

# GREGORY S. ROCQUE

www.Linkedin.com/in/gregrocque  
www.gregrocque.com

630-699-6300  
greg@gregrocque.com

Burr Ridge, IL 60527

## CEO / PRESIDENT

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### *Business Creation, Transformation & Rapid Growth to Drive Value Across Mid-Cap Private & Investor-Backed Manufacturing, Distribution, Service & Technology Ventures*

Global leader of 6 start-ups, 7 turnarounds and sustainable growth within mid-cap businesses ranging from <\$100M up to \$3B+. Reputation for quickly assessing opportunities, securing funding/capital and scaling enterprises through acquisitions, organic growth, global expansion and market diversification. Strong P&L leader moving fluidly between finance, operations and sales/marketing, creating well-defined strategic plans, building strong management teams and operating cultures, effecting change and delivering measurable, sustainable multimillion-dollar top and bottom line results. Experienced Board Member, Private Equity Advisor and Business Consultant.

## CAREER HISTORY

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### **PRESIDENT – FAIRINGTON**

**2010 – 2015**

*\$80M+ (>\$700mm inventory adjusted annual revenue), 350-employee private company, and largest, full-service logistics provider in the US offering world-class mail delivery solutions to the financial services, mobile communications publishing and retail sectors*

Recruited by the founder/owner to spearhead a new vision, brand, growth strategy and optimization plans for a well-established enterprise operating in a consolidating industry. Given full P&L authority for finance, sales and operations, 3 facilities and 350 employees nationwide.

- Delivered 2X EBITDA increase, grew revenue 46% from \$57M to \$83M, reduced overhead 35%, and improved labor productivity 50% through multi-dimensional acquisition/growth, cost reductions and performance improvements.
- Identified and led due diligence on \$120M of acquisitions. Closed 1 deal, adding new capacity and market presence.
- Launched the company's 1<sup>st</sup> formal strategic planning sessions within 1<sup>st</sup> 90 days of tenure. Engaged and re-energized the business, and garnered buy-in for substantial operational, people and process changes.
- Executed corporate restructuring, affecting 50 employees, redeveloped the leadership team and high-performing management team. Reduced fixed costs 35% and increased productivity 50%.
- Fundamentally changed go to market strategies, hired new sales management, implemented team-selling programs, and improved sales execution. Nearly doubled market share from 6.5% to 12.5% while reducing SG&A 35%.
- Dramatically improved strategic value and service delivery to key customers: Macy's, Discover, Sprint, Verizon, Publisher's Clearing House, New York Life, and Brown Printing.
- Conducted Value Stream Mapping, adopted Lean, and developed technology roadmap with 18-month proforma ROI, which improved efficiency in processing 1B pounds of mail and moving 80+ truck loads per day across the US.
- Created a \$12M new value stream in a core market by diversifying into light manufacturing. Funded \$15M in equipment/facilities through bank financing without personal guarantees.

### **PRESIDENT – REYCO GRANNING**

**2004 – 2010**

*\$70M+, 350-employee subsidiary of multinational Tuthill Corporation, and multi-location global manufacturer of automotive components*

Recruited to lead the financial/operational turnaround and sale of a struggling business unit with revolving door of executive leadership over 6 years. Enacted widespread change, including new management team, vision/direction and employee engagement. Concurrently led global road shows to position the business for sale to private equity. Held P&L oversight for \$70M+ in revenue and 350 employees in 4 North America and Asia locations.

- Drove 38% increase in revenue over 6 years. Created an innovative pricing strategy that increased gross margins 72%. Achieved some of the highest operating profits and cash flow during multi-year economic recession.
- Adopted a new business model and value proposition, and personally engaged with key customers to secure long-term agreements resulting in double-digit growth during 1<sup>st</sup> 2 years of tenure, and improved market share from #11 to #4.
- Rebuilt the management team, inspired employee trust and enthusiasm, and created a powerful, high-performing culture, which sustained the business through one of the industry's steepest downturns in 50 years.
- Implemented a financial/performance management forecasting model that focused teams on fact-based planning and decision-making, R&D, market opportunity development and margin improvement.

- Consolidated operating footprint from 4 to 2 facilities, increased ROA, reduced fixed cost, and generated \$1M savings.
- Drove \$4.5M margin improvement by adopting Lean, implementing MRP systems, and redefining the supply strategy.
  - Doubled capacity, reduced inventory 24%, improved lead times from 6 to 2 weeks, and increased quality to 98%.
  - Renewed supplier relationships and expanded supply lines in China, which reduced cost of goods \$2.5M.

### **CEO CONSULTANT / BUSINESS ADVISOR – FortéONE / eCOMMERCE DYNAMICS** 2000 – 2004

*Specialty consulting firms providing experienced CEO leadership to global corporations, business owners, advisors and management teams*

Leveraged industry notoriety to form a B2B eCommerce strategy firm, and became one of the original CEO consultants to private equity firms, entrepreneurial businesses and private companies. Defined strategies for rapid, short-term improvements, and created proven tools for building strong, sustainable businesses.

- Advised the Chairman and leadership of 2 of Japan's largest logistics companies on forming an eBusiness joint venture.
- Participated in steel foundry turnaround, and drove \$100M of revenue growth on behalf a PE firm. Identified/resolved underlying issues, moved into higher-margin markets, and placed business on path to long-term financial health.
- Developed a new competitive strategy for a \$40M building materials company designed to improve gross margins 8%, reduce inventory 25% and drive service levels up 20%.
- Positioned minority-owned technology company for sale by developing a comprehensive strategic plan, and improving understanding of financial information and business performance.

### **PRESIDENT & CEO – NATIONAL TRANSPORTATION EXCHANGE (NTE)** 1993 – 2000

*The world's 1<sup>st</sup> B2B eCommerce business (now known as SaaS) and transportation exchange providing integrated shipper/carrier solutions*

Founded a game-changing new venture to transform the \$450B+ US transportation market. Developed a compelling business model and value proposition, secured VC funding, and built an innovative SaaS technology platform. Held fiscal oversight for \$6M in revenue and \$65M in funding. Directed 120 employees.

- Transformed a white space opportunity into a market leading provider of warehousing, transportation, purchasing, settlement and B2B collaboration services to 1.2K global carriers and leading global corporations (e.g., Target, 3M).
- Led road shows and 5 rounds of capital raising to fund technology development and marketing. Secured a total of \$65M in financing from blue-chip organizations, angel investors and venture capitalists.
- Built a profitable \$6M enterprise and world-class management team. Hired a successor CEO to position the business to become a public corporation.

### **PRESIDENT / CEO – CARCARE ENTERPRISES, INC.** 1989 – 1993

*~\$15M, 350-employee private equity-backed company and 2<sup>nd</sup> largest Jiffy Lube franchisee in the US with 26 stores*

Developed and implemented an aggressive plan to stabilize the business, regain profitability and accelerate revenue in a highly competitive market climate following announcement of national franchisor bankruptcy.

- Grew sales 15% through targeted marketing and new product lines. Shifted from negative to positive cash flow in 9 months. Positioned the business for sale to a major supplier.
- Launched a comprehensive training/certification program that reduced employee turnover 70%, eliminated 80% of service claims, and dramatically improved overall performance.
- Turned around a struggling co-op advertising association (ADI) for 70+ Jiffy Lube franchises as elected President. Renegotiated and cut vendor debt 50%, and launched a \$1.2M marketing campaign that destroyed the competition.

### **GENERAL MANAGER – THE HAVI GROUP** 1981 – 1989

*\$8B, 9K-employee private company with global portfolio of supply chain, packaging and marketing businesses serving world-leading corporations – Abbott, BP, Coca-Cola, General Mills, McDonald's, P&G, Microsoft, Shell*

Earned a reputation for new business creation during a period of global expansion and growth into a \$2.5B company. Led the seamless start-up of 5 domestic and international operations. Highlights:

- Established 2 US operations, and scaled the combined enterprise to \$150M and 220+ employees to support McDonald's aggressive expansion. Awarded "Highest Performance" distinction during the 1<sup>st</sup> year of operation.
- Launched operations in 3 countries to build out the Asia market. Served as the foundation for what is today HAVI Supply Chain Solutions in Asia, 1 of 3 global business segments of a multi-billion dollar enterprise.
- Held full P&L for a \$15M, 60+ employee Southeast Asia integrated supply chain and production operation for 4 years.

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**CORPORATE BOARDS & AFFILIATIONS**

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**BOARD MEMBER – POSITRONIC INDUSTRIES****2009 – Present**

Selected as the only outside advisor to new generation of owners of a private, family-owned global manufacturer and distributor of electronic connectors for the military, aerospace, communications, medical, industrial and test equipment sectors. Conceived and structured globalization plan and next level business strategies.

**BOARD MEMBER – DRIV-LOK, INC.****2004 – Present**

Provided governance oversight during change of ownership of a private engineering company and world leader in fastener solutions for the world's leading manufacturing companies.

**MEMBER – VISTAGE INTERNATIONAL****1993 – Present**

Member of a professional organization catering to 20K chief executives leading \$5M to \$1B+ companies across the globe.

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**EDUCATION**

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**BS, BUSINESS ADMINISTRATION – BRADLEY UNIVERSITY****1981****KEMPER SCHOLAR on BUSINESS ETHICS – ELMHURST COLLEGE****2001**