
Leader in Organic and M&A Growth for Small- to Mid-Cap Manufacturing & Distribution

Growth driver who uses metrics-based strategy and high-EQ people leadership to excel in any market. Consistently realizes double-digit gains in turnaround, M&A, and organic growth scenarios. Brings frank, fresh eyes to global organizations, quickly identifying the best next steps and how to get there. Known for growing businesses domestically and across borders, having lived and worked extensively in-country. Cross-functional strengths in business development and operations—including business intelligence infrastructure and Lean methodology—yields consistent top- and bottom-line improvements, especially in environments that depend on efficient manufacturing, sourcing, and distribution.

Career Snapshot

POSITRONIC INDUSTRIES, Springfield, MO 2009 to Present

Board Member: Only outside advisor to new generation of owners at privately held manufacturer. Collaborated with leaders to augment successful entrepreneurial culture with structured, metrics-based initiatives. Helped in hiring new CFO, COO, and VP of Sales. Together, implemented ERP, consolidated banking and cash flow, closed ancillary businesses to focus on prime market, implemented Lean, hired market research partner, and addressed root causes of market share shrinkage. Company's powerful reputation and operations are now global.

DRIV-LOK, Sycamore, IL 2004 to Present

Board Member: Contributed governance oversight during ownership transition of private engineering and manufacturing company—a leader in fastener solutions for the world's leading manufacturing companies. Partnered with new owner/CEO to create strategies for a high-value exit and recommended VP of Marketing who became a critical piece of the succession plan, poised to take over leadership as president.

FAIRINGTON, Bolingbrook, IL 2010 to 2015

President: Held P&L accountability for total \$750M+ operation (inclusive of client-owned, onsite inventory). Grew EBITDA 2X and revenue 46%, maximizing return from shrinking mail-delivery logistics industry while opening up new offerings via multimillion-dollar joint venture, and evaluated \$120M in strategic acquisitions.

REYCO GRANNING, Mt. Vernon, MO 2004 to 2010

President: As 6th president in 7 years, reversed 7-year loss trend to realize profit for multinational conglomerate owner, \$400M Tuthill Corp. Grew revenue 38% and upped market position from 11th to 4th while nearly doubling margin and realizing 98% quality improvement.

EARLY CAREER

FortéONE / eCOMMERCE DYNAMICS: As interim CEO/consultant, realized rapid results and developed long-term growth plans for private equity, startups, and private companies. Consistently delivered single- to triple-digit improvements in diverse environments.

NATIONAL TRANSPORTATION EXCHANGE (NTE): Founded, raised \$83M in funding for, and managed world's 1st B2B ecommerce business, what has become known as SaaS. Brought revolutionary new business platform to 1.2K global transportation and retail clients, growing revenue, and building a world-class management team and succession plan.

THE HAVI GROUP: Joined 9 months after startup and played leadership role in growing from \$45M to \$3B. Expanded footprint to Asia, living and working in Hong Kong, Manila, and Singapore. Expanded domestically, starting up 2 US distribution centers and earning "Highest Performance" vendor designation from McDonald's.

Executive Leadership in Detail

FAIRINGTON, Bolingbrook, IL **2010 to 2015**

Equivalent of \$750M+ inventory-adjusted annual revenue, 350-FTE private company. Largest, full-service logistics provider in the US offering world-class mail delivery solutions to financial, mobile, publishing, and retail sectors processing 1B lbs. of mail each year.

President

Recruited by founder to steer 30-year-old firm as legacy standard mail market shrank with a mandate to gain maximum profit from existing services and diversify offerings to ensure long-term growth. Clients included Macy's, Discover Card, Sprint, Verizon, Limited Brands, New York Life, and Publisher's Clearing House. Accountable for \$670M in inventory and an \$83M operating budget.

Grew EBITDA 2X and Revenue 46%, Applying Rigorous Business Strategy to Entrepreneurial Environment

- **Doubled market share first year of tenure—from 6.5% to 12.5%.** Stabilized existing business and capitalized on competitor gaff. Hired new VP of sales and developed a new vision, mission, sales process, and go-to-market plan. Because scalable structure was in place, Farrington was able to win almost all business from primary competitor when they had a very public mishandling of clients' mail.

FARRINGTON, continued

- **Developed company's first-ever strategic plan, including the ERP infrastructure to enable it.** Capitalized on what had been built through sheer entrepreneurial passion, building a plan so compelling that founder cancelled plans for retirement and returned to work with renewed enthusiasm.
- **Grew production 50% with no increase in labor and a 35% overhead reduction** by rolling out Lean processes, engineering a restructuring, and replacing key managers. Increased efficiency of 80+ truckloads of daily deliveries nationwide.

Fundamentally Changed Go-to-Market Strategy, Improving Strategic Value and Service Delivery for Key Customers

- **Launched multimillion-dollar value stream in partnership with biggest customer.** Diversified into light manufacturing.
- **Accelerated addition of new services and increased footprint through a strategic acquisition.**

REYCO GRANNING, Mt. Vernon, MO**2004 to 2010**

350-employee subsidiary of \$400M multinational Tuthill Corporation, a conglomerate that buys, holds, and runs manufacturing companies. Global manufacturer of tier-1 heavy duty automotive components.

President

Recruited to serve as 6th president in 7 years to lead company from losses to profitability. Held \$70M P&L accountability, overseeing vision, revenue, operations strategy across 4 North America and Asia locations. Made immediate, rapid impact with 20% YOY revenue growth in years 1 and 2 while increasing gross margin.

Reversed 7-Year Loss Enabling Tuthill to Extract Profit; Grew Market Share from 11th to 4th and Revenues 38%

- **Made immediate, rapid impact with 20% YOY growth in years 1 and 2.**
- **Transitioned sales approach to value-based and implemented clear pricing policies.** Eliminated problem of sales executives competing based on price and eating away at the margins. Eliminated legacy clients whose accounts were losing money.
- **Upleveled executive expertise.** E.g., new VP of engineering found solution for failing new product after previous internal experts had struggled to. New VP of Supply chain resolved overpayment for essential components. New VP of sales transitioned sales team to value-based selling instead of competing based on price. New VP of Operations implemented Lean in all plants.
- **Established transparent internal communications protocols that supported massive cultural shifts.** Especially notable was the weekly 15-minute state-of-the-company meetings with open Q&A section.

Grew Margin from 18% to 32% and Improved Quality 98% by Creating Value Streams and Applying Lean Processes

- **Lowered raw and finished materials costs \$2.5M** by sourcing parts from China and Turkey and lowering inventory 24%. Obtained clarity around costs and pricing, knowledge that had been closely held by former owner.
- **Transformed operations and culture to performance-based model.** Implemented Lean manufacturing, installed MRP system and quality program. Defined profitability by customer, value streams, and product lines.
- **Doubled production capacity, cut lead times 66%, and improved quality while saving \$1M in fixed costs.** Closed plants in Canada and Beijing. Improved working conditions in US plants so that the Teamster employees were proud to give tours to customers.
- **Documented and digitized operations, sourcing, and pricing knowledge** in a culture where *all* knowledge had previously been tribal knowledge and processes had been mostly manual.
- **Reversed quality problems, going from 25,000 ppm to 500 ppm defect rate.** For example, one customer went from rating Reyco as one of its 25 worst suppliers (of 600) to one of its best, retaining the contract and becoming a strategic partner.
- **Used profits to fund new product development.** This was critical to remaining relevant and had been neglected for decades.
- **Remained profitable through 2007/2008 industry shake-up with new EPA regulations** on trucks that caused industry to shrink 65% and every competitor to realize losses.

FortéONE / eCOMMERCE DYNAMICS, Chicago, IL**2000 to 2004**

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

CEO Consultant / Business Advisor

Brought leadership value to a wide range of industries and business models. Responding to high demand for B2B ecommerce and leading-edge SaaS expertise, consulted independently and then with FortéONE. Also became known as a speaker on technology in business, presenting at investment banks and industry associations.

Defined Tools for Rapid Improvements and Long-Term Growth for Private Equity Firms, Startups, and Privately Held Companies

- **Advised leadership of 2 of Japan's largest logistics companies on forming an ebusiness joint venture.**
- **Drove \$100M revenue growth on behalf of PE firm steel foundry turnaround.** Helped form plan to access higher-margin markets.

FortéONE / eCOMMERCE DYNAMICS, continued

- **Paved the way for 8% gross margin improvement, 25% inventory reduction, and 20% better service levels** for building materials company by developing their competitive strategy.
- **Created exit-strategy for minority-owned tech company, setting stage for lower costs and higher EBITDA** by recommending leadership and cultural change. Provided business-shifting insights after a brief look at financial statements.

NATIONAL TRANSPORTATION EXCHANGE (NTE), Downers Grove, IL**1993 to 2001**

World's 1st B2B ecommerce business (now known as SaaS) and transportation exchange providing integrated shipper/carrier solutions.

President & CEO

Founded venture, securing VC funding and building innovative SaaS technology platform and cross-functional team of 120. Provided warehousing, transportation, purchasing settlement, and B2B collaboration to global carriers and major retailers, including Target.

Planted Seeds of Change in \$450B+ US Transportation Market, Providing End-to-End Business Platform to 1.2K Global Customers

- **Secured \$83M in financing from blue-chip organizations, angel investors, and venture capitalists.**
- **Built profitable business and world-class management team.** Hired successor CEO to position business for IPO.

CARCARE ENTERPRISES, Chicago, IL**1989 to 1993**

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

President & CEO

Hired to stabilize business following announcement of national franchisor bankruptcy. Additionally, elected president of local Jiffy Lube ad co-op, serving 70+ franchises, that was fiscally defunct, owing media \$500K.

Led "Double Turnaround," Recovering Lost Profitability and Overcoming Enormous Losses to Achieve Profitability and High-Multiple Sale

- **Achieved positive cash flow in 9 months following drastic losses** resulting from EPA ruling that decimated real estate value of sites and resulted in bank financing being revoked.
- **Grew sales 15% through targeted marketing and new product lines.**
- **Led award-winning marketing campaign that wiped out biggest local competitor.** Turned around ad co-op, cutting debt 50%.
- **Tripled employee retention and quality and eliminated 80% of service claims** where there had been rapid turnover and much fraud and underperformance. Launched university for certifying employees.
- **Packaged business for a high-multiple sale to key supplier.**

THE HAVI GROUP, Westmont, IL**1981 to 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.

General Manager

Joined 9 months after startup, realizing rapid advancement to senior management role. Lived and worked in Asia, launching and managing 3 distribution centers and a bakery for 60-employee organization. Launched and managed 2 domestic distribution centers.

Collaborated to Grow Business from \$40M Startup to \$3B Icon, Playing Notable Leadership Roles Growing Business in Asia and the US

- **Drove expansion transition from domestic to global organization.** Built foundation, including 3 distribution centers and a bakery, for today's HAVI Supply Chain Solutions in Asia—a flagship segment of the multibillion-dollar enterprise.
- **Supported McDonald's aggressive US expansion, earning their "Highest Performance" vendor designation.** Built and ran 2 new distribution centers that scaled to \$150M value and 220 FTEs.
- **Gained unique experience as an executive assuming 8-figure P&L responsibilities and doing business onsite in Asia.** Businesses launched are still profitable.

Education, Professional Development, and Contributions to Business Community

BS, Business Administration—Bradley University • **Kemper Scholar on Business Ethics**—Elmhurst College

Member of Vistage International, giving and receiving input from cadre of 20K chief executives leading 7- to 10-figure+ organizations worldwide (1993 to Present). **Served on several industry association boards.**