third re-audit, we had earned Walmart's trust. One morning I received a call from Walmart's head of private label quality. She was in our part of the state with two regional managers and would stop by in a couple of hours to show them "what a good plant should look like." With no additional preparation, we hosted their plant tour and received compliments.

Anecdote: during our work, it became clear the production manager had to be removed. He was a hard-working, intelligent, nice man, but he was not effective in his role. After discharging him, I was able to help him in modest but tangible ways in his job search. Four years later, we still remain in contact, and he continues to look for ways to return the favor.

While performing this interim assignment, I was contacted by a recruiter searching for a VP Manufacturing for the nation's largest private label juice supplier. The interim work was substantially complete. I helped source and train my replacement. George Livos, the Interim Resources executive leading our team, understood and supported my move, and to this day we remain friends.

Super Juices, Inc.

As VP Manufacturing and Engineering at this $670,000,000 private company and leading supplier of premium private label beverages in North America and around the world, we provided complete product development from concept to store aisle in state-of-the-art manufacturing facilities. My first task was to improve plant productivity. Recent sales success had driven all five plants to add staffing to run 24/7 to try to keep up. Unfortunately, capacity limitations and variations in demand in the thousands of SKUs

produced forced the plants into more frequent changeovers and shorter runs. Since many employees were new, the experienced operators were required to work considerable overtime. Morale in this non-union workforce was already low due to the company's historical top-down culture. To try to maintain service rates, products were increasingly produced in remote plants and then shipped long distances to the underserved markets. The whole picture was a perfect storm of rising costs, declining service rates, and poor morale.

Recovery came from focusing on productivity. Personally leading teams of operators, supervisors, and support staff, uptime and yields in the highest priority areas were addressed. As the teams gained skills, I withdrew, leaving plant staffs to lead their own recovery. Getting and using timely, relevant data, the effort naturally led to three fundamental activities: assigning employees to positions that best aligned their skills with each position's requirements; training operators, line teams, and supervision; and improving and sustaining preventive maintenance. Quality, safety, housekeeping, and sanitation were inevitably drawn in and addressed. In addition to the work of the teams, some managers, supervisors, and leads were changed functionally. As productivity improved, the scope widened to include scheduling, materials management, and upstream operations.

Within a year, four of the plants were operating on five-day schedules, generating an annual labor saving of $6,000,000. The one remaining seven-day plant was the most productive of all, and remained on 24/7 due to its market's high demand – a very good situation for the company. Since each plant was now supplying its own market, annual inter-plant freight costs were reduced by another $6,000,000. New savings continued to be realized

as additional issues were addressed and upstream improvements were accomplished. Improved productivity also increased capacity, enabling additional business and new products, so the top line grew while inventories were reduced. Naturally, since savings fell directly to EBITDA, their effect multiplied when determining the ultimate value of the company.

After eighteen months, the plants were running well but Quality needed help. We were trying to become SQF certified, and the project was over budget and over schedule. (SQF is an internationally recognized food safety and quality system.) Responsibility for the plants was transferred, and I was assigned to Quality, plus three other tasks:

1. Continue management of Engineering
2. Develop and implement a company-wide employee involvement/continuous improvement program aimed at strengthening the culture
3. Set up a joint venture in China

I reorganized the Quality department leadership and implemented a Quality Strategic Plan, focusing on the important long-term and short-term priorities. I set up Super Juices Way, our own internally-developed program combining elements of Total Quality Management (TQM), kaizen, workout, lean, Six Sigma, and others. Finally, I coordinated development of a joint venture with the largest beverage supplier in China. Within eighteen months, all plants were SQF certified to Level III (the highest level). Super Juices Way was active in all locations with a steering team headed by the CEO, dozens of employee teams, and over forty trained employee facilitators. A joint venture company was set up in Hong Kong with its first subsidiary up and running in Shanghai. In 2010, Super Juices was acquired by Premium

Beverages, Inc. My position was one of many eliminated in the transition.

Personal and Family

Sara and I now live in Syracuse, New York. A University of Miami graduate, she has been a stay-at-home mom as well as a full-time employee in accounting, retail, education, and insurance. We lived in a far northwest suburb of Chicago for twenty-three years where we raised our two sons. Today, our oldest son is a Graphic Design student at Syracuse University and lives with us. Our second son is studying Architectural Science at Columbia University.

My outside activities have always been subject to business and travel constraints. I was active in the boys' organizations when they were growing up. For several years, I was a Village Trustee and headed Planning and Zoning. A few years ago I learned to fly, but gave it up since it took too much time. Recently, gym membership has been my most frequent activity.

RESUME

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Manufacturing & Operations Executive

Core Strengths

- Operations improvement - cost, quality, and service
- Employee involvement / continuous improvement
- New product development
- Acquisition integration
- Food, beverage, and related

Experience

Vice President: Manufacturing, Quality, Engineering, Change Management Plant Manager, Production Manager, Senior Consultant, Industrial Engineering Group Manager

Branded and private label, public and private, union and non-union

Methods

Principle-centered leadership, Six Sigma, Lean Manufacturing, TQM, TPM

Professional Experience

Super Juices, Inc., Syracuse, New York - 2007 to 2010
VP Quality, Engineering, Change Management
2008 to 2010

VP Manufacturing and Engineering - 2007 to 2008

- Recruited to improve manufacturing in $670 million private label juice and beverage company.
- Subsequently reassigned to improve quality and implement other initiatives. Super Juices was acquired by Premium Beverages, Inc. in 2010.
- Improved productivity 30% across five plants in eighteen months. Maintained output while reducing from 24/7 to 24/5 through reorganization, training, maintenance, and leadership. Saved $12 million.
- Reorganized quality department, achieved SQF 2000 Level III certification in all plants, developed and led quality strategic plan. SQF is a globally recognized food safety and quality program.
- Created and implemented employee involvement/continuous improvement program. Established structure, trained forty-one leaders and facilitators, and led corporate steering team. Saved $1 million.
- Set up a joint venture company in China to provide private brands beverages to major international retailers

Interim Resources LLC, Chicago, Illinois
2006 to 2007
Interim Manufacturing Executive Hire

- Commissioned by leading senior interim executive firm to rapidly improve failing operations at a $260 million private snack food company. Resulting turnaround positioned the firm for sale above targeted multiple.
- Recovered from failed quality audit, preventing imminent loss of company's largest customer.
- Designed, installed, and operated new manufacturing lines for major international customer.

- Reduced costs $1 million in nine months through improved maintenance and production management.

Joy Food & Beverage Company, Chicago, Illinois
1998 to 2006
VP Manufacturing

- Managed manufacturing, quality, maintenance, engineering, planning, and distribution for $200 million food, beverage and pharmaceutical company. Technologies included powdered desserts and beverages, pasteurized liquid form/fill/seal packaging, aseptic blow/fill/seal bottling, and liquid pouch filling.
- Improved productivity 30% on main lines through reorganization, training, and maintenance, creating enough new capacity to close an acquired plant. Saved $1 million per year.
- Led Lean Manufacturing, Six Sigma, and 5S programs which reduced changeover time 75%, yield losses by $650,000, and strengthened the most critical manufacturing operation.
- Developed three new manufacturing lines for new products, including pharmaceuticals.
- Integrated manufacturing of $20MM, 150-SKU dessert mix acquisition into existing operations including process improvements and $4MM capital.

Fabulous Brands, Chicago, Illinois - 1996 to 1998
VP Manufacturing

- Recruited to direct four plants as VP Manufacturing at Foster Foods. Two months later, upon acquisition by Fabulous Brands, moved to corporate staff to integrate and direct seven plants.

- Reorganized seven plants, selected plant managers and staffs, integrated supply chain and instituted 24/7 operation for new $600MM confectionery company in nine months.
- Improved productivity of major product line 67%, saving $1.3 million annually.

Lane Goodwin Engineers, Atlanta, Georgia
1995 to 1996
Senior Operations Consultant

- Brought together a 135-site industrial laundry company and a 4,000-employee architectural and engineering firm and then led the resulting reengineering project.
- Performed site visits, conducted design seminars, and applied Lean techniques.
- One of a three-man team that achieved strategic alliance status with $18 billion soft drink manufacturer.
- Led consulting team at world's largest hardwood processing operation.

Lark Confections, North America, Springfield, Illinois
1987 to 1995
Vice President, Manufacturing Services

- Number two operations position in newly-formed $600 million confections company. Recruited by a former supervisor/mentor to help develop and implement operations strategic plan.
- One of three on executive team that developed $80MM, five year plan to integrate, modernize, and consolidate plants from eight to five. Led implementation teams, negotiated with civic and government groups, and managed sale of idled assets.

- Reduced costs $21MM, increased productivity 40%, and improved quality.
- Led employee-involvement/continuous improvement process. Savings averaged $4MM each year. Scope extended to procurement, plant maintenance, and SKU rationalization.
- Created and led system to manage new product implementation and product changes in 4,000-SKU firm.

Anheuser Busch, St. Louis, Missouri - 1986 to 1987
Senior Consulting Engineer

- Designed distribution systems and facilities for independent distributors.

Pepsi-Cola Bottling Group, NY and Los Angeles, CA
1981 to 1986
Plant Production Manager - 1984 to 1986
Industrial Engineering Group Manager - 1981 to 1984

- Developed and managed 24-plant, nationwide cost improvement program, saving $7.6MM in first year, and an additional $10.4MM in second year.
- Managed 24/7 production in $4 million case plant for eleven months leading to record profit.

Curtiss Candy/ J & J, Bronx, NY and Skillman, NJ
1973 to 1981
Plant Production Manager - 1977 to 1981
Industrial Engineering Manager - 1973 to 1977
US Army, Fort Jackson, SC - 1971 to 1973
Battalion Staff Officer - 1972 to 1973
Company Executive Officer - 1971 to 1972

Education

Georgia Institute of Technology, Atlanta, Georgia, Bachelor of Industrial Engineering – 1970

University of Bridgeport, Bridgeport, Connecticut, Master of Business Administration - 1975

Professional Engineer, Connecticut - 1975

COVER LETTER

Dear Mr. Gilreath:

Enclosed is my resume for your "skin in the game" VP Operations Search #991 for an Old Established Pennsylvania Sweet Goods Manufacturer posted on Gilreath Consultancy's website.

After reviewing your detailed VP Operations job description, I believe I could "land on my feet running" in that position. I have a BS in Industrial Engineering and an MBA.

I am experienced in processing food items and have a good understanding of ingredients in supply chain as it relates to bakeries in general.

I have over twenty years in progressively more responsible manufacturing, supervisory, and managerial positions with experience in strategic planning and budgeting in companies with $60M-$100M+ in sales.

I am experienced in supply chain management, operational principles, and FDA regulatory compliance.

I am hands-on having been responsible for assuring gross profit margins are maintained in accordance with approved guidelines. I have reduced ingredient costs regarding waste and scrap by 25% and monitored for over scaling and adjusted accordingly.

I constantly track specific operational metrics (KPIs) used to report the performance of the business to the CEO and keep tabs on specific progress against company and key individuals' performances.

I am experienced at overseeing multiple locations and successfully integrating acquired businesses and realization of operating synergies and benefits. I take pride in the fact that I have recruited and retained highly qualified subordinates whom I monitor but let do their jobs. The VP Operations compensation range is acceptable and the Equity Purchase Plan is the opportunity I have been seeking.

I look forward to speaking with you about this position. Thank you for your time and interest.

Cordially,

Jim Thorne

VP Sales and Marketing Hire

Below are the Indiana Jones Bio (IJ), resume and cover letter exhibits of Mike Hartman, a skin in the game VP Sales and Marketing hire.

N.B. All names of candidates, companies and locations have been changed for confidentiality purposes. Any similarity of fictional names used to actual names of persons, employers and locales is purely coincidental.

Confidential Indiana Jones Bio of Mike Hartman, hired as skin in the game VP Sales and Marketing for Texas specialty furniture designer, manufacturer, and distributor.

Early Background

Mike is a Central Texas native born and raised in the small community of Lubbock, Texas. He comes from a long line of German immigrants whose hard work, honesty and dedication were their hallmarks. His father worked as a Controller at Johnson Mining in Freemont, Texas and provided the family with a comfortable upbringing. One of the most defining moments of Mike's young life was when his father sat him down just before his sixteenth birthday and explained that if he wanted to have clothes, a car, a college education, or anything else, Mike would need to work in order to pay for it himself. He arranged an interview with the local Alway grocery store and the rest was up to him. Mike did well on the interview and worked for Alway stores for almost ten years while supporting himself through high school and college.

Mike is proud of the fact that he was able to pay for all of his expenses along the way, but especially for his college education.

It was trying at times, but he found the experience to be self-liberating and also a tremendous source of independence. He also supported himself during this period as a professional musician, playing a steel guitar in a country band. His regular week consisted of working up to forty hours at Alway, playing music Friday and Saturday nights, along with attending college full-time at The University of Houston. This schedule left little time for anything else. Mike successfully managed each of these diverse requirements of his time and graduated with a true understanding of the challenges that face individuals both now and in their later years.

Mike's Professional Career

Sysco Corporation

Shortly after his graduation from The University of Houston, Mike's first professional job opportunity came with Sysco Corporation, Houston, TX, one of its 283 food service distribution locations. Sysco Corporation is well known as an industry leader in the supply and distribution of grocery, tobacco, health and beauty aids, and non-food products to the Convenience Store Industry, Supermarket Chain Stores, and Member Club Stores.

Mike was honored to be selected into the prestigious Careers in Professional Leadership (CPL) Program at the start of his career with Sysco Corporation. This highly competitive and challenging training program was envisioned by the company's board of directors as a way to groom future company presidents

and executives. The program included an intensive regiment of positions in Purchasing, Accounting, Marketing, Distribution, and Transportation. CPL candidates were required to participate in Masters level continuing education courses from Cornell University while maintaining a grueling work schedule. Those in the program maintained positions of the highest caliber in each work area with all of the responsibilities and challenges that went with each assignment.

Mike had the opportunity to work on the start-up of a new Sysco Distribution Center in Kissimmee, Florida and was the buyer in charge of the Grocery category, the largest in Sysco Corporation. He maintained the highest divisional service level of 99.5% to customers and an overstock of less than 4% overall. This achievement was the highest rating of any grocery buyer at Sysco Corporation. Mike was the youngest at the time. He then went on to manage the Southwest Distribution Center in Austin, Texas and held positions in Transportation, Distribution Center Management, and managed the largest cigarette tax stamping operation in the nation. He was responsible for over $56 million dollars in cigarette inventory and oversaw the stocking, selection, stamping, and auditing of this large and important profit segment for Sysco Corporation. Mike's tenure at Sysco Corporation gave him the opportunity to direct and manage any key areas of a state-of-the-art grocery distribution center to include inbound receiving, stocking, inventory control, selection, and shipping of outbound freight to customers. Some of the highlights of his career at Sysco Corporation are as follows:

- Directly supervised and managed 100+ employees in a 500,000 square feet wholesale grocery distribution center.

- Planned and supervised the expansion of the grocery distribution center from 350,000 square feet to 500,000 square feet.
- Developed and implemented time studies to evaluate employee's productivity levels and accuracy to increase grocery selection and fill rates in the distribution center
- Managed and dispatched 105 commercial drivers in a fifteen state territory.
- Designed new routes for outgoing loads resulting in increased on-time delivery to customers, improved delivery accuracy, and higher efficiency in utilization of equipment.

Reason for leaving

Opportunity to gain increased responsibility from 1,800 SKUs to 57,000+ SKUs.

SW Hardware Distributors, Inc.

His next career opportunity was with SW Hardware Distributors, Inc. in Odessa, Texas. S.W., as it was known, was one of the nation's leading independent hardware wholesale distribution networks with facilities located throughout the United States. S.W. serviced independent hardware retailers in North America with a full-line of hardware products. The Odessa, Texas facility shipped and distributed hardware products to twenty-six states.

As a Distribution Center Supervisor, Mike was responsible for managing ninety+ employees in a 300,000 square feet wholesale hardware distribution center. He reported to the General Manager of the Odessa, Texas Distribution Center. His position required

that he manage all inbound, receiving, stocking and selection of over 57,000 SKUs. Mike supervised distribution and shipping of these products to 2,500 customers throughout the continental United States.

During his tenure, Mike pioneered forecasting, production, sales, and inventory control reports to maintain optimum scheduling of personnel and products throughout the distribution center. These reports led to successfully planning and implementing a relocation program of all distribution center merchandise by sales per item. This ambitious program resulted in increased productivity of selection, receiving, and stocking personnel.

Reason for leaving

Opportunity to become a VP Purchasing and different product lines.

Two years later, in 1992, Mike was approached while he was employed at S.W. by the former mayor of Round Rock, Texas, and former President of a Sysco Corporation Division. He was invited to come on board as Vice President of Purchasing for the Plumbing Products Division of Round Rock Supply Corporation, a privately held corporation that specialized in supplying the Central Texas market with a full array of wholesale plumbing products to the plumbing trade and local consumers.

Mike's responsibilities included managing and directing the procurement and inventory control of the Plumbing Products division, the procurement of 4,000+ separate SKUs of commercial and residential plumbing products, negotiating with vendors, accounts receivable, and accounts payable. He also consulted

for Unimex™ Corporation, a multi-national acquisitions firm and subsidiary of Round Rock Supply Corporation on capital investment and acquisition opportunities in the Mexico and South America market.

Reason for leaving

Opportunity to become Marketing Operations Manager for a new dynamic product line in a new industry for him.

FurnitureArt® Corp/Design Surface Division

Mike's greatest career challenge was about to be realized in his appointment as Marketing Operations Manager for the FurnitureArt® Design Surface Division, San Antonio, TX. He met his future manager, Mark Walters, at a Promise Keepers rally in Denton, Texas. Mike and Mark hit it off right away and he began telling Mike about his challenges as the newly appointed Director of Sales and Marketing for FurnitureArt® Design Surface Division. He was having issues with finding the right person to manage the operating segments for the category: marketing, product development, fabricating, and especially financial management. Mike gave him advice on how he should approach the challenges he faced. Before Mike knew it, they were working at his home on proposals to upper management of FurnitureArt® that same evening, and soon thereafter, Mike was on board and managing the very things in which Mark was so concerned.

His time at FurnitureArt® was the most challenging of his professional career. He was catapulted into the forefront as Marketing Operations Manager and Area Sales Manager of a solid surface company with a completely new line of solid surface

products and no firm road map on how to get the products to market.

FurnitureArt® had produced a polyester blend in a solid surface product for several years but was unable to gain traction in the marketplace. Dupont Corian™ was the market leader, mainly for the creation of the solid surface category and for being formulated of acrylic instead of polyester resin.

This blend was a definite advantage in the solid surface industry and Corian had capitalized on their leadership and exclusivity position very handsomely. FurnitureArt® was well known in the Architecture and Design community as the industry leader in High Pressure Decorative Laminate. It was also a company that had a very loyal and large Independent Distributor base and enjoyed market domination in that category.

FurnitureArt® wanted to achieve the same level of success with its solid surface line and knew it was time for a major overhaul. The challenge was to take a tired line of outdated patterns and create a totally new solid surface line for FurnitureArt®. There were countless logistical issues to completing this endeavor, however, the company was dedicated to take the challenge head on.

Mike started by taking the existing thirty-two patterns of polyester blend and eliminating all but the top twelve selling patterns. FurnitureArt® then re-introduced these twelve patterns in an acrylic formulation to the marketplace. These patterns took not only the many challenges of relocating all existing sheet goods to Temple, Texas, controlling the decreasing production of the current polyester, and phasing out patterns, but then developing

and producing an entire line of acrylic versions of these patterns. It was such a daunting task to phase out and re-introduce this large amount of patterns.

FurnitureArt® partnered with Artistic Acrylics of Louisville, Kentucky. Artistic had a state-of-the-art manufacturing facility of acrylic sheet products for the bath industry. They had created a line of acrylic sheet goods for the solid surface industry but had no effective method to distribute the product to the marketplace. The time was right for FurnitureArt® and Artistic to start a joint venture, and Mike was on the team to complete the task. Months of hard work, negotiations, and preparation led to the successful re-introduction of FurnitureArt® Design Surface from an outdated polyester line to a new and exciting line of acrylic sheet goods. Sales grew almost overnight and FurnitureArt® went from a small player in the industry to a strong number two to Dupont Corian™. This progress was a phenomenal achievement that put FurnitureArt® on the map to success as a leader in the decorative surfacing industry.

Mike maintained and controlled corporate and divisional expenses for the product category and established the pricing and profit margins for the full line of solid surface products to include sheet goods, sinks and seam kits. He created category forecasting models and operating plans for the product line that allowed the company to better track the expenses and sales progress with the category. Mike's days were filled with presentations and recommendations to senior management on proposed sales, marketing, production, and distribution initiatives.

He became known as the "numbers" guy for FurnitureArt® Design Surface by upper management, and gained a reputation

for being a successful manager with a high level of integrity and accuracy for the items that he managed. Each day brought new and more exciting challenges. Mike was privileged to increase his level of responsibility during his tenure as Marketing Operations Manager in such areas as:

- Directly managing sales and marketing campaigns with both local and national advertising agencies
- Participating in the development of new marketing campaigns and design look for FurnitureArt® Fiji® Solid Surface and the introduction of FurnitureArt® Starstone® Solid Surface
- Development of national media advertisement programs for industry publications, consumer publications, television advertisement, radio advertisement, and current FurnitureArt® Design Surface website
- Successfully planning and implementing direct sales and distribution of FurnitureArt® Design Surface Sheet goods, bowls and seam kits to Design Surface Metro Centers and Independent Distributors located throughout the United States
- Developing return on investment models and legal contracts utilized in the review of solid surface and engineered stone manufacturing facilities located in the Northeast and South Eastern United States, China, and Korea

This higher level of responsibility also gave Mike the opportunity to travel on behalf of FurnitureArt® Design Surface to Foranzo, Italy to tour and evaluate the Bresa Stone Manufacturing facility. Bresa is known as a top producer of engineered stone product and offers a full line of machinery to manufacture and fabricate engineered stone.

He traveled to two of Italy's largest stone fabrication facilities; Marone Arrico and Master Granatello. Each of these facilities utilized the Bresa process and were large scale, highly advanced stone fabrication facilities. Next, he met with the Victor Torelli Corporation. Victor Torelli was known as a top manufacturer of stone fabrication router bits for stone fabrication equipment. He then traveled to Stephano Margarta Stone which is one of the world's largest engineered stone manufacturing facilities. His last stop was to the Trazzi facility in the Czech Republic to determine the overall feasibility of engineered stone and to determine if it was a viable product category for the United States market.

This trip and the information he gathered led him to performing an in-depth review of engineered stone products, especially the Silverstone™ product line. Mike evaluated their company assets, marketing plan, fabrication models, and go-to-market strategy. Later, he developed an analysis regarding a potential purchase of the Cambetta™ engineered stone facility by FurnitureArt® Design Surface. He met with FurnitureArt® executive management along with the former owners of the Cambetta™ facility, a group of venture capitalists who had found the facility to be above the cost/return threshold they considered appropriate. Mike developed return on investment models and market analysis of the potential product line. At the time, the Cambetta™ facility was not a viable manufacturing facility, and it would have taken what was considered to be too excessive of an investment to get the facility in full operation.

Mike also played a large part in the development of a successful supplier/purchaser agreement between FurnitureArt® and Hautou International of Korea, a large international manufacturer of acrylic solid surface products. FurnitureArt® is

currently expanding their line of solid surface patterns utilizing the Hautou product line that Mike helped in making available to the domestic marketplace.

An area that needed major assistance during this time period was the FurnitureArt® Design Surface Warranty Department. Mike was sought out by upper management to take charge of the department and correct the issues that it faced. Some of the areas where he improved the operation included:

- Established audit points of consumer warranties to standardize the process
- Created a client follow-up program that measured the consumer's satisfaction level of the repair or replacement process. Utilized information to manage third party fabricators and their crews in the field
- Reduced the existing backlog of active claims in the system by 92%
- Improved the backlog of outstanding payments to third party fabricators on approved warranty repairs or replacements by 50%
- Monitored the database system to create weekly and monthly reports for accrual purposes for future warranty expenditures

FurnitureArt® Solid Surface is known for providing the customer a full-line of products and services designed to make the distributor, fabricator and end consumer satisfied with their purchase. The product line that FurnitureArt® promotes today was a direct result of many initiatives Mike helped pioneer. The product line also enjoyed successful and profitable growth during his tenure as Marketing Operations Manager to include:

- 216.75% growth in cumulative Net Dollar Sales

- 462.59% growth in cumulative Net Operating Income
- 55.33% growth in cumulative Net Profits
- Maintaining divisional expenses at 8.5% under approved operating plans

Mike was awarded the President's Award on two separate occasions during his career with FurnitureArt® Design Surface. This prestigious award is given by nomination only and is approved by the President of FurnitureArt® for outstanding performance, dedication, and service well beyond expectations.

The overall effects of MMI Corporation's purchase of FurnitureArt®, and the eventual decline of support to the solid surface product line led him to be open to other opportunities that existed in the marketplace. Being a native of Central Texas and having an extensive network of personal and professional associations, it wasn't long before Mike was approached to work in an industry that was totally different from what he had experienced in the past, but is quite successful nonetheless.

Reason for Leaving

FurnitureArt® acquired by MMI Corp. and there were drastic changes in acquired product lines and company culture.

The Personal Wealth Advisers, Certified Financial Planners®

The Personal Wealth Advisers have earned the reputation of being the premier independent investment advisor in the Texas Gulf Market. This firm has achieved a level of success not seen in the independent investment advisory market with assets under management approaching $100 million and clients located

worldwide. Joe Johnson approached Mike to be his Manager of Operations. He envisioned having a strong individual to come on board to be responsible for the oversight and direction of the firm's Financial Advisors, Office and Customer Service Staff, and client accounts.

This led to the supervision of the execution of transactions and fund transfers on behalf of the Personal Wealth Advisers' clients, reviewing all internal and external documentation and maintaining communications in accordance with industry compliance standards. This position has allowed Mike the opportunity to learn an entirely new area of financial management and has broadened his operations background. He considers his time in this profession to be a positive learning experience and Mike is ready for a larger challenge where he can use his many years of management experience in the surfacing industry.

Personal Information

Mike and his wife, Donna, have been happily married for over eighteen years. They have been blessed with two children. His hobbies include playing the electric, acoustic, and steel guitar, hunting, reading, and spending time with his family. Donna and Mike teach Sunday school for the Youth Department in their church where he also plays guitar in the praise team. He serves on the Finance Committee, he is a member of the Board of Trustees, and he serves on various other committees.

COVER LETTER

Dear Mr. Gilreath:

This cover letter and resume are in response to your firm's search for a VP Sales and Marketing for a Central TX Solid Work Surface Materials Producer. I have proven experience in engineered surface materials as a versatile Sales and Marketing Director with a record of success in sales productivity and product management. I have also successfully marketed stone materials to hospitality, industrial, retail, commercial, and residential clientele. In fact, I spearheaded the growth of product sales from zero to $16M in one year with gross profits that exceeded plans by 20%.

I increased a troubled product line by 10,000 SKUs that created $15 million in new sales and grew profits by 40% while attracting 200 new customers in twenty additional states.

I improved profitability 30% over two years by focusing sales efforts on higher margin products, strengthening pricing discipline, and shifting toward branded product lines versus private label. My references will verify my team building skills and abilities in strategic planning, sales forecasting, and market analysis that has given my former employer a competitive edge in the surfacing industry.

Lastly I am seeking a Sales and Marketing management opportunity with the potential to put some of my skin in the game. I will appreciate the chance to visit you in person to discuss my background and experience in more detail. Best wishes.

Cordially,
Mike Hartman

Here are the SITG gross earnings of each of the above mentioned four C-Level executive hires:

The above four C-Level skin in the game candidates in this chapter were my hired search candidates who each invested some of their own funds in the equity of their employers. The CEO invested $100K and his equity earned over $1 million dollars gross at the exit five years later, less taxes. Part of his earnings came from qualifying for his annual merit stock options which the CEO earned each year he led the company until its sale (or liquidity event).

The CFO invested $60K skin in the game and his equity earned $750K gross at the company's exit five years later. Part of his earnings came from his portfolio company's annual stock option plan distributions. That plan was automatically paid if the CFO was still employed at the plan's distribution date.

The VP Sales and Marketing invested $50K skin in the game and his equity earned a total of $670K gross at the company's exit 4.3 years later. Part of his earnings included his annual merit stock option plan. The stock options were earned each year except the third year when the VP Sales and Marketing didn't qualify for them based on not reaching his yearly objectives.

The VP of Operations invested $75K skin in the game and his equity earned $490K gross at the company's exit five years later. Part of his earnings came from his portfolio company's annual stock option plan. That plan automatically awarded additional equity options if the VP Operations was still employed at the plan's distribution date.

Chapter 10

Skin in the Game PEG 1st & 2nd C-Suite Job Interviews

Below are self-rating quiz examples for each SITG C-Level function-CEO, CFO, COO, and VP Sales and Marketing

Rate your qualifications against the C-Level job require-ments. After you rate yourself against each job requirement pro-vide a short explanation for each of your ratings. Then, if possible, include at least one name, title, and contact information per quiz number of which reference would support your rating. Omit any reference phone/email contact information if you want to contact the individual first. Completed retained search: PEG SITG Chief Executive Officer self-rating quiz example based on an actual PEG SITG CEO job description.

All actual names and data have been edited for privacy.

SITG CEO Candidate: Harvey Goldstein

Edited Client Company Summary

Well-established Midwest-based multi-location designer and manufacturer of high quality specialized industrial branded products to satisfy the requirements of its diverse customer base and end markets. Current global sales of $120MM were expected to double in five years internally and externally through additional complimentary mergers and acquisitions.

Checklist - Rate yourself on a scale of one to ten on these points related to these critical President and CEO specs.

Take your time (24 hours) and reflect about your responses before you make them your final answers. Thank you.

1. Must be degreed ideally with a technical degree. ___9___

Candidate comments:

M.S. Management (Sloan Fellow) Stanford Univ., MBA Univ. of Maryland, BA Economics Univ. of Delaware.

2. Has solid P&L multi-plant manufacturing operations management experience including Continuous Improvement, KPI measurements, Lean, SS, Six Sigma, Kaizen, Value Stream, etc. ___8___

Candidate comments:

Entire career is with manufacturing companies. Direct responsibility includes: plant manager for IMT, Cedar Rapids, IA truck plant. GM responsibility for two plant parts manufacturing company (Acme, div. of International Trucks, Naperville, IL), Responsible for three tire plants and fifty 200 employee average branch operations at Union Tires, five plants at Carlisle Companies and sixty manufacturing and distribution facilities at Hellickson Corporation. Skilled in Lean, Six Sigma, 5S, The Toyota Manufacturing System (Hino Diesel Trucks, div of Toyota) – Continuous Improvement, Value Stream mapping at Hellickson Corporation, and used KPIs in all assignments. Kaizen at Freightliner and Hellickson Corporation.

Reference: Mark Eccles, Chairman of Hellickson Corporation, 249-444-0897, markeccles@rhellicksoncorp.com

Relationship: I reported directly to Mark during my five years at Hellickson Corporation as President and CEO.

3. Has effective leadership skills, challenges subordinates, holds direct reports accountable, a "can do attitude" and is collaborative by nature. ___9___

Candidate comments:

Results-oriented leader that engages the team into a strategic planning process supported with tactical plans after achieving alignment with my board of directors. I use a high performance leadership style whereby the "servant leader" approach ensures direct reports have the resources necessary to accomplish objectives that are linked to our overarching organizational goals. KPIs are then used to monitor interim results toward goal achievement and to assist the functional leaders with their own progress toward operational excellence.

Reference: Mark Eccles, Chairman of Hellickson Corporation, 249-444-0897, markeccles@hellicksoncorp.com

Relationship: I reported directly to Mark during my five years at Hellickson Corporation as President and CEO.

4. Manage direct reports including: the VP of Sales and Marketing, CFO, VP of Operations, VP of Research & Development (R&D) and Engineering and VP of Human Resources. ___10___

Candidate comments:

Have had P&L responsibility since 1994 (twenty years) with Sales, Marketing, CFO, Operations, R&D, Engineering, HR reporting directly to me.

Reference: Claude Phillips, CEO (retired 2007) Carlisle Companies, 615-581-2775 home, 615-883-6001 cell, claudephillips1@comcast.net

Relationship: I reported to Claude while I was President of Carlisle Companies.

5. Has been around M&A transactions to know what investors are looking for, uses candid conversation, and is comfortable making effective presentations to banks and boards. ___8___

Candidate comments:

My last two assignments have been with private equity backed companies, where a rollup strategy was encouraged. At Hellickson Corporation we acquired an eight location service network out of a bankruptcy and a manufacturing company privately held whereby an owner was retiring and we needed the strategic acquisition to expand our product line and customer base. At Carlisle Companies we acquired intellectual property rights to a new product and refined the product, tested and certified it, and launched it as a major-league homerun winning the Chairman's Award in 2006 and resulting in a $92 million first year sales result.

At Hellickson Corporation, our PE firm did not have an open fund and my CFO and I needed to renegotiate our credit facility to fund our growth and acquisition strategy. I was directly involved in those relationships. I am very comfortable with the bank relationship aspect of my CEO role.

Reference: Harry Colson, Chief Financial Officer of Hellickson Corporation, 249-576-3390, hcolson@hellicksoncorp.com

Relationship: Harry reported directly to Mark Eccles, Chairman with a dotted line to me as President and CEO during my five years at Hellickson Corporation.

6. Provide leadership, strategic guidance, and vision to expanding multi-location manufacturing, distribution, and outsourcing company on a full P&L basis towards planned global strategic growth to $200M+ while monitoring overall operating performance against company's goals and objectives. ___10___

Candidate comments:

I have a solid track record of doubling top-line revenues and tripling EBITDA in a two to four year period in several assignments in both public and private equity backed companies, in companies ranging from $100 million to $1 billion in size. All companies had multi-plant manufacturing structures and complex distribution systems, and channels including company branches, direct sales force, dealers, and distributors. Extensive supply chain experience at Freightliner, Carlisle Companies, and Hellickson Corporation.

Reference: Claude Phillips, CEO (retired 2007) Carlisle Companies, (995-581-2775 home, 714-883-6001 cell, claudephillips1@comcast.net

Relationship: I reported to Claude while I was President of Carlisle Companies.

7. Mutually establish goals with each direct report and monitor results, incorporating any organizational issues

into specific performance objectives, and challenge subordinates holding direct reports accountable. __9__

Candidate comments:

In the last two assignments, I developed the Incentive Compensation system for the company, secured board approval and deployed the programs to our entire company. We developed monthly and quarterly tracking systems for goal attainment and incorporated the process into our semi-annual Performance Review Process. My Fortune 500 company experience all had established and mature performance systems that provided a solid foundation for my private equity/smaller company experiences.

Reference: Mark Eccles, Chairman of Hellickson Corporation, 249-444-0897, markeccles@hellicksoncorp.com

Relationship: I reported directly to Mark during my five years at Hellickson Corporation as President and CEO.

8. Be highly effective in identifying and capitalizing on cost, quality and service improvement opportunities while demonstrating understanding of the business strategy and financial metrics necessary for success. __9__

Candidate comments:

Operational excellence has been a major key to our financial success, not only to achieve the income statement and balance sheet objectives, but also to improve throughput. At Carlisle Companies, for example, we changed our business model from "build to stock" to a "build to order" process and eliminated

$22 million of finished goods inventory, eliminated a warehouse and double handling of finished units. We deployed the same approach with our Hellickson Tank Trailer division allowing us to eliminate potentially surplus and obsolete inventory. We improved our product quality with the use of 3D engineering tools that eliminated manufacturing errors at Hellickson Tank Trailer.

Reference: Albert Swift, Chief Operating Officer of Hellickson Corporation, 249-223-9949 cell, 249-324-3343 office, hswift@hellicksoncorp.com

Relationship: Al reported to me as President and CEO, **Hellickson Corporation.**

9. Work with the CFO and all functional VPs to assess current operating performance against plan, and understand the critical financial issues and opportunities for the company, specifically cash flow, capital structure, working capital, pricing, margins, expenses.

Conduct a comprehensive operational review of all related functional activities including processes, systems, new programs, existing methods, and procedures. Develop necessary tactical and strategic plans and time tables to address any major issues. ___9___

Candidate comments:

Hellickson, Carlisle Companies, Union Tires and International Trucks were all very metric driven companies. As a Division President, General Manager, or CEO, these dashboard and process skills have been developed and refined at these world class manufacturing companies. My hands-on approach has

allowed me to be a highly responsive leader without getting mired in the "weeds" at a level that was too detailed at the correct level to be highly effective in identifying trends and issues before they became major problems.

Reference: Skip Waters, former COO International Trucks, Retired, 432-715-9879 cell, 432-656-9448 home, skipwaters@earthlink.net

Relationship: I reported to Skip as Plant Manager, International Truck Parts, Naperville, IL plant.

10. Work with CFO on developing and measuring key indicators, automating business processes, and improving decision making information. ___8___

Candidate comments:

My two recent private equity backed company roles were process and KPI "starved" companies. The CFO, Division Presidents, and I worked collaboratively to develop meaningful tools to measure results, trends and processes. In many cases we were dependent upon "tribal knowledge" and needed to transition into a "process driven" organization. We deployed these processes into everything from weld processes to material handling to the way in which we introduced orders into the company in the sales to engineering order entry's spec'd in process.

Reference 1: Harry Colson, Chief Financial Officer of Hellickson Corporation, 249-576-3390 office, 249-223-6005 cell, hcolson@hellicksoncorp.com

Relationship: Harry reported directly to Mark Eccles, Chairman with a dotted line to me as President and CEO during my five years at Hellickson Corporation.

Reference 2: Frank Hammill, Chief Financial Officer of Carlisle Companies, 615-299-6364 cell, 615-3974525 office, frankhammill@carlislecompanies.com

Relationship: Frank reported directly to Claude Phillips, CEO, Carlisle Companies and indirectly to me, as President of Carlisle Companies.

11. CEO should determine his or her individual primary goals and objectives to be accomplished in collaboration with the board of directors including available resources, time, budget, people, necessary steps and technologies, and devise an appropriate plan that meets mutual consensus. ___9___

Candidate comments:

I have used a fact-based current situation, market forecast and strategic objective process with my board to develop CEO objectives that then "cascade down" into the organization to ensure we have alignment from ownership, to leadership, to shop floor activities. We have made great strides to ensure we do not have conflicting goals. I experienced that at Union Tire and it led to sub-optimization and poor results; i.e., higher costs, missed deliveries, high inventories, and a tremendous degree of frustration for customers and dealers.

Reference: Wade Brown, CEO of Union Tires, 803-522-3770 cell, 803-878-3490 office, wadebrown@uniontires.com

Relationship: I reported directly to Wade Brown as Vice President, Commercial Tire Systems, during my three years at Union Tires.

12. Has lived and worked in small town environment and will relocate to within reasonable commuting distance of Midwest headquarters. Experience in a unionized plant is preferred. __9__

Candidate comments:

Most recently was President and CEO at Hellickson Corporation based in Springfield, IL, including manufacturing plants, three unions and the balance union-free. We renegotiated all three labor agreements moving from three year to five year contract periods at highly favorable terms to the company including reducing the number of work rules, job classifications, and increasing the proportion of health care expense sharing on the part of our team members. I currently live in a suburban area of Springfield and have a history of long commutes into rural markets for my employment.

13. President and CEO base salary range and merit bonus plan are acceptable. __7__

Candidate comments:

I view compensation as a multi-part package including base salary, annual bonus, stock options, co-investment opportunity,

and benefits (auto allowance, 401k, medical, etc.). I am flexible on any parts of the overall package. I am looking for my next engagement to have a much higher investment and compensation at-risk component to reward the future performance that we can deliver to the shareholders.

My most recent compensation was:
Salary: $450,000
Bonus: 50% of salary with a range of 0%-200% of target
Stock Options: 2.0%
SITG Investment: $250,000
Benefits: Auto allowance $1,800/mo., 401k match (safe harbor plan), medical and dental, life and LTD insurance plan.

Completed retained search: SITG Chief Financial Officer self-rating quiz example. All actual names and data have been edited for privacy.

SITG CFO Candidate: Bruce Clayborn

Edited Client Company Summary

Our portfolio company client is a leading designer and manufacturer of service industry machinery for commercial and industrial use in ninety countries worldwide. Sales are between $50M-$60M and this growth-oriented company is profitable and has been for most of its existence. This company is preparing to unveil two major new products this year. It currently employs over 350 corporate, engineering, and manufacturing professionals at its facilities.

Checklist - Rate yourself on a scale of one to ten on these points related to these critical Chief Financial Officer specs.

Take your time (24 hours) and reflect about your responses before you make them your final answers. Thank you.

1. Undergraduate Accounting__10__ or Finance Degree_____ (either worth 10); CPA a plus (worth 10) MBA a plus (worth 10). __10__

2. High personal ethics and business integrity verifiable through reference checks. __10__

Candidate comments:

I carry my ethics and integrity with me every day. I value them as priceless and will not compromise them for anything or anyone.

Reference: Paul Morrow, CEO and Chairman, Acme Seals Corporation, 312-399-2221 cell, 312-555-4424 office, paulmorrow@acmeseals.com

Relationship: I reported to Paul as CFO, Acme Seals Corporation, for five years.

3. Minimum of several years CFO line experience including IT management, ideally with some experience in a growing a private equity investor-owned manufacturing company with $100M+ in sales. ___10___

Candidate comments:

As CFO of American Industrial Applications (AIA), the focus was on growing the business in a challenging marketplace and reporting on a regular basis to our private equity investor owners. Acme Seals, prior to its acquisition by 3M in October 2010, was highly leveraged to an asset-based lender. Our lender behaved in many ways like a private equity owner. Acme Seals continues to be a high-growth business, with sales increasing 10%-15% per year. My responsibilities for IT management date back to International Tool Works (ITW) starting in 1993 and continue through today.

Reference: Steve Handel, Chairman and CEO, American Industrial Applications, 203-239-5651 cell, 203-995-4894 office, stevehandel@hostway.com

Relationship: I reported to Steve as CFO, American Industrial Applications, for two years.

4. Job Cost accounting knowledge and experience developing metrics around labor reporting and material reporting, and tracking profitability by each product line, customer, and distribution channel. ___10___

Candidate comments:

The bulk of my professional experience is in manufacturing sold directly to OEM's as well as to distribution. Kotonics, Inc. (water treatment equipment) primarily sold on a project-by-project basis, so identifying and tracking costs and profitability on a job cost basis was key to understanding the business. Kotonics also had a strong spare parts business to service the projects that had been sold.

Eversall Electric is very strong on tracking product and customer profitability and identifying where products and customers are in their life cycle. Acme Seals Corporation tracks product line profitability daily.

Reference 1: Martin Stein, Chief Financial Officer, Eversall Electric, 314-777-5331 cell 314-487-5221 office, martinstein1@eversolelectric.com

Relationship: I reported to Martin Stein as Group Controller, Eversall Electric Machine Components Group, for four years.

Reference 2: Louis Corcoran, Chief Financial Officer, Kotonics, Inc., 617-229-5449 cell, 617-465-1801 office, louiscorcoran@kotonics.com

Relationship: I reported to Louis Corcoran as Group Controller, Kotonics, Inc. for three years.

Reference 3: Nick Kotas, President, Acme Seals Corporation, 312-444-2771 cell, 312-664-8855 office, nickkotas@acmeseals.com

Relationship: As CFO, I handled special projects for Nick over a five year period including a product profitability study by customer.

5. Experienced preparing board reports and informational packages, and conducting business studies and performance analysis. ___10___

Candidate comments:

I prepared board reports monthly for AIA as well as quarterly bank covenant packages at AIA and Acme Seals Corporation.

Acquisition analyses were performed while with Eversall Electric.

Monthly performance analysis and commentary have been performed since my days with Glowpoint Lighting. I also prepare a weekly "dashboard" report of operating metrics covering key indicators such as sales, orders, backlog, profitability, human resources, and working capital.

Reference 1: Steve Handel, Chairman and CEO, American Industrial Applications, 203-239-5651 cell, 203-995-4894 office, stevehandel1@aia.com

Relationship: I reported to Steve as CFO, American Industrial Applications, for two years.

Reference 2: Nick Kotas, President, Acme Seals Corporation, 312-444-2771 cell, 312-664-8855 office, nickkotas@acmeseals.com

Relationship: As CFO, I handled special projects for Nick over a five year period including a product profitability study by customer.

Reference 3: Martin Stein, Chief Financial Officer, Eversall Electric, 314-777-5331 cell, 314-487-5221 office, and martinstein1 @ eversallelectric.com

Relationship: I reported to Martin Stein as Group Controller, Eversall Electric Machine Components Group, for four years.

6. PC literate with substantial working knowledge of MS Office and key financial management programs. 10

Candidate comments:

I am highly PC literate. I taught myself Microsoft Access at Glowpoint Lighting, and soon became a resource for the company's help desk personnel. I work with MS Office (Excel, Word, PowerPoint, and Outlook) daily. Every employer has had a different operating system – I have quickly learned how to effectively utilize these tools to improve productivity.

Reference: Louis Corcoran, Chief Financial Officer, Kotonics, Inc., 617-229-5449 cell, 617-465-1801 office, louiscorcoran@kotonics.com

Relationship: I assisted Louis Corcoran as Group Controller, Kotonics Inc. putting in a Windows XP operating system.

7. Have played an integral role in the assessment and integration of acquisitions and other growth strategies. 10

Candidate comments:

With Eversall Electric I worked on a number of acquisitions ranging in value from $1 million to over $350 million. My role at Dycon Systems was focused on integrating this acquisition into Eversall Electric.

Reference: Martin Stein, Chief Financial Officer, Eversall Electric, 314-777-5331 cell, 314-487-5221 office, martinstein1@eversallelectric.com

Relationship: I worked as CFO, Dycon Systems, with Martin Stein integrating my former employer into Eversall Electric and became Group Controller reporting to him.

8. Aggressive driver of accountability. ___10___

Candidate comments:

I am a firm believer in clearly communicating goals and expectations, measuring progress along the way, and evaluating the end results. I give my direct reports support (e.g. training) in striving to accomplish their goals. They get full credit for their successes, and I hold them accountable for shortfalls. This philosophy has resulted in replacing and upgrading some positions (accounting clerks as well as controllers) to ensure the company's success.

Reference: Philip Reiss, Retired President, Dycon Systems, 617-338-2939 cell, 617-228-4663 home, philiprl@ hotpoint.com

Relationship: I helped turn around the Finance, Accounting and IT departments at Dycon Systems, reporting to Mr. Reiss for three years before we merged with Eversall Electric.

9. Successful track record implementing budgeting processes, financial management reporting, financial and accounting regulatory compliance, and negotiating debt funding. ___10___

Candidate comments:

I have implemented budgeting processes that build from the bottom up to achieve upper management goals for sales and income. Some businesses have allowed these budgets to be shared at an operating department level. This resulted in tremendous buy-in from the production level on up, and pushed accountability for cost control throughout the organization.

Reference: Nick Kotas, President, Acme Seals Corporation, 312-444-2771 cell, 312-664-8855 office, nickkotas@acmeseals.com

Relationship: I built a budget from scratch with help from our auditors, E&Y, and reported to Nick Kotas during that time period.

Reference: Sam Parro, CPA and Partner in Charge, E&Y, Chicago, IL, 312-222-6761 cell, 312-234-7890 office, samparro1@e&y.com

Relationship: I worked with Sam on the new budget format for Acme Seals Corporation.

10. Has directed all efforts to manage the current accounting system and implemented any upgrades or replacement IT systems. __9__

Candidate comments:

I have had IT responsibility at Dycon Systems, Eversall Electric, and Acme Seals Corporation. I evaluated the business

needs versus the "nice-to-haves". I initiated the process at Dycon to replace their IT system (promoted to Eversall Electric corporate role before this project was completed). Acme Seals Corporation works with a modified package that has been customized to meet the needs of the business. In a cost/benefit analysis, we are implementing an add-on reporting package to create better reporting at a fraction of the cost to upgrade the entire system.

Reference 1: Nick Kotas, President, Acme Seals Corporation, 312-444-2771 cell, 312-664-8855 office, nickkotas@acmeseals.com

Reference 2: Martin Stein, Chief Financial Officer, Eversall Electric, 314-777-5331 cell, 314-487-5221 office, martinstein1@eversallelectric.com

Relationships: Both Nick and Martin will attest to my having directed all efforts to manage the former current accounting systems, and implementing any upgrades or replacement IT systems on time and within budgets.

11. Identifies ways to reduce costs of raw materials and products, monitor material intake, and set minimum and maximum inventory levels. ____8____

Candidate comments:

I work with purchasing and production planning personnel on sourcing some materials from overseas (Asia), bulk pricing, lead times, and production requirements for a focused business within Acme Seals.

Non-materials cost cutting includes business reorganizations at Dycon Systems and Acme Seals, as well as ongoing reevaluation of various operating expenses (credit insurance premium, telephone, etc.).

In my three and a half years with Acme Seals, sales have increased 45%. Accounting personnel to handle the increased transactional volume have increased zero. In that same period, we have gone from taking three weeks to close the books, to reporting results to 3M in three days.

Reference: Norman Roselle, VP Supply Chain, Acme Seals Corporation, 312-797-5563 cell, 312-305-1194 office, norman r1@acmeseals.com

Relationship: As CFO, Acme Seals, I worked closely with Norman on sourcing of some materials from overseas (Asia), bulk pricing, and improved lead times.

12. Leading the effort to ensure proper cash management and liquidity in the business while maximizing profitability. Identify opportunities to accelerate billings and collections. ___10___

Candidate comments:

Cash is king. We control cash by carefully managing receivables, inventory, payables, and capital expenditures. Cash is tracked and reported daily. We work with the sales team to resolve any receivables disputes in a timely manner. Similarly, we work with purchasing to gain favorable payment terms with our vendors.

Reference: Louis Corcoran, Chief Financial Officer, Kotonics, Inc., 617-229-5449 cell, 617-465-1801 office, louiscorcoran@kotonics.com

Relationship: Maintained a low Days Sales Outstanding (DSO) figure as Group Controller reporting to Louis during my entire employment period at Kotonics. A big part of my annual bonus was based on a low DSO annual average.

13. Has acted as a sounding board to the President while taking the lead on managing and improving all areas of reporting, systems, and financial management. ___10___

Candidate comments:

As the Controller for Dycon Systems, the general manager requested that I be a member of the Business Management Team and the Sales Management Team. Working together, the team members set the goals and implemented the strategies that helped Dycon grow from $25 million to $100 million in sales in three years.

With AIA and Acme Seals, I worked daily with the CEO and COO on various initiatives to grow the company and restructure costs.

All these efforts required an improved and comprehensive reporting system to track progress and measure results.

Reference 1: Harvey Ross, Retired General Manager, Dycon Systems, 617-555-1676 cell, 617-996-5345 home, harveyr1@hostway.com

Relationship: As Controller then, I was part of the Dycon Systems Business Management team and Sales Management team under Harvey, and we reached extraordinary goals as teams.

Reference 2: Steve Handel, Chairman and CEO, American Industrial Applications, 203-239-5651 cell, 203-995-4894 office, stevehandel1@aia.com

Reference 3: Brian Otis, COO, Acme Seals Corporation, 312-321-7294 cell, 312-666-0203 office, brianotis1@acmeseals.com

Relationship: I worked with Steve and earlier with Brian, especially on drastically reducing inventory costs by Pareto efficiency, improving our forecasting, centralizing our inventory, aligning our metrics and decreasing the amount of time needed to manufacture products.

14. Compensation Plan and Equity Purchase Plan parameters in the Investor CFO position description are acceptable (if you are seeking a higher salary than our client's range or a higher bonus plan than that offered, this is a zero rating, and "deal killer". Equity investment requirement can be lowered from $100K to $60K for the hired CFO candidate who is not in a position to invest). ___8___

Candidate comments:

I believe I can creatively address this issue. One option is to use funds that would have gone toward relocation. Another option is a sign-on bonus to compensate for this year's lost bonus opportunities with Acme Seals.

Completed retained search: SITG Chief Operating Officer. All actual names and data have been edited for privacy.

SITG COO Candidate: David Ritter

Edited Client Company Summary

Well established National Association of Securities Dealers Automated Quotations (NASDAQ),$110MM multi-plant and multi-state producer of custom-engineered components, products, and specialty packaging primarily for the medical, automotive, aerospace and defense, electronics, consumer, and industrial markets. Based in the Northeast.

Checklist – Rate yourself on a scale of one to ten on these points related to these critical Chief Operating Officer specs.

Take your time (24 hours) and reflect about your responses before you make them your final answers. Thank you.

1. Technical Degree. __10__; MBA

Candidate Comments:

M.S., Manufacturing Systems Engineering, Cornell University

B.S., Physics, Rensselaer Polytechnic Institute (RPI)

2. Raw material converting, or medical device, or automotive parts manufacturing experience producing highly engineered products. __10__

Candidate comments:

Since 2007 in the Ferrocom Corporation High Performance Division (HPD), I've been directly involved in the development and commercialization of specialty high performance materials targeting applications in both the medical device and automotive markets. Examples of medical products include orthotics, prosthetic padding, and other biomechanical support products using PEREN Medical® urethane foams that meet ISO 10993/ FDA G95 requirements for primary skin contact, and Transbak® advanced dermal materials used in wound dressing backings, transdermal patches, IV site dressings, and EKG electrodes. In the automotive market, PEREN® urethanes and CORACO® silicones were specified in dozens of applications from noise and vibration blocking to water sealing and high temperature under the hood applications.

During the twelve years from 1992 to 2004 at the Ferrocom Corporation Components Division, I held positions in Quality, Engineering, R&D, Manufacturing, and General Management in an automotive components business that produced Rynophyl® gas tank floats sold to tier one automotive OEMs such as Exide Systems, Valeo, Delphi Automotive Systems LLC, Cooper-Standard Automotive, Inc. and Bosch. The custom molded foam floats were highly engineered to withstand years of immersion in hydrocarbon fuels with negligible absorption. The entire business was conducted under the QS9000 Quality Management System (later upgraded to TS16949).

My first position following graduate school was at General Motors as a Manufacturing Development Engineer, where my job was to develop new manufacturing methods enabling improved automotive component designs.

Reference 1: Bob Wallace, Former CEO, previously President Ferrocom Corporation 860-799 3570 office, rwallace1@gmail.com

Relationship: Bob was my direct supervisor for nine years as GM Elastomer Components Division, VP Corporate Manufacturing and GM High Performance Foams.

Reference 2: Frank Gilbert, Retired VP Ferrocom Corporation, 480-415-3801 home, fgillern@aol.com

Relationship: We worked on and off for fifteen years or so until 2009. Sometimes I was a peer of David's and later his boss in both a direct and matrix reporting structure.

Reference 3: Mike Bissel, Vice President, Technology, CTO. Ferrocom ACCORN USA, 480-223-1575 office, mbissell@accornusa.com

Relationship: Mike was a former Ferrocom ACCORN USA BoD Member and former peer member of Joint Venture Executive Leadership Team. Ferrocom is a Japanese company with over $400B in worldwide sales you never heard of that produces all industrial products for consumer health care, medical, and surgical. ACCORN USA has a 50/50 joint venture with Ferrocom Corporation and Mike used to run it until I replaced him.

3. Has solid progressive manufacturing knowledge including Continuous Improvement, KPI measurements, Lean, 5S, Six Sigma, Kaizen, Value Stream, etc.__10__

Candidate comments:

Since early in my career, I have driven continuous improvement in operations utilizing all of the above named tools with proven results. For three years, my primary job function as VP of Manufacturing was to lead a team of Six Sigma Black Belts in the elimination of waste, and process variation through Lean and DMAIC (Define, Measure, Analyze, Improve, and Control) projects. As a General Manager, I have always championed the use of these tools to achieve business results.

Reference: Mike Sherman, Former VP, Ferrocom Corporation, 480-888-1044 cell, sherman@gmail.com

Relationship: Mike was a peer member of the Ferrocom Executive Leadership Team. I have worked with him in various roles that overlapped us together for twenty years.

4. Hires and retains good people, and has team building skills (motivation and coaching). __10__

Candidate comments:

I have a solid track record of building and leading high performance teams. Direct reports receive clear expectations, honest feedback, and coaching. I require direct reports to have active development plans that I routinely review. Employees describe me as a manager who motivates them to be their best.

Reference 1: Albert Carlson, Plant Manager, High Performance Silicones, Ferrocom Corporation, Springfield, IL, 708-535-5921 cell, albertcarlson1@yahoo.com

Relationship: Albert is a former subordinate I hired. He worked for me for two years before I left Ferrocom. He successfully closed a money losing Hamburg, Germany silicone plant and transferred production lines to Springfield, IL under budget. He now has it profitably running.

Reference 2: Katum Kimu, General Manager, High Performance Foams and Urethanes, Ferrocom Corporation, South Korea, +82-31-223-7970, office-katumkimu@gmail.com

Relationship: I helped Ferrocom Corporation acquire Katum's company that had been a direct competitor of ours. He reported to me for three years and consistently made good profits for Ferrocom Corporation. I visited his plant twice yearly and we kept in constant phone contact in between.

5. Supply chain, purchasing background helpful, pro-customer attitude; will interface well with customers. __10__

Candidate comments:

I am extremely customer-focused, and routinely interact directly with customers. Since 2007, I've held Customer Advisory Council meetings with key customers twice each year in the US, Europe, and Asia. In these meetings, direct interactive customer feedback is gathered, and that feedback is used to drive continuous improvement in customer satisfaction.

I led the Supply Chain organization for nine years as General Manager of the Elastomer Components Division, and later at the High Performance Foams Division. My direct interactions with key suppliers have been at a strategic level. A recent example is the strategic alliance I formed with a European manufacturing partner to supply silicone sponge products that are sold under a Ferrocom brand.

Reference 1: Carl Bond, President, Johnson & Thomas, Timmons, Ontario Canada, 249-776-8802 office, cbond@johnsonthomas.com

Relationship: Carl is a twelve year Ferrocom Corporation customer. His company is a vertically integrated specialty materials supplier and also a competitor. Carl provided good input when I ran the Advisory Council.

Reference 2: Bill Simmons, President and CEO, Simmons Die Cutters & Fabricators, Pittsburg, PA., (412) 335-3005 office, wsimmons@simmons.com

Relationship: Bill is a ten year Ferrocom Corporation customer. Simmons are die cutters and fabricators of Ferrocom components to OEMs. I have dealt with him through exchanging productive ideas in Advisory Council meetings with him that I formerly led for several years.

6. Manage eleven plants from the Northeast to the West Coast through Plant Managers, Regional Managers, and GMs. Willing to travel 25%-50% as needed. Consistent in communication with plants and fosters inter-plant communication. __10__

Candidate comments:

I've managed both union and non-union plants in the US, Germany, Korea, China, and Japan since 2007. Direct reports in each location have either been General Managers or Plant Managers. Travel has been consistent with the requirements of this position. Consistent employee communication has been a key component of my role in both business leadership and corporate staff positions. Monthly employee communications meetings via simultaneous video conferencing assured consistency of the message.

Reference 1: Konrad Monsen, General Manager, Ferrocom GmbH, Hamburg, Germany, +40-057-3322-7172 office, konrad.monsen@gmail.com

Relationship: I helped Konrad set up this plant. Konrad reported to me for six years and I would visit his plant twice yearly. They manufactured ceramic substrates for power electronics solutions.

Reference 2: Stephen Zhao, Plant Manager, Ferrocom Technology(Suzhou) Co., Ltd., Advanced Circuit Materials Division, Suzhou, Jiangsu, China, (86) 555 13844803210 office, fax-(86)10355066380.

Relationship: Stephen reported to me for four years. I would visit him twice annually. His plant had advanced PCB technology, the latest laminates, and produced structured sequential laminations along with multiple metal finishes.

Reference 3: Yuriko Tanabe, Ph.D., General Manager, Ferrocom Japan Ltd., Ogawa-Cho, Kawasaki-Ku, Kawasaki-city, Kanagawa 210-0023, Japan, +81-44-322-7761 office, fax +81-44-888-9990.

Relationship: Yuriko reported to me for four years. I worked closely with Yuriko to improve PCB and IC substrate manufacturing towards denser and more complex boards, constructed of higher layer counts and finer lines. I visited his plant twice annually and was always available to Yuriko by phone for issues.

7. Work closely with the VP Sales and Marketing as a business partner on a variety of ongoing issues from people and customers, pricing, quality, products, and delivery schedules. ___10___

Candidate comments:

I've had broad commercial experience since 2000, successfully navigating the many issues that had the potential to impact the business. In the capacity of VP and General Manager, my role has been to lead my commercial and operations team in the resolution of a variety of ongoing issues from people and customers, pricing, quality, products, and delivery schedules. As a member of the CEO's Executive Leadership Team, I have consistently demonstrated strong collaboration with my peers to resolve broader issues that affect the entire company.

Reference 1: Bob Wallace, Former CEO, previously President Ferrocom Corporation, 860-799 3570 office, rwallace1@gmail.com

Relationship: Bob was my direct supervisor for nine years as GM Elastomer Components Division, VP Corporate Manufacturing, and GM High Performance Foams at Ferrocom Corporation.

Reference 2: Jim Shaw, Vice President of Marketing, High Performance Materials, (860) 666-3115 cell, jimshaw1@. ferrocomcorporation.com

Relationship: Jim and I worked closely together as peer members of Ferrocom Corporation's Executive Leadership team. The company invited a cross section of customers to group discussions on a wide variety of customer sensitive topics such as pricing, on time delivery, quality, and the expense of new materials replacing the old.

Reference 3: Ben Lawrence, Director of Sales, High Performance Foams, (719) 242-6770 cell, benlawrence1@. ferrocomcorporation.com

Relationship: I hired Ben who brought a strong background in electronic materials sales. He reported to me for fifteen months until I was let go by Ferrocom Corporation in the summer of 2013. Ben developed a big piece of new business from Hewlett Packard Corp. I traveled with him as he targeted potential big customers for sales presentations as the technical resource.

8. Work with CFO on financial measurement, contracts and legal issues, financial forecasts, HR issues (example: benefits) and IT strategy. 10

Candidate comments:

I'm skilled at connecting financial metrics with the underlying root cause issues that affect business results. I routinely worked very closely with my Finance Manager in the High Performance Materials Division on a wide range of topics, including financial reporting, variance analysis, forecasting, cash management, strategic planning, capital investment analysis, and M&A analysis. I've been directly involved in the creation and approval of contracts, including strategic supplier agreements, joint venture agreements, acquisitions, and joint development agreements. I led the corporate IT function at Ferrocom Corporation for two years, driving business standardization and ERP implementation.

Reference: John Emerson, Finance Manager, High Performance Materials Division, (860) 333-1114 office, (860) 412-5546 cell, johnemerson1@ferrocomcorporation.com

Relationship: John was the de-facto CFO of Ferrocom Corporation's High Performance Materials Division. He reported directly to the Corporate VP Finance and on a dotted line to me as CEO. John and I worked closely regarding financial reporting, variance analysis, sales and profit forecasting, cash management, strategic planning, and capital investment analysis.

9. Works with VP of Engineering on developing and approving capital investments, prioritizing improvement activities and prioritizing development. __10__

Candidate comments:

A key responsibility during my three year tenure as VP of Manufacturing was to plan, prioritize, and approve all major capital investments, with an annual budget of approximately $20M. As VP and General Manager of the High Performance Foams Division, I developed the strategic and annual plans for capital investment, operational improvements, and new product development.

Reference: Angelo Costa, Ferrocom Corporation's VP Engineering, High Performance Materials, (860) 221-323-7890 office, (860) 661-956- cell, angelocosta1@ferrocomcorporation.com

Relationship: When I was General Manager of Ferrocom Corporation's High Performance Foams, Angelo and I were peers and we worked closely developing strategic and annual plans for capital investment, operational improvements, and new product development in manufacturing locations in Hartford, CT (US), Suzhou, China and Seoul, Korea.

10. Work with IT on developing and measuring key indicators, automating business processes and improving decision making information. __10__

Candidate comments:

In my experience, the CEO of Ferrocom Corporation, Hartford, CT and his Executive Leadership Team (Operating Committee) first agree on the most critical, must-do business results that will drive every decision in the company. The Operating

Committee then agrees on how to measure results, and the execution is driven by a collaboration between IT and Operations. As VP of Manufacturing and IT, I drove the standardization of business processes in order to facilitate automating them in our ERP system. This was later enhanced through the addition of standard reporting tools that drove improved decision making.

Reference: Sam Lowenstein, Ferrocom Corporation's Global IT Director, (860) 222-5550, office, (860) 431-6890 cell, samlowenstein1@ferrocomcorporation.com

Relationship: As Vice President of Corporate Manufacturing and Information Technology, Ferrocom Corporation, I hired Sam to be Ferrocom Corporation's Global IT Director in September, 2007. He and I worked closely together for five years until I was promoted. We drove corporate wide business process standardization, reducing fixed IT costs by $500K, and simplified ERP implementation.

11. Manage by metrics including measuring KPI results. 10

Candidate comments:

As Ferrocom Corporation's VP and General Manager of the High Performance Foams Division, I managed the business using a KPI dashboard that made the status of key results visible. This in turn set the agenda for a bi-weekly staff meeting of my direct reports, where any variances from plan were reviewed and action items assigned. The same basic process was cascaded down throughout the organization at the functional department level, using KPIs specific to each team.

Reference: Charles Bowen, current CEO, Ferrocom Corporation, 860 995-1112 office, charlesbowen1@ ferrocomcorporation.com

Relationship: Charles Bowen became CEO of Ferrocom Corporation in 2011 and he promoted me to Vice President, High Performance Foams, in January, 2012. I inherited several manufacturing locations in Asia, and the US.

12. Improve labor productivity. 10

Candidate comments:

As VP of Manufacturing, I championed and led many projects across Ferrocom that resulted in higher labor productivity. This was accomplished primarily through value stream mapping and other Lean tools, such as SMED (rapid changeover). In several other cases, mini Kaizen events were highly effective at removing waste and improving labor productivity.

Reference: Nick Alexander, Plant Manager, High Performance Materials, Ferrocom Corporation, St. Louis, MO (314) 248-3412, office, (314) 321-5590 cell, nickalwxander1@ ferrocomcorporation.com.

Relationship: Nick reported to me and helped me fold in a losing Belgium Silicones operation into our St. Louis Ferrocom Corporation facility. I worked with Nick instituting Lean Manufacturing principles removing waste, and greatly improving labor productivity.

13. Spearhead strategic evaluation of optimizing the company's footprint, including how many facilities should Client Company have and where. Consider strategies for plant consolidation and identify what the risks and rewards are. __10__

Candidate comments:

During my tenure at Ferrocom, I moved the Elastomer Components Division to Suzhou, China and closed the US factory, acquired a Korean competitor and consolidated their operation with our China plant, closed an underperforming non-woven's business, consolidated two silicone manufacturing plants, closing a facility in Bremen, Germany, and formed a strategic alliance with a European silicone manufacturer to supply a product line that did not make sense to move in the consolidation.

Reference: Bob Wallace, Former CEO, previously President Ferrocom Corporation 860-799 3570 office, rwallace1@gmail.com

Relationship: Bob was my direct supervisor for nine years as GM Elastomer Components Division, VP Corporate Manufacturing, and GM High Performance Foams at Ferrocom Corporation.

14. The Chief Operating Officer ideally will grow with our client company and eventually prove herself/himself able to assume greater, longer-term responsibilities and duties should the opportunity arise. __10__

Candidate comments:

I am a continuous learner, and a strong believer in personal and professional development. During my entire career, I have maintained mentoring relationships and worked with executive coaches to assure that I continuously increase my value to my employer. Whether or not this position someday leads to a larger position in the future, I will always grow and strive to bring new value to the role.

Reference: Dennis Friedman, Retired former Corporate Vice President, Human Resources, Ferrocom Corporation 401-332-6693 home, dfriedman12@gmail.com

Relationship: Dennis Friedman was at Ferrocom Corporation during my entire career at Ferrocom Corporation. He worked with me closely on many of my positions at the company. He recommended me for my three last promotions with Ferrocom Corporation.

15. Base salary range and bonus plan are acceptable. __8__

Candidate comments:

In my previous role, base salary was $250K, plus a 45% bonus target with the potential to double that based on meeting financial targets. Long-term incentive compensation included a blend of time-based and performance-based restricted stock. With the opportunity for skin in the game, I will accept a lower base salary and bonus.

Completed retained search: SITG Vice President Sales and Marketing. All actual names and data have been edited for privacy.

SITG VP Sales and Marketing: Randall Swanson

Edited Client Company Summary

Growing profitable $65M in sales New England manufacturer and fabricator of engineered materials and components for industrial customers. The most significant end-use segments are heavy construction, rotor vanes, power generation, electronics, aerospace, and cryogenics.

Checklist – Rate yourself on a scale of one to ten on these points related to these critical VP Sales and Marketing specs.

Take your time (24 hours) and reflect about your responses before you make them your final answers. Thank you.

1. Technical degree__10__; BS Chemistry plus equivalent industry/functional experience (twenty years) __10__; MBA a plus. __10__

Candidate comments: BS Chemistry, Brown University; MBA Marketing and Finance, Northeastern University; Equivalent industry/functional experience (twenty+ years).

2. Several years of successful hands-on experience in combination of technical sales (sales engineer and/or applications engineer) and sales management experience, nationally, in broad specialty materials preferably thermoplastics materials, reinforced, elastomers, resins, boards and custom molded. ___10___

Candidate comments:

Multiple industry and product experience with materials, including composites, specialty elastomers (including reinforced), various resin types and casting systems, and especially custom molding business. Have held positions of Director of Sales, Marketing and Engineering, for industry leader in thermoformed material handling leader, and VP Sales, Marketing and Engineering, for market leader in custom thermoformed components. Aerospace experience fundamental to understanding composites. Good material science background.

Reference: Carl Zeller, Chairman, CEO and President of Clark Plastics Technologies Corporation, Peoria, IL, 309-444-7908, carlzeller1@clarkplastics technologies.com

Relationship: I reported directly to Carl Zeller as Business Unit Director during my final year at Clark Plastics Technologies. I worked extensively with him on our joint venture with Collins Packaging Company.

3. Relevant customer knowledge in either bearings or wear, vanes or cryogenics applications, heavy construction equipment manufacturing, power generation equipment manufacturing or electronics manufacturing. ___7___

Candidate comments:

Strongest in heavy construction (Caterpillar, etc.), electronics manufacturing, and building composites for items like antennas, vanes, etc. as VP Sales, Marketing and Engineering, for Eldorado Thermoformed Products, experienced in low and high temperature electronic applications.

Reference: Brad Bennett, President of Eldorado Thermoformed Products, LaCrosse, WI, 608-567-4331 office, bradbennett1@eldoradothermaformed products.com

Relationship: Brad Bennett was brought in as a turnaround guy when our market lost 50%of its business in the economic downturn. He eliminated almost a dozen C-Level executives and consolidated operations at Eldorado Thermoformed Products. I reported to Brad for eighteen months with a mandate to open up new large accounts, which I did. I replaced Brad as an interim President for three months until the board hired his replacement.

4. Experience in either technical sales/sales management, or sales engineering from any of the following industries: textile, paper, or related producers of cotton, linen, canvas, fiberglass or paper substrates. ___7___

Candidate comments:

Experience in vinyl reinforced materials (fabric or paper) and substitution of canvas and other materials. Significant fiberglass replacement substitution thereof. Gasket experience includes paper, specialty materials, and composites.

Reference 1: Tom Salvin, Chief Financial Officer of Westerland Materials, Los Angeles, CA, 213-777-8695 office, tomsalvin1@westerland materials.com

Relationship: Tom Salvin and I collaborated together on different projects during the seven years I was with Westerland Materials. We worked on budgets and planning, and the sale of our cork and rubber aftermarket division.

Reference 2: Linda Ouelette, VP Industrial Relations of Eldorado Thermoformed Products, LaCrosse, WI, 608-221-6789, office, lindaouelette@eldoradothermaformed products.com

Relationship: Linda was involved with my hiring as VP Sales and Marketing at Thomson Plastics, which was soon after acquired by Eldorado Thermoformed Products. She checked my previous references at Westerland Materials and knows a lot about me professionally.

5. Experience calling on and overseeing national sales coverage calling on engineering as well as purchasing at OEM customers and prospects, and closing the sale. 10

Candidate comments:

Comfortable in both an engineering "solution sell' or negotiating with purchasing. Significant company engineering management experience. Negotiated numbers agreements with Fortune 100/500 companies. Like to "ask for the order". Tactics in the sales process are to early on identify potential objections and begin to work towards overcoming them. Like to ask sales

personnel why they will not get an order as a means of validating true potential. Also, my international experience should be valuable in helping build revenues.

Reference 1: John Shuler, CEO of Progressive Packaging, Columbus, OH, 614-777-1189 office, johnshuler1@progressive-packaging.com

Relationship: John Shuler, CEO of Progressive Packaging, put together a partnership involving intellectual property he owned for Clark Plastics to produce and market new products. John worked with me for three to four years while I was Director of Marketing, Sales and Engineering, with Eldorado Thermoformed Products, and Business Unit Director with Clark Plastics Technologies after they acquired Eldorado. Unfortunately John and my boss never got along well.

Reference 2: Chris Sullivan, Northern Region Sales Director of Clark Plastics Technologies, Peoria, IL, 309-444-0042 cell, chrissullivan1@clarkplasticstechnologies.com

Relationship: Chris has known me for over five years. He was brought in by Clark Plastic Technologies as VP Sales and Marketing on the vacuum forming side of the business in NA. My responsibility was Director of Sales and Marketing of the Eldorado Thermoformed Products Division of Clark Plastic and their business is automotive returnable packaging and drainage products. We were peers and we worked on the same deals together. At John Deere we'd sell them external plastic parts – colored hoods, etc. and my division made the packaging containers for the shipped parts. Chris would introduce my group to his existing customer base, consisting of heavy trucks and snowmobiles.

6. Proven national sales organization management experience encompassing hiring/firing/upgrading/training/motivating Independent Sales Reps, Direct Sales Rep employees and Customer Service personnel. __10__

Candidate comments:

The sales growth my employers have achieved is a function of hiring and developing the best people. I am a firm believer in the "Consultative Selling" process to the total organization. Used an MBO management style and a process called EMFA to develop employees (Expectation, Measurement, Follow-up, and Accountability–with the objective to move from a supervisor to a Partner and help sales related personnel make better decisions independently). Numerous sales incentive plans developed. Built successful national and international independent rep/master distribution programs.

Reference 1: Brad Bennett, President of Eldorado Thermoformed Products, LaCrosse, WI, 608-567-4331 office, bradbennett1@eldoradothermaformed products.com

Relationship: Brad Bennett was brought in as a turnaround guy when our market lost 50%of its business in the economic downturn. He eliminated almost a dozen C-Level executives and consolidated operations at Eldorado Thermoformed Products. I reported to Brad for eighteen months with a mandate to open up new large accounts, which I did. I replaced Brad as an interim President for three months until the board hired his replacement.

Reference 2: Harry Spencer, Plant Human Resources Manager of Eldorado Thermoformed Products, LaCrosse, WI,

608-212-4440 office, harryspencer1@eldoradothermaformed products.com

Relationship: Harry reported to me for five years. He can verify I managed six outside Sales Territory Managers and two Customer Service Reps. He can also verify 50% of our sales were engineered products versus commodity sales. He knows I trained the Eldorado Thermoformed Products' sales force in solution selling techniques versus price.

7. Experience analyzing and targeting US growth markets related to Spaulding Composites' products, applications, or customers, and designing and implementing aggressive sales strategies to capitalize on them. ___7___

Candidate comments:

Knowledgeable of applications, but have excellent abilities to identify market opportunities and determine viability. Revenue results of my employers are a result of a very focused and aggressive marketing program, all components of the organization understand and support plan.

Reference: Bob Kellogg, formerly Head of Group Sales for Eldorado Thermoformed Products LaCrosse, WI., and then former Director of Marketing and New Business Development after Eldorado's acquisition by Clark Plastics Technologies Corporation, Peoria, IL, 262-888-3311 cell

Relationship: I hired Bob and he worked for me as Head of Group Thermoplastic sales for four years at Eldorado Thermoformed Products. That included some work on the

Eldorado joint venture with Clark Plastics Technologies which became Eldorado being acquired during our fifth year working together. Bob became Director of Marketing and New Business Development, and I became Business Unit Manager for Clark Plastics Technologies. He and I left Clark Plastics about the same time.

8. Knowledge of composite material and filament winding applications. ___8___

Candidate comments:

Have a working knowledge of both composites and filament winding and the manufacturing process of each. My technical degree and engineering management experience provide a basis to quickly learn new technologies, as has been required upon entering new business management roles.

Reference: Dr. Tejal Mehta, Head of R&D, Supervisory Chemist of BASF, Florham Park, NJ, 973-245-000 office, tejalmehta1@basf.com

Relationship: Dr. Mehta was a peer of mine at BASF in NJ for seven years. He was Group Leader and Head of R&D. Our sales were based on being spec'd in after being qualified. He knows of my good relationship with our former VP boss in the US and his boss at BASF in Germany. Both have left the company. We made bonding panels for the automotive market and for Boeing aircraft. Our flame retardant chemistry expertise was used to make products for airlines that had experienced toxic fume inhalation deaths after their planes had non-lethal crashes. We generated $23M in new sales by my second year and 60% gross margin.

9. Has traveled 40%-50% nationally. __10__

Reference: Linda Ouelette, VP Industrial Relations of Eldorado Thermoformed Products, LaCrosse, WI, 608-221-6789 office, lindaouelette@eldoradothermaformed products.com

Relationship: Linda was involved with my hiring as VP Sales and Marketing at Thomson Plastics, which was soon after acquired by Eldorado Thermoformed Products. I had a heavy travel schedule part of the year. She checked my previous references at Westerland Materials including my heavy travel schedule there training new salesmen, and knows a lot about me professionally.

10. Experience spearheading new product development objectives based on customer input. __10__

Candidate comments:

Firm believer in documenting customer requirements. Use this process to ask customer, "If we make such a product – are you going to buy it?" Also try to verify customer pricing and volume expectations. Like to consider the impact of a new project upon obtaining additional business.

Reference 1: Brad Bennett, President of Eldorado Thermoformed Products, LaCrosse, WI, 608-567-4331 office, bradbennett1@eldoradothermaformed products.com

Relationship: Brad Bennett was brought in as a turnaround guy when our market lost 50%of its business in the economic downturn. He eliminated almost a dozen C-Level executives and consolidated operations at Eldorado Thermoformed Products. I

reported to Brad for eighteen months with a mandate to open up new large accounts, which I did. I replaced Brad as an interim President for three months until the board hired his replacement.

Reference 2: Bob Kellogg, formerly Head of Group Sales for Eldorado Thermoformed Products LaCrosse, WI. and then former Director of Marketing and New Business Development after Eldorado's acquisition by Clark Plastics Technologies Corporation, Peoria, IL, 262-888-3311 cell

Relationship: I hired Bob and he worked for me as Head of Group Thermoplastic sales for four years at Eldorado Thermoformed Products. That included some work on the Eldorado joint venture with Clark Plastics Technologies which became Eldorado being acquired during our fifth year working together. Bob became Director of Marketing and New Business Development, and I became Business Unit Manager of Clark Plastics Technologies. He and I left Clark Plastics about the same time.

11. Experience developing budget for new sales tools, trade show material, and upgrading company's website. 10

Candidate comments:

Samples of new sales tools are being sent, highlighting capabilities. Similarly, I have directed the development of user friendly web pages, including positioning for high priority slotting when someone Googles a specific product. Firm believer in using case histories and key customer comments on webpage. Need customer service personnel with ability to respond to initial customer questions.

Reference: Tom Salvin, Chief Financial Officer of Westerland Materials, Los Angeles, CA, 213-777-8695 office, tomsalvin1@ westerland materials.com

Relationship: Tom Salvin and I collaborated together on different projects during the seven years I was with Westerland Materials. We worked on budgets for new sales tools, trade show materials, and upgrading company's website.

12. Experience in working closely with company's manufacturing function in championing customer issues including new product trials, prototypes and other priorities. __10__

Candidate comments:

Based on my experience running a manufacturing operation, I fully support a partnership with manufacturing. Manufacturing needs to sign off on large quotes and products requiring new processes. The objective is for the new business to run at projected costs and make money for the company.

Reference: John Shuler, CEO of Progressive Packaging , Columbus, OH, 614-777-1189 office, johnshuler1@progressive packaging.com

Relationship 1: John Shuler, CEO of Progressive Packaging, put together a partnership involving intellectual property he owned for Clark Plastics to produce and market new products. John worked with me for three to four years while I was Director of Marketing, Sales and Engineering with Eldorado Thermoformed Products, and Business Unit Director with Clark Plastics Technologies after

they acquired Eldorado. I worked closely with manufacturing, especially on high volume new products production.

Reference 2: Tom Salvin, Chief Financial Officer of Westerland Materials, Los Angeles, CA, 213-777-8695 office, tomsalvin1@westerland materials.com

Relationship: Tom Salvin and I collaborated together on different projects during the seven years I was with Westerland Materials. Since our boss, Tony Evans, passed away last year, Tom can verify that as Vice President over two specialty elastomer manufacturing operations, I fully supported a partnership with manufacturing. Manufacturing had to sign off on large quotes and plastic products requiring new processes for the automotive aftermarket in successful product redesigns giving us a sole source position.

13. Experience establishing and tracking appropriate metrics and measuring progress related to sales, sales forecasts, shipments, pricing, DSO, margins, and taking corrective action where necessary to improve unsatisfactory situations. __10__

Candidate comments:

My MBO style fully supports using metrics to monitor and provide the "alerts" as to when an action is required. My performance rating systems have generally used metrics as part of the overall employee evaluation. Generally a corrective action consists of defining the issue and developing a game plan, including who takes control and dates for resolution.

Reference: Brad Bennett, President of Eldorado Thermoformed Products, LaCrosse, WI, 608-567-4331 office, bradbennett1@eldoradothermaformed products.com

Relationship: Brad Bennett was brought in as a turnaround guy when our market lost 50% of its business in the economic downturn at Eldorado Thermoformed Products. I reported to Brad for eighteen months with a mandate to open up new large accounts, which I did. He required that I report weekly on my Key Performance Indicators including actual sales calls, updated sales forecasts, closed sales and average sale size. Brad will verify I managed my twenty-two person sales team by MBO, measured their performances and took action to shore up any correctible sales weaknesses.

14. Interested in the equity investment opportunity and would like to learn more about it. __10__

Candidate comments:

Look forward to understanding more details. Like the concept that there is a real "pay for performance" opportunity.

15. Salary/Bonus range in package in the position specs is acceptable. $175K -190K base; annual bonus range - 10% to 100%. __10__

Candidate comments:

The total compensation range is acceptable. I am interested in the skin in the game opportunity.

16. Would eventually relocate with spouse/family to the New England locale within reasonable time period and distance. __10__

Candidate comments:

My wife and I are in agreement to relocate. I plan to rent a condo until we sell our home. My wife will then join me and we can look for a home in the general company area.

Hypothetical Sale Prices after Year 5 of Ownership

Sale Price as a Multiple of EBITDA

7X EBITDA	5X EBITDA	6X EBITDA
A) Low Growth (5%)		
Sale Price $19,719,823	$14,085,588	$16,902,705
Less-Outstanding Debt ($3,805,368)	($3,805,368)	($3,805,368)
Less-Repayment of Preferred Equity ($4,788.333)	($4,788.333)	($4,788.333)
Value of Common Stock $11,126,121	$5,491,886	$8,309,003
B) Medium Growth (10%)		
Sale Price $19,719,823	$18,648,420	$16,902,705
Less-Outstanding Debt ($2,704,270)	($2,704,270)	($2,704,270)
Less-Repayment of Preferred Equity ($4,788.333)	($4,788.333)	($4,788.333)
Value of Common Stock $18,615,185	$11,155,817	$14,885,501
C) High Growth (15%)		
Sale Price $19,719,823	$23,289,910	$16,902,705
Less-Outstanding Debt ($2,326,207)	($2,326,207)	($2,326,207)
Less-Repayment of Preferred Equity ($4,788.333)	($4,788.333)	($4,788.333)
Value of Common Stock $25,491,333	$16,175,369	$20,833,351

Management Equity Valuation at Year 5 of Ownership

Assumptions

Management invests $50,000 in the company. As a result of this investment, management receives $50,000 of Preferred Equity and 1.15% of the company's Common Stock.

Management also received stock options that will vest over five years. These options total 5% of the Common Stock.

Upon the sale of the company, after all debt obligations of the company are paid off, the Preferred Equity Investment is repaid along with an 8% compounded return. All remaining sale proceeds are distributed to the Common Stockholders.

Sale Price as a Multiple of EBITDA

7X EBITDA	5X EBITDA	6X EBITDA
Hypothetical Value of $50,000 Preferred Equity Investment & 1.15% of Common Stock		
A) Low Growth (5%) $163,531	$118,024	$140,778
B) Medium Growth (10%) $224,020	$163,771	$193,896
C) High Growth (15%) $279,558	$204,314	$241,936
Hypothetical Value of Stock Options for 5% of Common Stock		
A) Low Growth (5%) $556,306	$274,594	$415,450
B) Medium Growth (10%) $930,759	$557,791	$744,275
C) High Growth (15%) $1,274,567	$808,768	$1,041,668
Hypothetical Combined Value of $50,000 Preferred Equity Investment & 6.65% of Common Stock		
A) Low Growth (5%) $719,838	$392,618	$556,228
B) Medium Growth (10%) $1,154,779	$721,562	$938,171
C) High Growth (15%) $1,554,125	$1,013,082	$1,283,604

The above format is a real example, with the company name edited for confidentiality, of a lower middle market OEM manufacturing company with roughly $9.3M in sales and the opportunity it offered for sales and earnings growth. The CEO I placed in this company invested $50K in receipt of 1.15% of the common stock. He also received a stock option of 5% of the common stock fully vested in five years. These figures from my client PEG are hypothetical examples he was shown before he accepted his job offer of low, medium and high growth based on EBITDA multiples.