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# HIGH-IMPACT RESUMES

- Powerful Resumes in All Popular Formats including Chronological, Functional, and Linear
  - 175 Proven Sample Resumes
  - Covers a Wide Range of Job Positions

RICHARD H. BEATTY

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# Preface

This book gets quickly to the heart of the target—what is important to preparing a “high-impact” resume—one that will command the attention of prospective employers and stack the employment deck in your favor. There is much you can do to improve the overall effectiveness and impact of your employment resume, and the benefits of such improvement to your job-hunting campaign are countless!

This book is divided into three chapters. The first of these chapters provides a complete blueprint and step-by-step instructions for preparing a “high-impact” resume, including a sample resume that can be used to model your own resume.

To facilitate learning, the key elements of the model resume are numbered on the face of the resume sample itself. As the chapter proceeds, each of these components is then systematically described in detail, so there is a clear understanding of its design, content, and overall importance to resume effectiveness.

By following this step-by-step process and using the model resume and chapter instructions, the reader should be able to easily prepare a highly effective resume.

Chapter 2 contains 125 high-impact resumes. They represent the resumes of experienced persons who, in many cases, have several years of work experience. They are “actual” resumes that have been hand-picked from more than 25,000 resumes received by the author’s company during the past five years. As such, they represent a broad cross-section of resume samples, and were chosen for inclusion in this book on the basis of their overall strength and impact. Although these are authentic resumes, minor alterations have been made in the interests of protecting the privacy and confidentiality of the candidates.

In Chapter 3, you will find 50 high-impact resumes of recent college graduates who have little if any professional work experience. Many are seeking their first full-time, entry-level professional job in their chosen field. As with the resumes of experienced personnel in Chapter 2, these college resumes are actual resumes that have been carefully selected and have been somewhat altered to protect the identity and confidentiality of the individual.

The collection of resumes contained in this book is intended to stimulate your thinking on how to improve the effectiveness and impact of your resume. By reviewing what others have done to create good resumes, you will come across some helpful ideas and techniques that will serve to increase the overall impact and forcefulness of your own resume document.

To facilitate the use of Chapters 2 and 3, you will want to refer to the Contents. You will discover that like resumes (i.e., resumes of persons working in the same fields or occupational areas) have been grouped together throughout the book. This will help you to identify those resume samples that most closely correspond to your areas of occupational interest and personal need.

It is believed that by following the step-by-step resume instructions in Chapter 1, and then using the resume samples contained in the subsequent chapters to further upgrade and strengthen your initial resume draft, you will end up creating a highly effective resume that will serve you well throughout your entire job-hunting campaign.

I wish you great success in your pursuit of a meaningful and satisfying career, and I hope that, through this book, I might somehow help you to achieve what you are capable of becoming. Best wishes for career success!

RICHARD H. BEATTY

*West Chester, Pennsylvania*  
*January 1996*

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# The High-Impact Resume

Having a hard-hitting, high-impact resume can do wonders for the effectiveness of your job search. The validity of this statement becomes particularly evident when you examine the variety of ways this document is used by employers in deciding which employment candidate to hire. Let's take a moment to consider various uses and their clear and very real impact on the employer's hiring decision.

- **Communications Document**

Your resume is first and foremost a communications document. Its purpose is to communicate clearly and succinctly to employers your work-related skills and abilities. If your resume communicates effectively, employers will be able to easily understand and assess your qualifications for current openings. If your resume is poorly organized and sloppily written, communications will be impeded and the employers will likely move on to the next resume on the pile, never giving yours a second thought.

- **Marketing Document**

Your resume is also a marketing document that can persuade employers of your value for the type of work for which you are applying. Your resume must do a solid job of convincing employers of your "unique value" when compared to the many other employment candidates with whom you must compete. Failure to quickly and effectively establish this value will relegate your resume to the reject pile. If you get a reply at all, it's likely to be the infamous "no" letter.

- **Interview Road Map**

Frequently, a resume serves as a kind of interview road map. As such, it can have significant impact on interview results.

How many times have you participated in or observed the interview process where the interviewer uses the resume as the basis for guiding the interview

discussion? In doing so, the interviewer generally goes through the resume line by line, asking appropriate probing questions along the way.

A poorly organized and badly written resume can create confusion and waste valuable interview time while the employer seeks clarification. Additionally, if poorly prepared, your resume may also guide the interviewer down some side roads and back alleys that you may not wish to traverse (i.e., focusing discussions on your shortcomings and failures).

Conversely, if well written and thoughtfully organized, your resume is likely to keep the interviewer on the main highway and focused on your strengths and successes. The choice is yours. Either way, your resume is bound to have significant impact on the outcome of your interviews.

- **Post-Interview Comparison Document**

Following the interview process, when the interview team meets to make a decision among candidates, your resume may be used as the basis for comparing you with other candidates. If the comparison is to be favorable, your resume must be well designed, causing your qualifications to make you stand out from the others. A thoughtful, well-constructed resume can go a long way toward moving the hiring decision in your favor. A poor resume, on the other hand, almost guarantees that you will not make the cut.

As you can see, your employment resume is in many ways the focal point or keystone of your job-hunting process. Taking the time and effort to prepare a thoughtful, well-organized resume is sure to have major payoff for your job search efforts.

## THE HIGH-IMPACT RESUME

What is a high-impact resume? What does it look like? What are the important elements that contribute to its effectiveness? How do you prepare such a resume? These are the key questions that will be answered in this chapter.

Two primary factors contribute to resume effectiveness: *format* and *content*. Both are critical to resume performance, and they must be carefully balanced to construct a high-impact resume. Neither can be sacrificed in favor of the other if you are to create a resume document that will have maximum impact.

The format is the "physical layout" of the information on the resume. It is the way the information is "displayed" on the sheet of paper. To be effective, the resume format must be simple, neat, well organized, and visually pleasing. It must offer little reader resistance and should, in fact, greatly enhance "readability" of the document. To be effective, design your resume for quick reading and easy identification of your key qualifications for the position in question.

The format used in the sample resume (pp. 3 to 4) is a good example of a neat, clean, and uncluttered layout. You can see how easy it is to read this document quickly and to extract the key qualifications and accomplishments with

① → **KEITH W. WARREN**  
**102 Ocean View Road**  
**Seattle, WA 19075**  
**(206) 722-0643**

**OBJECTIVE:** Operations or general management position at the division or corporate level where strong manufacturing background and leadership skills will be fully utilized.

② →

**RELEVANT SKILLS:** Proven manager with strong manufacturing performance and demonstrated leadership ability. Excellent "people skills" combined with solid technical knowledge. Well versed in modern management concepts and approaches including: self-directed work teams, re-engineering, TQM, MRP, JIT, etc.

③ →

**EMPLOYMENT HISTORY:**

1994 to Present **GENERAL PAPER COMPANY, INC.** **Chicago, IL**  
④ → *A leading international Fortune 100 consumer and commercial paper products company with annual sales of \$6.5 billion.*

⑤ → **Group Plant Manager** (1996 to Present)  
Report to Vice President of Operations with P&L accountability for 4 manufacturing plants (\$800 MM budget, 3,500 employees, staff of 8).

- ⑥ →
- Met or exceeded all volume, cost and quality objectives -- 3 years running.
  - Directed cost reduction efforts resulting in 20% cost reduction (\$16 MM savings).
  - Initiated self-directed work teams, improving employee morale and productivity.
  - Re-engineered manufacturing operations, reducing headcount 12% (\$19 MM).
  - Built/started up 800 TPD pulp mill on time and under budget (\$5 MM savings).

**Plant Manager - Greenville, NC** (1994 - 1996)  
Reported to Group Plant Manager with P&L responsibility for 1200 TPD pulp mill (\$300 MM budget, 1,300 employees, staff of 6).

- Turned mill around from \$3 MM loss in 1994 to \$15 MM profit in 1996.
- Re-engineered operations, reducing headcount 20% (\$12 MM savings).
- Directed team that reduced raw material costs by 15% (\$6 MM savings).
- Implemented self-directed work teams, eliminating all first line supervisors.
- Led TQM effort, reducing customer quality complaints by 90% in 2 years.

1986 to 1994 **WILSON PAPER COMPANY** **New York, NY**  
*A \$1.5 billion manufacturer of coated and specialty papers sold to the printing and publishing industry.*

**Operations Manager - Green Bay, WI** (1992 - 1994)  
Reported to Plant Manager of 500 TPD paper coating and converting mill. Functional responsibility for manufacturing, engineering and maintenance. Managed staff of 5 managers, 40 salaried professionals and 300 hourly employees (\$45 MM budget).



- Reduced headcount 10% with simultaneous 20% increase in productivity.
- Led successful start up of \$40 MM coating operation -- completed 3 months early and \$1.5 MM under budget.
- Trained entire operation (345 employees) in SPC/TQM, resulting in first year 80% quality improvement (\$5 MM annual savings).

**Department Manager - Coating** (1990 - 1992)

Reported to Operations Manager with accountability for running 120 employee fine paper coating operation (\$18 MM budget).

- Saved \$2.5 MM annually through implementation of raw materials JIT program.
- Redesigned mix room, reducing labor costs 20% (\$1 MM annual savings).
- Improved employee morale/productivity through increased participation in department decision-making.

**Senior Process Engineer - Coating** (1987 - 1990)

Reported to Department Manager - Coating. Provided engineering support to department through design, installation and start up of new coating equipment (\$3 MM annual capital budget). Also provided engineering trouble-shooting support on major coating problems. Managed 2 Process Engineers.

⑦ → **Process Engineer - Coating** (1986 - 1987)

**Associate Process Engineer - Coating** (1986)

**EDUCATION:** B.S., Mechanical Engineering  
Bucknell University, 1986  
⑧ → Cum Laude  
Tau Beta Psi

**PROFESSIONAL:** Professional Engineer, State of Michigan, 1988  
⑨ → President, TAPPI (Green Bay Chapter), 1991  
Vice President, TAPPI (Green Bay Chapter), 1989 & 1988  
Member, ASME, 1985 to Present

2 U.S. Patents

little or no effort. Notice also how the use of tools such as white space, bold type, underlining, capitalization, italics, and bullets creates good visual separation of the material presented, greatly enhancing the ease with which this resume can be read.

Resume content, on the other hand, refers to the actual information presented in the resume (i.e., employers, dates of employment, positions held, key responsibilities, major accomplishments, and the like). Good format enhances resume "readability," while it is resume content that actually "makes the sale"! To understand what content is important and how it should be presented in the resume, you must ask yourself the following two questions:

- What is it that the employer needs to know about me and my qualifications in order to make a good employment decision?
- What is the logical order or sequence in which to present this information to facilitate the employer's decision?

Good answers to both of these questions are essential to creating an effective employment resume that will motivate the employer to pursue your employment candidacy. The following instructions for preparing a high-impact resume will provide meaningful answers to these important questions.

## PREPARING YOUR RESUME

The balance of this chapter is dedicated to providing you with step-by-step instructions for preparing a high-impact resume. To facilitate this process, I have included a sample high-impact resume (see pp. 3 to 4), and have numbered each of the key resume components for your easy reference. To assist you in the preparation of your resume, I will systematically present each of the numbered resume components in the order in which they appear on the resume document with a thorough explanation of each. If you follow this approach carefully, by the time we reach the end of the chapter, you should have what it takes to prepare a highly professional resume that will serve you well throughout your job-hunting campaign.

### ① Resume Heading

As can be seen on the sample resume, the resume heading (see item #1) is comprised of three pieces of information. . . your name, address, and telephone number. Where appropriate, you may also want to include your office number, fax number, and/or e-mail address.

As shown, the heading is normally presented in bold type using one type size larger than the balance of the resume text. In the sample resume, I have used 14 point type for the heading, with the balance of the resume text displayed in 12 point type. Note the use of all capital letters, which serves to set the candidate's name apart from the rest of the resume heading.

The resume heading is typically separated from the next major resume component (Objective) by three lines of white space. (See sample resume.)

## ② Objective

Candidates who fail to include a well-defined job search objective on their resume are placing themselves at a great competitive disadvantage. In such cases, since the employer is now uncertain of the type of position sought, it will require that the employer call the candidate for clarification on this point. Most won't bother!

In this day of downsized organizations, spartan staffs, and crushing workloads, most employers lack the time, resources, and desire to make frivolous phone calls of this type. This is particularly true at this time when there are a plethora of well-qualified candidates on the market from which to choose (most of which already have clearly-stated job objectives on their resumes). Don't place yourself at a competitive disadvantage by excluding this important information from your resume!

When writing your objective statement, be sure not to use too narrow an objective. Doing so may cause the employer to screen you out from positions in which you may have an interest. On the other hand, don't be too vague either. An objective statement that is too broad or too vague will make it unclear as to the type of position you are seeking. This would again require the employer to call you for clarification, an unnecessary step that most will be unwilling to take!

As you can see from our model resume, a well-constructed objective statement normally includes two basic elements: job level and functional area(s). In our sample resume, job level is defined by Keith as "management position at the division or corporate level." Functional areas are defined by Keith as "operation or general management." In combination, these convey a clear understanding of Keith's objective to the employer and, as stated, are not unusually narrow or restrictive in scope.

## ③ Relevant Skills

The inclusion of a "relevant skills" area on the employment resume is a fairly recent phenomenon that has exploded in both usage and popularity in recent years. Today, an estimated 95% of all resumes include this component. Although uniformly used by the great majority of job seekers, there seems to be little uniformity in the title used for this section of the resume. Other titles include the following:

- Summary
- Executive Summary
- Key Qualifications
- Qualifications Summary
- Key Skills

most will have a pretty clear understanding of the term Research Project Engineer. Likewise, if your internal job title is Director of Technology Enabling, but you really are serving in the capacity of Director of Research & Development, by all means use the title Director of Research & Development on your resume.

Unlike the employment application, you have a certain amount of “poetic license” and flexibility in the resume that is not provided in the formal employment application. Since a key purpose of the resume is to clearly convey a good understanding of your qualifications, use of generic rather than actual titles can often make the job easier and help you to accomplish your goal. Be sure not to “guild the lily” however by calling yourself a vice president when your actual position level was that of a director or manager. This will not set well with the prospective employer since it is a clear attempt at misrepresenting your credentials.

In the case of the employment application, it is strongly recommended that you use “exact” job titles rather than the generic ones used in the resume. Since this is a formal, legal document, you will want to make sure that all information presented is accurate and precise. You should not assume that you have the same latitude that you have with the resume, where there is far greater flexibility.

If the job was located at a site other than the corporate headquarters, you may want to make this fact evident by showing the location of the position immediately to the right of the job title. Notice how this is accomplished on the sample resume.

Job dates (i.e., dates during which you were employed in a given job) are best positioned immediately to the right of the job title and are enclosed in parenthesis. As discussed earlier this serves to make the distinction between job date and employer dates very clear, and will eliminate any possibility of confusion. To list both of these dates in the same margin of the resume can often confuse the prospective employer and, if the resume is being read quickly (which is usually the case during its initial scan by the employer) the reader may misinterpret the dates as dates of employment with *different* employers suggesting that you lack employment stability. So, be sure to distinguish between these two dates by positioning employment dates with a given employer at the left margin of the resume (as shown in the sample resume), with job dates positioned in parenthesis to the immediate right of the job title.

Following the job title and dates, you will need to provide a brief description of the position held. Employers need to know how closely the positions you have held resemble the position they have to offer. Such information as reporting relationship, job size and scope, and functional responsibilities are essential to the employer’s ability to make such an assessment. Take a moment or two to study the brief job description shown at ⑤ on the sample resume.

Start the job description by describing your reporting relationship. Starting this statement with the words “report to” or “reported to” and then following this with your boss’ title makes this a simple task.

Next, provide a brief description of your key functional responsibilities—the key things you are responsible for doing. If you are a manager, cite here the various business functions for which you are accountable. For example, “Functional

of another candidate who has had experience in that employer's industry and/or product line.

Don't just automatically assume that the new prospective employer is going to be familiar with the companies for whom you have worked. This may not be the case, and by failing to present this information in the resume you may well be placing yourself at a competitive disadvantage when compared to those who have furnished this information to the employer. There is a natural tendency for employers to prefer candidates who are familiar with their industry and product lines. This cuts down on training time and in most cases ensures that the candidate will "hit the ground running" rather than requiring an extensive industry and product orientation period.

## ⑤ Job Description

The next section of the resume presents both the job title of the position held as well as a brief description of that position (see ⑤ on the sample resume). There are five key elements to include when constructing this portion of your resume. These are as follows:

1. Job Title
2. Job Dates (i.e., dates employed in that position)
3. Reporting Relationship (i.e., title of the person to whom you reported)
4. Size and Scope of Position Held (described in quantitative terms)
5. Functional Responsibility (specific functions for which you were accountable for performing or managing)

Job titles, as illustrated on the sample resume, are set in bold print, are underlined, and make use of both capital and lower case letters. This helps to clearly distinguish them from employer names and visually separates and subordinates this information from information describing the employer. This is fitting treatment, since descriptions of positions held are really a kind of information "subset" and offer further information about the kind of work performed for that employer.

A final word about job titles: If the job title of the position you held does **not** effectively communicate the nature of the work performed, and there is a generic job title that better communicates this information to the outside world, by **all** means use the generic title. Since a key purpose of the resume document is to effectively communicate your qualifications to others in a way that they will be clearly understood, don't handicap yourself by using the actual job title. This is especially true today since many organizations have created unusual job titles that have internal meaning but have little or no meaning to the outside world.

For example, if your job title is "Technology Enabler," but you really are a Research Project Engineer, by all means use the title "Research Project Engineer." No one on the outside will understand the meaning of "Technology Enabler," but

- Skills Summary
- Highlights
- Qualifications Highlights
- Skills Highlights

Whatever the title used, this section has one primary purpose: to motivate the employer to read the rest of the resume. The relevant skills section provides a brief three- or four-line summary highlighting what the candidate considers to be his or her most salient skills and qualifications for the position sought (i.e., the job search objective).

#### ④ Company Name and Description

In preparing the “Employment History” section of your resume, note that “company” employment dates are positioned at the left-hand margin of the resume. Dates during which a given position was held with that employer (i.e., “job” dates), by contrast, are placed in parenthesis to the immediate right of the title of the position. This approach provides good visual separation between “employment” dates and “job” dates, and avoids the general confusion that so frequently results when the employment candidate positions both dates at the same margin. (Note, for example, how easy it is to distinguish between company employment dates and job dates in the sample resume. There can be no confusion here!)

Additionally, by placing company dates at the left margin next to the name of the employer, you provide better visual “compartmentization” of the resume, enhancing ease of employer readership. Doing this causes company names to visually stand out from job titles, which are then presented as a logical subset under the company name at which these jobs were performed.

Also enhancing such visual separation is the fact that company names are presented in bold type and underlined with *all* letters of the name set in capitals. Additionally, location of the company’s corporate headquarters is positioned at the right margin in line with the company’s name.

Job titles (see sample resume ⑤), on the other hand, are set in bold type and make use of both capital and lower case letters. This again serves to visually separate company names from job titles and enhances overall resume “readability.”

As ④ illustrates, company name is followed by a brief description of the company. This normally includes such information as organization size, products manufactured (or services provided), and annual sales volume. Notice how this company description is set in italics, further reinforcing the visual separation between employer information and job information.

It is important to provide this information to prospective employers. They want to know what size and type company you worked for so that they can make some reasonable deductions about your probable fit with their own organization. An employer who is a widget manufacturer, for example, is going to want to know whether you have had any exposure to the manufacture of widgets. If this information is not provided, the employer may well pass on your resume in favor

responsibility includes, business planning, corporate finance, money and banking, and international finance." On the other hand, if you are an entry level clerk, describe the key functions you are accountable for performing. For example, "Functionally responsible for mail delivery, filing of correspondence, assistance in filing monthly financial reports, arranging executive travel schedules, and meeting set up and coordination."

Prospective employers need to have a clear understanding of your functional job responsibilities to determine if you have performed the same or similar work to the position they are offering. This will infer to employers that you have the requisite skills and abilities essential to successful performance of the position which they must fill.

When describing the positions you have held on your resume, it is also important to provide a quantitative description of your work. This serves to give the prospective employer a clearer understanding of the size, scope, and complexity of the job you were performing. The employer is looking for clear signs that you have successfully handled positions of similar scope and complexity to the open position, thus giving the employer a "warm feeling" about your ability to handle the position in question.

Besides describing the breadth of your functional responsibility, which we previously discussed, one of the best ways to clearly convey the scope and complexity of the positions held is to include "quantitative" descriptions of the work you have preferred. If you are a manager, indicating the size of your staff, budget size, sales volume, and the like will clearly serve to get this critical information across. If, on the other hand, you are an administrative assistant, your quantitative description could include the number of bosses served, the volume of correspondence typed, the volume of records processed, and the like. Such quantitative descriptions will serve to effectively communicate the size, complexity, and demands of your job, providing the prospective employer with important information for assessing your match with the current opening.

In the sample resume, you can see how effectively quantitative descriptions are used to get across the size, scope, and complexity of each of the positions held by Keith Warren. Note how succinctly and concisely this information is presented. There are no wasted words, and yet the employer should be able to come away with a very clear understanding of the important elements: reporting relationship, functional responsibilities, and size and scope of the position. This is all important information that the employer needs to make a reasonable decision about your qualifications and fit with the current position.

## ⑥ Key Accomplishments

Of all the elements of the resume, this section of the resume document is perhaps the most important to "making the sale." In years past, it was sufficient for the resume to provide the prospective employer with a simple job description showing functional responsibilities and scope of your position. This is no longer the case!

In the current work environment, where many organizations have undergone considerable downsizing and managers are under great pressure to accomplish far more with considerably fewer resources, managers feel a strong urgency to be sure that they are hiring hard-working, productive employees. For the most part, they need to hire persons who require little or no hand-holding, who are well-motivated, and who will produce a high volume of work with excellent quality.

As a result, employers are paying far more attention to the Key Accomplishments section of the resume. They want to know, "What is it that you have done? What significant contributions have you made to current or past employers for whom you have worked?" A record of continuous accomplishments and significant results in each position held will prove very convincing to the employer that you have what it takes to be successful in the position they have to offer. Perhaps no other single component of the resume will do more to affect your job-hunting success than the key accomplishments section. It is important, therefore, that you put considerable thought and effort into developing this section of the resume.

To do this, I suggest that you list each of the positions you have held on a separate sheet of paper. Below each job title, list a minimum of three to five major accomplishments or improvements that you brought about while in each position. Copies of old performance evaluations and salary reviews may prove particularly helpful in identifying these key results.

If you get stuck in performing this exercise, here is something that has proven helpful to many who have experienced difficulty in remembering past accomplishments. Think about the condition of the job when you first entered it. What were the key problems that existed? What did you do to resolve these issues? What were the results of your efforts? It is important in each case to identify three to five major improvements for each of the positions you have held. Once identified, reorder these accomplishments with regard to the type of position you are seeking. List the most important accomplishment first, the second most important accomplishment second, and so on. This should then be the same order in which these accomplishment statements are presented on the resume document.

When writing each of these accomplishment statements, start with a verb. This will force you to be concise. Note how this is done on the sample resume. Follow the verb with the thing or area you acted on, then follow this with a "quantitative" end result. Taking time now to study a few of these accomplishment statements on the sample resume will serve to quickly get the point across.

The use of quantitative results conveys to the resume reader the degree of improvement you brought. For example, simply stating that you "increased sales" has little meaning. Stating, however, that you "increased sales 50% in the first year" gives a much stronger message that is likely to grab the employer's attention. Where possible, then, express your key accomplishments in quantitative terms that serve to highlight the extent or degree of improvement. This is a key part of making sure that your resume will be high-impact, and that it will maximize your chances for employment.



Should you have difficulty recalling exact percentages or numbers, it is okay to use the words "approximately" or "about" as long as you know that you are in the ballpark. So, for example, you could state "annual savings approximately \$1 MM," rather than simply indicating that there were savings (without citing the magnitude).

Note in reviewing the sample resume that each major accomplishment has been preceded by a bullet serving to highlight it. Additionally each key accomplishment section of the resume has been separated from its corresponding job description by two lines of white space. This causes the key accomplishments to stand out from the balance of the resume text, drawing the reader's attention to them.

If these accomplishment statements have been thoughtfully prepared, you will likely realize the benefits of this preparation during the course of the employment interview. Since the employer frequently uses the resume as a kind of interview road map when conducting the employment interview, and since the special highlighting used in the resume will tend to draw focus to your key accomplishments, there is a good likelihood that much of the employment interview will be focused on these accomplishments. Thus, much of the interview will tend to examine these accomplishments in greater detail, allowing you the opportunity to showcase your key strengths and capabilities.

If done particularly well, this section of the resume will do much of the selling for you. If thoughtfully prepared, showing three to five significant accomplishments for each of the positions you have held, the resume will show a solid history of hard work and accomplishment, suggesting to the interviewer that you are well-motivated, hard-working, dedicated, and productive. These are key attributes that most employers will find highly desirable.

## ⑦ Earlier Positions

It is not necessary to provide much detail on positions held early in your career. Your recent job experience is usually far more germane to your current job search objective than positions held earlier in your career. In fact, most earlier positions (see ⑦ on sample resume) should simply show job title and dates, with no job description or key accomplishments cited. In this way, you will conserve resume space, allowing you to devote far more space to current positions and qualifications rather than using valuable space to describe early positions that will probably have little bearing on the outcome of your employment candidacy.

If age is a potential barrier to your employment candidacy, you may want to consider dropping some of these early positions off the resume entirely. This action can be justified to the prospective employer, should you be queried as to why this was done, on the basis that there was limited space on the resume and you felt it more important to cite current qualifications than to devote valuable resume space to earlier career positions which have little or no bearing on the level or type of position you are seeking.

If the employer demands further explanation or suggests that you have violated some ethical standard, tell the employer that you were also concerned about

the potential for age discrimination and wished not to be judged unfairly. Such explanation is likely to cause the issue to evaporate quickly!

To further disguise your age, simply leave graduation dates off your resume when presenting your educational credentials.

## ⑧ Education

As illustrated on the sample resume, the Education section lists the degree and major on the first line, followed by the name of the school and date of graduation on the second line. The third and fourth lines, where appropriate, are devoted to listing academic honors. Education is normally positioned after Employment History for an experienced candidate. However, it is usually listed right after the Relevant Skills section of the resume, for relatively recent graduates who have little or no professional experience. Such positioning would be most appropriate, since the recent graduate's education is likely to be the most important qualification that they have to offer.

If you have advanced degrees, list the highest level degree attained as the first entry. This is then followed by listing the next highest degree followed by the undergraduate degree.

## ⑨ Professional

Listing of your professional qualifications comes next. As shown on the sample resume, this normally includes professional certifications received, offices and memberships held in professional and trade association, and other appropriate items lending testimony to your qualifications as a professional in your field.

This section of the resume can also be used to cite patents held, publications written, speeches and lectures presented, special recognitions and awards received, or other evidence of your professional skills and competencies. Don't overdo this section, however, and stick to those items that have some reasonably significant bearing on your qualifications for the position sought.

## Miscellaneous

The modern resume presents only job-relevant information. Topics that are not relevant to your ability to perform the targeted job should be excluded from the resume entirely. For this reason, most resumes today purposely exclude nonrelevant topics such as hobbies and extracurricular activities. Also excluded is all personal information such as age, height, weight, health, and marital status. None of these topics have much if anything to do with your ability to perform the job, and are therefore best left off the resume.

## Writing Tricks and Techniques

Careful review of the sample resume will show that certain writing tricks and techniques were employed to make this resume a brief, concise, and relatively

forceful document. Note how these techniques were used in the resume sample and employ them when writing your own resume. You should find the following writing tricks and techniques particularly beneficial in improving the overall quality and impact of your resume.

- Use of articles (e.g., a, an, and, the) are unnecessary and should, for the most part, be eliminated from the resume. They usually add no meaning or clarity to the resume.
- Eliminate the use of personal pronouns (e.g., I, me, you, they, them, us). Such pronouns are unnecessary in a resume and tend to distract from its impact and forcefulness.
- Avoid complete sentences when writing an effective resume. Highly descriptive clauses and phrases can communicate quite forcefully.
- Be concise. Eliminate all unnecessary words from the resume that do not enhance its meaning or impact. To do this, carefully read each word of the finalized resume, and ask yourself the following question, "If I eliminate this word, will I change the meaning or impact of this statement?" If removal of the word does not change the meaning or impact of the statement, then remove it! It serves no particular purpose!
- Begin most resume sentences or statements with a *verb*. Doing so will almost automatically force you to be brief and concise. Try it! Review the sample resume in this chapter and observe the high percentage of statements contained in the resume that begin with a verb. Most of them!!

By now you should have a clear understanding of what is important in preparing a high-impact resume, one that will be viewed favorably by the employer and provide you with the competitive advantage that you will need to come up on the winning side of the employment equation. Perhaps no other element of your job search is more important than your resume. So make the most of this opportunity to prepare a good one!

# 2

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## Sample Resumes— For Experienced Persons

This chapter contains a total of 125 carefully-chosen resume samples covering 30 different occupational areas. These are *actual resumes* that have been carefully selected and hand-picked from a large group of well over 25,000 resumes received by my firm over the past five years. As such, they represent a broad cross-section of resume samples and were chosen for inclusion in this book on the basis of their overall strength and impact.

Although these are actual resumes, they have been altered to protect the identity of their author. These alterations include names, addresses, phone numbers, names of employers, dates of employment, and so on. This was done to protect the privacy and confidentiality of each employment candidate. Other than these superficial changes, however, these resumes are authentic. The format and basic content of each resume remain as originally submitted.

Although the format and content of the high-impact resume contained in Chapter 1 of this book are *strongly recommended* as a model for tailoring your own resume, looking at actual samples of other strong resumes should serve to stimulate your thinking on how to further strengthen resume document.

To facilitate use of this section of the book, I suggest that you see the Contents contained on page ix. You will discover that these resume samples have been grouped into similar categories by occupational area and page numbers have been provided. Thus, all sample accounting resumes are grouped together in one section of the book, marketing in another, technical in another, and so on. Use of this Contents should prove helpful to you in locating those resume samples that most closely correspond to your own occupational area and employment objective.

***Kenneth V. Martin***

*18 Empire Road  
Everett, Washington 82165  
505 - 953-0872*

Fourteen years P&L and Balance Sheet responsibility as Division President, domestically and internationally, in manufacturing environments.

Strong record of achievement in re-engineering companies while building sales, market share, people and profit, and adding significant value in marketing, operations and finance functions. Personal strength in business development and team building.

**BUSINESS HISTORY:**      **AIR-FLO CORPORATION**      **1983 - Present**  
*A leading manufacturer of fans serving the commercial, industrial, retail, and institutional markets with facilities in the United States, Canada and Mexico with revenues of \$300 million.*

**President - Residential Division**, Seattle, WA      1995 - Present

Asked by Board of Directors to turnaround break-even business of \$65 million consisting of three brands: Breezy, Air-Lite and Wind Pro. These were sold through retail, wholesale and specialty channels. Responsible for P&L and balance sheet, two manufacturing facilities (USA, Mexico), sales, marketing, finance, engineering, HR and 450 employees.

Reviewed and reduced product lines, re-engineered operations for profitability, and relocated one facility to improve costs and customer service.

**Results:**

- Reduced manufacturing overhead by \$3.5 million.
- Improved customer service from 10 days to 72 hours with 98% line item fill.
- Planned and implemented a real-time warehouse management system.
- Planned and executed a complete facility relocation.
- Overall ... positioned the business to grow over the next five years ahead of projected market growth.

**Vice President, Marketing**, Chicago, IL      1993 - 1995

Recruited by President to manage sales and marketing of \$300 million multi-brand organization.

## General Management

KENNETH V. MARTIN

PAGE 2

**Results:**

- Developed strategic sales plan.
- Grew sales by 15% in falling new commercial construction market.

**President - Lighting & Controls**, Cleveland, OH 1989 - 1993

Full P&L and balance sheet responsibility for a \$15 million manufacturing operation of lighting and controls for the commercial and industrial markets. Functional responsibility for sales, marketing, finance, engineering, HR, and operations with 120 employees.

**Results:**

- Grew market share from 4 percent to 19 percent.
- Increased profits from break-even to 16 percent.
- Planned and executed the consolidation of two companies into one viable operation.

**Sales Manager - Lighting & Controls**, Cleveland, OH 1983 - 1989

**Results:**

- Grew sales an average of 15 percent per year.
- Developed territorial sales and distribution capabilities.

**EDUCATION:** B.A., Business (Marketing) 1983  
University of Vermont

Center for Creative Leadership 1992

## SAMUEL R. PETERSON

300 East 7th Street  
Lansdale, PA 19332

office: (215) 699-3231  
home: (215) 412-1346  
fax: (215) 699-3232

### CHIEF EXECUTIVE/OPERATING OFFICER

Seasoned and effective CEO/COO general manager. Strong track record managing turnarounds, new ventures and high growth business. Good crisis manager. High energy, aggressive. Results-focused team leader. Effective organization builder. Solid leadership, strategy and analytical skills.

### EXPERIENCE

#### PRESIDENT/CEO

1996-Present

#### CRITICAL CARE PARTNERS, INC.

Philadelphia, Pennsylvania

CCP integrates proprietary electronic technology and outcomes management systems with specialized nursing and pharmacy expertise to reduce cost of care and to improve clinical and quality-of-life outcomes. The company has created and set the standard for a new, \$2 billion potential niche market. Company valuation increased from \$3 million to \$15 million during the period.

- Created and implemented the company's vision and business strategy.
- Ramped annualized revenues from \$500,000 to \$2.5 million in three years (500%); turned around beta site operating income from -30% to +25%; exceeded corporate net income plan.
- Managed Medicare reimbursement to obtain coverage, establish policy, increase reimbursement rates. Increased Medicare patient margins from 18% to over 45%.
- Raised \$8 million in operating capital through stock sale.
- Conceived and directed development of a patient data base and management/acuity systems to prospectively manage patient outcomes. Positioned CCP to capitalize on managed care opportunities with risk management and at-risk strategies.
- Installed and upgraded organization and infrastructure; expanded from 50 employees at three sites to 125 employees at eight sites.
- Conceived and directed a national clinical study (and local studies) with leading health care centers and thought-leaders which defined the clinical and cost value of the company's patient care.

#### PARTNER

1991-1996

#### THE BEDFORD PARTNERS

Boston, Massachusetts

A consulting firm for CEOs, COOs, sales/marketing executives and investors. Client firms included both start-up and established health care companies and home care providers. Assignments dealt with strategic and operational issues involving high growth, turnaround or corporate change.

- New business, new product, acquisition programs. Opportunity and risk assessment, due diligence, strategy development, business plan, marketing/organization plans. Implementation.
- Weak/failing business situations. Problem analysis, options assessment, strategy development. Assisted implementation of corrective actions.

- Interim management. Temporary senior manager to run the business, put new programs and organizations into place, deliver results until permanent executive is installed.
- Organization development. Programs to strengthen the effectiveness of senior management, sales, marketing and customer service organizations.

**EXECUTIVE VICE PRESIDENT, MARKETING  
UNITED MEDICAL TECHNOLOGIES, INC.**  
New York, New York

**1988-1991**

Directed worldwide sales, marketing and business development for this \$500 million company with core businesses in electronic imaging and medical instrumentation technologies.

- Achieved 35% sales increase, improved margin and marketing productivity despite unfavorable international currency movements, and severe product quality, development and regulatory problems.
- Built an aggressive sales/marketing team for U.S. and international markets through management style, reorganization, personnel changes, management systems and personal development.

**VICE PRESIDENT/GENERAL MANAGER  
TECH-PUMP, INC.**  
Wilmington, Delaware

**1986-1988**

Led this \$25 million entrepreneurial manufacturer of artificial heart pumps through a period of transition and high growth, following acquisition and consolidation by a multinational and the departure of the founder.

- Increased sales and pre-tax profits 25% and 20% respectively; inventory turns up 18%; receivables (DSO) down 5%.
- Installed organization and systems infrastructure to manage the size and rapid growth of the business, the new competitive and regulatory pressure, and the needs of the multinational parent company: recruited CFO, VP Operations and finance, engineering, manufacturing and marketing Directors; installed Standard Cost, Inventory Control, Forecasting/MRP, Labor Standards, MBO and Information systems.

**DIRECTOR OF MARKETING  
BERNSTEIN & ROWE, INC.**  
Philadelphia, Pennsylvania

**1979-1986**

Reporting to the president of this start-up venture, set up marketing and distribution, developed all marketing and product plans, managed the development and launch of the first products, established policies. Captured 15% market share with \$9 million sales.

Prior assignments with B&R included International Marketing Manager, New Product Development Program Manager, Sales Representative.

## EDUCATION

MBA (Marketing), 1979, New York University  
BME (Mechanical Engineering), 1977, University of Maryland  
Pi Tau Sigma Engineering Honorary Society  
Various AMA courses and management seminars



**CHARLENE P. BOWEN**  
18 Ocean Drive East  
Grove Beach, CA 60922

**Home: (414) 620-4121**  
**Fax: (414) 820-0101**

**SUMMARY**

Proven record in executive management (P&L), operations management, program management, engineering and marketing. Demonstrated ability to develop and manage multiple projects in a fast paced environment. Extensive hands-on experience in virtually every area from business development to final production and delivery. Strong executive presence coupled with excellent presentation skills. Entrepreneurial spirit, team motivator with keen sense of urgency.

**WORK HISTORY**

**FASTENER TECHNOLOGY, INC., San Diego, CA** **1996 - Present**

*Executive Vice President/General Manager Operations*

Responsible for the turnaround of non-performing divisions of this \$180 million company that manufactures and sells specialty fasteners to the aircraft and aerospace industries. Answer to the President of the Structures Group.

- Restored one \$60 million division to profitability within three (3) months that had been losing over \$4 million per year and currently managing a second \$40 million division that will become profitable by January 1 by replacing key management, right-sizing and instituting strict cost controls.
- Restored customer confidence by settling outstanding warranty claims and implementing corrective action to improve overall product quality and eliminate warranty returns.

**AERO CONTROL SYSTEMS, INC., Los Angeles, CA** **1991 - 1996**

*President and Chief Executive Officer*

Full P&L responsibility for this \$30 million 300 employee company that designs and manufactures aircraft instrumentation and control systems. AERO Control Systems was a major turnaround situation.

- Implemented company-wide cost reduction/right-sizing.
- Rebuilt customer confidence by reducing delinquencies by 75%.
- Upgraded skills via training and selective hiring. Completely rebuilt the Quality Staff.
- Updated manufacturing concepts and systems.
- Fostered open communications by practicing management by walking around.

## General Management

Charlene P. Bowen

Page 2

**AIR ENGINEERING CORPORATION, Los Angeles, CA**

**1986 - 1991**

*Vice President, Operations*

Operating Officer for this \$5 million company that overhauls and repairs gas turbine engines and provides maintenance services to military and commercial aircraft. Answered to the President & CEO.

- Accomplished a major improvement in customer satisfaction by significantly reducing engine overhaul turn time from well over 100 days to under 30 days.
- Maintained divisional profit levels while reducing overhaul and repair prices which further improved customer satisfaction.
- Expanded market share in a shrinking market by more than 25% in less than three years.
- Negotiated exclusive agreement for an indicated production of turboshaft engine used by leading U.S. commercial helicopter manufacturer.

**PRATT & WHITNEY AIRCRAFT, East Hartford, CT**

**1980 - 1986**

*Program Manager* (1984 - 1986)

*Department Manager* (1982 - 1984)

*Project Engineer* (1980 - 1982)

### EDUCATION

Massachusetts Institute of Technology, MSME 1980

Massachusetts Institute of Technology, BSME 1978

**CYNTHIA A. PETERSON**

322 Sunset Court  
Hillsdale, GA 40651  
Home: 404-495-6351 • Office: 404-422-6161

**PROFILE:**

Results-driven executive with strong background in general management, sales, marketing and distribution. Strong experience in consumer products and electronics. Trained in markets at Procter & Gamble. People-oriented leader who builds strong corporate culture. Decisive strategic operator driving revenues and managing rapid growth.

**EXPERIENCE:**

**ATLANTA CELLULAR COMMUNICATIONS**

1996 to Present

***President & General Manager***

One of the largest cellular phone operating companies in the United States. Responsible for all company operations, including customer service, sales and marketing, engineering, regulatory and legal affairs.

- Grew revenue, subscribers, and profits from \$30M to \$120M in six years. Excellent gross margins.
- Built enlightened corporate culture during rapid growth (from 50 to 800 employees). Reduced turnover from 30% to 10%; improved customer satisfaction from 72% to 94%.
- Positioned company against larger, better-known competitor as the quality provider.
- Ramped-up operations (from 75 to over 250 cell sites) and managed one transition to digital transmission.
- Despite record profits, successfully lobbied Georgia legislature and public utilities commission thwarting additional regulation.

**R.C.A. CORPORATION**

1987 to 1996

***Vice President & General Manager, Television Products*** (1991 - 1996)

Managed United States operations for all television products (including direct television).

- Increased profitability of T.V. Division by 12%.
- Increased revenue 25%.
- Introduced new direct T.V. line.
- Launched large screen projection T.V. product line.

***Director, Marketing*** (1989 - 1991)

Responsible for developing and implementing product line marketing strategy for all television products.

**CYNTHIA A. PETERSON**

**Page 2**

- Planned and launched R.C.A. *Thin Line* television business.
- Developed new market channels through enlarged dealer network.
- Initiated first R.C.A. partnerships with Sears, Circuit City, Silo, Wards and Home Depot.

***Director, National Accounts*** (1987 - 1989)

Responsible for R.C.A. Consumer Product sales to national accounts.

- Developed national accounts program, increasing sales from \$62MM to \$175MM.
- Obtained/increased distribution for R.C.A. products at Wal-Mart, K-Mart, Sears, Wards, Circuit City, Silo, Target, Best Products and Service Merchandise.

**PROCTER & GAMBLE COMPANY**

1981 to 1987

***Regional Sales Manager*** (1983 - 1987)

***District Sales Manager*** (1982 - 1983)

***Marketing Representative*** (1981 - 1982)

***Sales Representative*** (1981)

**EDUCATION:**

M.B.A., Boston University, 1981

B.A., Business Administration, University of New Hampshire, 1979

**COMMUNITY INVOLVEMENT:**

- Director, Atlanta Federal Bank
- Executive Director, United Fund Drive (Greater Atlanta)
- Member, Georgia Council of Female Executives

**PETER J. KOVACH**

19 Connelville Road  
Middletown, NY 39521

(315) 721-4132 (Business)  
(315) 426-3152 (Home)

**SUMMARY:**

Over twenty years of progressive experience in general management and marketing within consumer products industry, with a track record of achieving results in highly competitive product categories. Consistently increased market share and profit through strategic focus, team orientation and solid execution.

**EXPERIENCE:**

**GENERAL FOODS CORPORATION, White Plains, NY**

**1985-Present**

Vice President and General Manager, Specialty Businesses

1995-Present

Full P&L responsibility for a \$415MM business unit which includes recent acquisition of Antonio's Pizza business. Direct nine manufacturing locations with total organization of 1,200.

- Led acquisition team and managed integration including development of organizational structure and staffing plans and site consolidations. Reduced costs by \$7MM.
- Exceeded monthly sales/volume goals by 5% since acquisition.
- Increased operating income for frozen pizza line by 12%.

Vice President of Marketing and Sales, Frozen Foods

1993-1995

Directed marketing and sales functions for this \$1.9 billion frozen foods business which resulted from the consolidation of Frozen Vegetables and Frozen Dinners Divisions. Portfolio included brands such as Green Giant, Birds Eye, Swanson and Fresh Taste distributed through retail channels. Managed marketing staff of 80 and field sales force of 350 with advertising/promotion budget of \$60MM and trade promotion program budget of \$300MM.

- Initiated five-year strategic development effort and directed implementation achieving:
  - Volume gain of 5MM cases and share gains on all major brands within 12 months.
  - Product improvement on Green Giant brands which increased volume 15% since introduction.
  - Introduced large size products which have generated \$75MM+ in sales with 75% ACV distribution.
- Introduced recycled packaging to meet environmental needs. Test markets currently 50% ahead of volume goals with 100% ACV distribution.
- Increased frozen vegetable volume 2.1MM cases (10%) despite entry of new major competitor.
- Identified/corrected major product packaging problem. Volume increased as a result, reversing 7% decline in prior nine months.

Vice President and General Manager - Hot Beverages Group

1990-1993

Vice President of Marketing and Sales - Hot Beverages Group

1986-1990

Vice President of Marketing - Hot Beverages Group

1985-1986

Assumed increasing marketing and sales responsibility leading to general management assignment with full P&L responsibility for this \$375MM business. Managed marketing staff of 40 people, sales department of 75 and three manufacturing locations with 630 hourly employees.

- Strategically refocused business on growth opportunities and restaffed/upgraded marketing and sales organization Grew volume \$146MM to \$375MM in sales, while growing profits from 4% to 12.5% with an ROA that exceeded 25%. Specific achievements included:
  - Identified need for and introduced three new products which now account for \$60MM in sales.
  - Revitalized Sweet Java brand resulting in sales increase of over \$45MM through design upgrades, strengthened copy and EDLP approach to list price.
  - Introduced licensed characters on Cha Cha Coffee which now account for more than \$35MM in sales. Led negotiations with licensor and developed creative executions.
  - Identified pre-measurement concept/opportunity and developed it into a national business with sales of \$12MM and potential of \$40MM.
  - Created and implemented profit-based sales incentive plan.

**BEARHURST FOODS COMPANY, Pittsburgh, PA**

**1979-1985**

Director of Marketing

1984-1985

Responsible for all brand management activities for this \$500MM company. Brands included Bearhurst Pears, Bearhurst Peaches and Bearhurst Frozen. Managed 25 employees with A&P budget of \$125MM.

- Led development and introduction of Bearhurst's new advertising campaign, which is still on air. Exceeded category norms and improved awareness by five percentage points.
- Developed Olympic sponsorship program and related incentive program which increased sales 7%.
- Introduced Bearhurst Mixed Vegetables as a national brand. Grew cases by 1MM units.

Director - Canning Business

1982-1984

Led multi-functional business team of six managers in development and commercialization of a new canning process with capital budget of \$100MM.

- Led Midwest roll-out of "Bearhurst's Best". Achieved 7% share.
- Recommended and obtained approval for application of process for replacement alternatives which developed into \$25MM business. Business now earns 20%+ ROA.

Brand Management

1979-1982

Progressive marketing assignments within the Frozen Products group, from Assistant Product Manager to Group Product Manager within four years. Managed Bearhurst Coffee's freeze-dried conversion which provided quality performance and enabled brand to break 10% share level for the first time, and to eventually reach its current number two position in the marketplace.

**THE PROCTER & GAMBLE COMPANY, Cincinnati, OH**

**1978-1979**

Brand Assistant, Folgers Coffee

Managed two national promotion events and introduced packaging change.

**MILITARY:** U.S. Army, 1969 - 1971

**EDUCATION:** M.B.A., Marketing, Penn State University, 1978  
B.A., Business, Penn State University, 1976

**WALTER H. CREIGHTON**

121 Piney Way  
Dayton, Ohio 64113  
(316) 432-1476

**OBJECTIVE:**

To join an organization in an executive capacity where I can apply my leadership and management skills toward improving the firm's growth and long term viability as a successful business concern.

**EXPERIENCE:**

**Harlowe Corporation**

**(1992 to Present)**

*Vice President and General Manager*

Management of all divisional resources toward accomplishment of the division's long and short term goals. Responsibilities include direction of all Product Management/Marketing, Customer Service, Engineering, Production, Quality assurance, Material Control, and Human Resource functions toward company goals.

*Specific Accomplishments:*

- personally cultivated business relationships with several major domestic and international OEM clients.
- Doubled overall manufacturing labor efficiency during four year period.
- Increased sales per employee by 125% during five year period.
- Sales growth of tooling products of 250% during five year period.
- Established Systems Division with average annual sales growth of 45% during six year period.
- Improved response time on customer shipments from 21 days on average of 0.6 days for tooling products.
- Earned Excellence Award for achievement of 97.5%+ inventory accuracy with less than 1% financial error.
- Installation of AMAPS MRPII system for material planning and control.
- Reduction of "out of box" product quality problems by 76% during four year period.
- Improved product reliability on mainline products by two to seven fold.
- Earned numerous Preferred Supplier Awards from customer for superior quality (0 PPM defects) and delivery.
- Initiated program to obtain regulatory agency approvals for primary products to improve sales in international markets.
- Transformed manufacturing environment via capital investment program to upgrade machining equipment and develop in-house capabilities for critical processes.
- Preparations for ISO 9000 audit in early 1998.

**WALTER H. CREIGHTON, Page Two**

**Electro Graphics, Inc.**

**(1980 to 1992)**

*Director, Research and Engineering*

(1989-1992)

Responsible for R&D and product development of new printing, duplicating, copying and record processing products, and full complement of ancillary products.

Manager, Manufacturing Engineering

(1986-1989)

Manager, Advanced Manufacturing and Producibility Engineering

(1985-1986)

Manager, Manufacturing Engineering - Assembly Operations

(1982-1985)

Manufacturing Engineer

(1981-1982)

Quality Assurance Engineer

(1980-1981)

**EDUCATION:**

**Ohio State University**

B.S., Major - Operation Management, Minor - Marketing, 1978

M.B.A., Major - Operations Management, 1980

**Loyala University**, currently enrolled toward M.A. in Organizational Development

**Illinois State Scholarship Recipient**, 1970



**WILSON T. JONES**  
130 Rampart Way  
Atlanta, Georgia 40114

**Home: 404-693-5197**

**Office: 404-796-2110**

**OBJECTIVE**

Executive position offering P&L responsibility for division/group of large company. Alternative would be significant operating responsibility with smaller company where equity is included.

**SUMMARY OF QUALIFICATIONS**

Proven track record in diverse businesses, domestic and international, across all major business functions, most recently as division president. Company experience includes manufacturing, engineering, sales and distribution of industrial boilers and utilities. Annual sales ranged from \$4.5 million to \$125 million in recent years.

**EXPERIENCE**

**GEORGIA POWER & UTILITY INC.**, Atlanta, GA  
*President and CEO*

1995 - Present

\$125 million power and utility manufacturing and engineering firm. Hired by new owners to streamline operations and improve profitability.

- Increased profitability and cash flow throughout management transition period.
- Directed the consolidation of three manufacturing facilities into single location.
- Planned and managed the consolidation/relocation of 45,000 SKU inventory valued in excess of \$20 million.
- Streamlined distribution sales network.
- Initiated actions to begin ISO 9000 quality certification.
- Established and managed newly reorganized corporation to acquire additional products/companies to complement existing products.
- Evaluated foreign companies for possible acquisition.

**COMBUSTION BOILERS, INC.**, Decatur, GA  
*President - Industrial Division*

1990 - 1995

Managed \$95 million plus (sales) industrial boiler business with 6 facilities and 11,000 employees. Autonomous division with complete P&L responsibility.

- Directed company growth from \$20 million to over \$95 million in sales, restoring profitability.

**WILSON T. JONES**

**PAGE TWO**

- Led sales and marketing efforts with major domestic and international customers and distributors.
- Negotiated domestic and international distribution and license agreements with Asian and European companies.
- Directed the administrative and marketing activities that led to the sale of the business to Georgia Power & Utility in 1995.
- Initiated Total Quality Management.
- Renegotiated and directed \$32 million military power boiler (U.S. Navy) program.
- Converted ships' boiler manufacturing facility, equipment, and staff to industrial boiler production.
- Consolidated four boiler divisions into one, reducing overhead by \$2.9 million.
- Saved over \$5 million by closing two of three manufacturing divisions.
- Instituted team building, empowerment, and employee training, improving productivity, reducing cost and decreasing turnover.
- Managed non-union and union facilities.

**COMBUSTION METALS, Norcross, GA**

**1988 - 1990**

*President* - Annual sales \$8.5 - \$12 million.

Precision metal formed boiler plating components.

**WINSLOW ENGINEERING, Reston, CA**

**1982 - 1988**

*VP-Controller* - Annual sales \$4.5 - \$12 million.

Engineering and start-up industrial boilers and utilities for the pulp and paper industry.

**COMBUSTION ENGINEERING, Albany, NY**

**1978 - 1982**

*Accounting Manager*

*Cost Accountant*

**EDUCATION**

BS, Accounting/Business, S.U.N.Y., 1978

**ANTHONY HOPKINS, CPA**  
18 Memorial Drive  
LaGrange, IL 95072  
(206) 694-0125 (H) • (206) 972-3030 (O)

**OBJECTIVE:** Senior level position in Financial Management.

**PROFESSIONAL EXPERIENCE:**

**1986 to Present**      **CORSON GROUP, LTD.** - London, England  
*A \$1.5 billion diversified holding company based in the U.K.*

**Nordwick Chemical Specialties**

*A Division of Corson Group (LaGrange, IL)*

*NCS is a \$90 million producer of specialty chemicals for the pulp and paper industry, manufacturing in three U.S. facilities.*

**Vice President of Finance & Administration** (1995 - Present)

Responsible for accounting, data processing, and personnel with four managers reporting to me and a staff of 19.

- Improved the financial forecasting procedures allowing us to issue accurate and timely forecast of sales and profits to local and corporate management.
- Promoted the data processing department's effectiveness by improving its timeliness, accuracy and responsiveness to its internal customers.
- Transformed NCS's budgeting process by establishing a program that included functional managers in the budgets' preparation and focused them on their role in achieving budgeted results.
- Controlled annual audit costs allowing no increase in fees for the third year in a row.
- Identified cost saving opportunities decreasing losses at a troubled manufacturing facility by \$500,000 per year.
- Developed alternatives to dispose of two years accumulation of excess inventory.
- Participated in development of incentive compensation programs for personnel in sales, marketing, purchasing, manufacturing and distribution which were paid from cost savings and sales increases.
- Key person on project to identify a data processing system that would incorporate all NCS businesses.
- Coordinated a division-wide review of suppliers with goal of consolidating purchasing of \$100 million of raw materials.

**Nordwick Graphics**

*A Division of Corson Group (Grand Rapids, MI)*

*Nordwick Graphics is a \$40 million producer of graphic arts supplies produced in three domestic plants and sold through a world-wide distribution system.*

**Director of Accounting** (1990 - 1995)

Responsible for accounting, data processing, personnel and purchasing departments. Supervised four managers and a staff of 13.

- Oversaw operations of two subsidiary companies, including the development of budgets, operations reviews and capital project reviews.
- Participated in negotiations for establishment of joint venture with Australian company including preparation of operating forecasts and capital requirements.

## Administration

ANTHONY HOPKINS, CPA

Page 2

### Director of Accounting (continued)

- Prepared worldwide sales forecasts for \$40 million graphic arts supplier coordinating with U.K., European and Australian sales companies.
- Performed due diligence for acquisitions identifying significant systems needs and rationalization opportunities.
- Established inventory controls that reduced inventory shrinkage from 6% to 1%.
- Developed data processing systems for production control, sales cost control and perpetual inventory tracking.
- Developed PC-based financial reporting templates to produce monthly financial reports and forecasts.
- Reduced accounts receivable days outstanding from 85 days to 45 days of sales.

### Nordwick Papers

A Division of Corson Group (Green Bay, WI)

*Nordwick Papers is a \$15 million specialty coater of papers and films.*

Vice President Finance & Administration (1986 - 1990)

Responsible for accounting, data processing, and personnel with a staff of five.

- Maintained relationships with lending bank enabling company to maximize its borrowing potential.
- Established new subsidiaries, setting up accounting, personnel and information systems.
- Directed conversion of data processing system to Corson Group's system without disrupting operations.

1980 to  
1986

### "BIG SIX" PUBLIC ACCOUNTING

Audit Department Manager

Managed audit and tax engagements for real estate, manufacturing, retail, and hospitality clients of Coopers & Lybrand.

1978 to  
1980

### UNITED STATES ARMY

#### EDUCATION:

1982

CPA - Michigan

1978

Michigan State University - East Lansing, Michigan  
MS Accounting

1976

Michigan State University - East Lansing, Michigan  
BS Accounting

#### PROFESSIONAL AFFILIATIONS:

- American Institute of Certified Public Accountants
- Michigan Society of Certified Public Accountants

## Administrative Support

### LINDA D. BRIDGES

12 Washington Circle  
West Chester, PA 19445  
Phone: (610) 696-1234

### OBJECTIVE

Challenging administrative position within professional environment providing opportunity for growth and career advancement.

### PROFESSIONAL EXPERIENCE

#### AGRI-TECH CORPORATION (West Chester, PA)

1996 - Present

Leading agricultural biotechnology company focused on development and marketing of premium, fresh and processed, branded fruits and vegetables developed through advanced biotechnological breeding, genetic engineering and other technologies.

#### Administrative Assistant

Report to Vice President of Business Development providing full range of administrative support services to staff of nine managers, professionals and scientists in the marketing, sales and product development functions.

- Provide domestic and international corporate travel arrangements through local travel agency
- Set up both national and international meetings
- Type and distribute all correspondence utilizing WordPerfect for Windows
- Prepare presentations utilizing Harvard Graphics for Windows
- Compile database of business card files utilizing Alpha4 for DOS
- Work with Product Development group to provide product samples to interested parties
- Handle and sort incoming mail, responding to routine correspondence when appropriate
- Screen and field incoming phone calls for the Business Development department
- Organize and maintain Business Development files on a current basis

#### DATA SYSTEMS, INC. (Malvern, PA)

1994 - 1996

Major data services company providing electronic record keeping and analytical services to the automobile insurance industry and regulatory agencies.

#### Accounting Associate

Reported to Supervisor of Non-Sufficient Funds (NSF) within NJ-JUA (high risk automobile insurance) account.

- Researched and processed automobile insurance NSF checks using mainframe computer system
- Tested and maintained new policy procedures utilizing dBase software on personal computer
- Assisted customer service personnel in analyzing insured and producer related problems

## Administrative Support

Linda D. Bridges

Page 2

**DAVIDSON TEMPS (Springfield, PA)**

1993 - 1994

Clerical Assistant

Assigned to Accounting Department at Data Systems, Inc. to perform research assistance, data entry, billing and filing. Assignment resulted in full-time employment.

**THE BOOK FACTORY (King of Prussia, PA)**

1990 - 1995

Bookseller

Worked part-time while employed full-time and while attending school.

### EDUCATION

Delaware County Community College (Newtown Square, PA)  
Associates Degree, Business Administration, 1994

Henderson Senior High School (West Chester, PA)  
Diploma, Business and Secretarial Studies, 1990

### SKILLS

- Proficient in:
- WordPerfect (DOS and Windows)
  - Microsoft Office (Word 6.0, Excel, Power Point 4.0)
  - Harvard Graphics (DOS and Windows)
  - Microsoft Windows 3.1
  - Microsoft DOS 6.2
  - Alpha4
- Familiar with:
- Lotus 1-2-3
  - Microsoft Word for Windows
  - VideoShow/Picture It

### HONORS & AWARDS

- National Honor Society
- Future Business Leaders of America, Secretary
- Professional Secretaries International Scholarship
- Berkeley School Award for Outstanding Achievement in Business Education
- Katherine Gibbs Junior Leadership Award
- Porter Insurance Company Scholarship

**MICHELE MARIE FLEMING**

321 New Holland Drive  
Philadelphia, PA 19384  
(215) 374-2158

**SUMMARY**

Seasoned Administrative Assistant with over ten years experience providing full range of administrative and secretarial support services to senior level executives and their staffs. Experience in finance, accounting, manufacturing and human resources. Known as a volume producer who readily adapts to rapidly changing priorities. Strong interpersonal and leadership skills.

**ACCOMPLISHMENTS**

**Manufacturing:**

- Served five years as Administrative Assistant to Vice President-Operations for Fortune 100 consumer goods manufacturer (12 plants; 7,000 employees).
- Provided full range of administrative and secretarial support services to staff of six senior managers, handling demanding workload and consistently meeting tough deadlines.
- Created, prepared, typed and distributed wide range of standard and custom manufacturing reports for distribution to senior management (including President and Board Chairman).
- Maintained highly confidential files involving salary administration, performance evaluation ratings, organizational changes and the like.
- Trained Manufacturing secretarial staff in use of the new TelStar Fast Track Manufacturing Reporting System; oversaw successful implementation of same.
- Composed sensitive letters, drafted speeches and oversaw preparation of multimedia presentations for key senior management meetings.
- Received special merit awards for outstanding performance (two years).

**Human Resources:**

- Served two years as Administrative Assistant to Division Vice President Human Resources - Commercial Products (three plants; 3,800 employees; staff of 12).
- Employment Assistant to Director of Corporate Staffing for three years.
- Updated, maintained and oversaw accuracy of over 3,800 personnel records (over 20,000 annual transactions).
- Screened over 6,000 applications and employment resumes annually, handling all correspondence and composing special letters where required.
- Researched and initiated purchase of Resumax, a resume scanning and tracking system resulting in \$35,000 annual savings in resume handling costs.

## Administrative Support

Michele M. Fleming

Page 2

### Accounting:

- Processed over \$250 million in accounts payable annually with high degree of accuracy.
- Processed salaried payroll for Corporate Staff (\$45 million; 800 employees).

### WORK HISTORY

1993 to Present	<u>General Products Corporation</u> (Corporate Offices) Administrative Assistant to VP - Operations (1996 - Pres.) Administrative Assistant to VP - Human Resources (1993 - 1996)
1990 - 1993	<u>American Capital Equipment Corporation</u> (Corporate Offices) Employment Assistant to Director of Staffing
1984 - 1990	<u>Wilson Corporation</u> (Consumer Division) Senior Accounts Payable Clerk (1988 - 1990) Accounts Payable Clerk (1986 - 1988) Payroll Clerk (1984 - 1986)

### EDUCATION

Millersville University (Millersville, PA) 1984  
Associates Degree, Accounting

Winston High School (New Holland, PA) 1982  
Diploma, Business Major

### COMPUTER SKILLS

WordPerfect 5.2	Excel
Microsoft Works 3.0	Lotus 1-2-3
Resumax	Harvard Graphics



**ROSE MARIE LEWIS**

505 Rolling Road  
Willistown, GA 79455  
(715) 775-9028

**CAREER SUMMARY**

Friendly, outgoing receptionist/administrator with twelve years' experience in a variety of office and business settings.

**PROFESSIONAL EXPERIENCE**

**PLANT TECHNOLOGY CORPORATION** (Atlanta, GA) **1996 - Present**  
Leading agricultural biotechnology company which applies a full spectrum of technologies to develop, commercialize and market premium branded fruits and vegetables.

**Corporate Receptionist**

- Answer, screen and route incoming phone calls for the company, its subsidiaries and joint ventures, (approximately 200-300 calls per day).
- Sort and distribute mail for all departments, joint ventures and subsidiaries.
- Assemble and update company information packets.
- Manage mass mailings from 200 to 2,000 pieces.
- Handle routine responses to information requests from investors and customers.
- Handle and distribute incoming fax correspondence as well as send outgoing documents.
- Maintain schedule for use of conference rooms.
- Provide administrative back-up and support for various executive assistants as needed.
- Supervise relief receptionist.
- Maintain office and conference room supply inventories.
- Responsible for outgoing mail: domestic, foreign, Federal Express, etc.

**WAVERLY EDUCATION ASSOCIATION** (Waverly, NJ) **1995 - 1996**

**Office Manager**

- Responsible for a variety of administrative and secretarial duties.

**OVERLAND ENGINEERING SURVEY COMPANY** (Decatur, GA) **1990 - 1995**

**Secretary, Reporting to Principals**

- Responsible for secretarial and administrative functions for four directors, five managers and other support staff.

**RETAIL SQUARE** (Medford, NJ)

1989 - 1990

Administrative Director, Reporting to Vice President & General Manager

- Supervised mall maintenance and other personnel.
- Handled secretarial and administrative functions for mall Vice President.

**JOHNSON BROTHERS ICE FOLLIES** (Atlanta, GA)

1980 - 1989

Professional Figure Skater

- Began as chorus member and understudy and advanced to various featured character roles.

Figure Skating Teacher

- Worked at various skating rinks and schools in the greater Philadelphia area.

**OFFICE SKILLS**

- Merlin phone system
- Federal Express Powership Computer System
- Pitney Bowes postage meters
- Word Processing and data entry

**EDUCATION**

Haverford Junior College, 1978 - 1980

**SANDRA W. SMITH**

1225 Running Brook Road  
Wilmington, DE 18336  
Res: (302) 388-6333

**OBJECTIVE**

Full charge bookkeeper with growth-oriented company offering opportunity for career advancement and professional development.

**EDUCATION**

Peirce Junior College (Philadelphia, PA)  
Associates Degree, Administrative Accounting, 1987

Marple Newtown Senior High School (Newtown Square, PA)  
Diploma, Accounting & Business Major, 1985  
Received Service Award, 1985

**PROFESSIONAL EXPERIENCE**

**WALDEN HEATING AIR CONDITIONING, INC.** (Media, PA) **1995 - Present**  
\$14 million HVAC contractor serving residential and industrial clients throughout Pennsylvania, New Jersey and Delaware.

**Full Charge Bookkeeper** (1997 - Present)

Report to President/Owner with responsibility for performing all accounting functions through preparation of monthly financial systems (one Write Plus, Version 2). Accountable for quarterly payroll tax returns, W-2's, 1099's, accounts receivable, accounts payable, collections and daily cash management. Oversee day-to-day office functions including benefits administration, customer service, order entry and equipment delivery.

**Key Accomplishments:**

- Reformatted financial statements using "Percentage of Completion" method
- *Converted to in-house payroll, eliminating external payroll service (\$8,000 annual savings)*
- Set up and maintained new purchase order/inventory control system
- *Set up and maintained new job costing system (using Lotus 1-2-3 spreadsheets)*
- Automated financial forecasting and budgeting functions
- Managed company in President's absence.

**Senior Bookkeeper** (1995 - 1997)

## Administrative Support

Page 2

Sandra W. Smith

### **ROBERT GORDON ASSOCIATES, INC.** (Springfield, PA)

1993 - 1995

A \$5 million systems consulting firm with specialization in the design and installation of manufacturing cost control systems in the pharmaceutical industry.

#### **Full Charge Bookkeeper**

Reported to President/Owner with responsibility for all accounting functions through preparation of monthly financial statements. Prepared quarterly payroll tax returns, W-2's, 1099's and daily cash management reports.

#### **Key Accomplishments:**

- Installed and implemented new manufacturing/accounting software (i.e., Basic Four Manufacturing) using an MAI UNIX computer system.
- Assisted in preparation of computer system proposals and ordering equipment
- Provided customer support on software questions

### **NATIONAL REFRIGERATOR CORPORATION** (Cherry Hill, NJ)

1991 - 1993

A \$120 million manufacturer of industrial and commercial refrigeration equipment with distribution and installation of equipment in the Northeastern United States.

#### **Controller's Assistant**

Reported to Controller with responsibility for all accounts receivable functions including bank deposits. Handled credit/collections (350 accounts) and filled in for accounts payable/payroll personnel as needed.

### **METALLURGICAL PRODUCTS COMPANY** (Exton, PA)

1989 - 1991

#### **Bookkeeper**

Reported to President of this \$2 million metallurgical testing laboratory. Performed all accounting functions through trial balance.

### **KEYSTONE SHIPPING COMPANY** (Philadelphia, PA)

1986 - 1989

#### **Accounting Clerk**

Reported to Accounting Manager of this \$150 million shipping company. Processed and approved expense reports for all domestic and overseas shipping crews (850 employees) and wire transfer of funds for same. Performed bank reconciliations for domestic and international accounts.

### **COMPUTER SKILLS**

**Software:** One Write Plus (Version 2), Job Track/Job Costing, Lotus 1-2-3, Basic Four Manufacturing, WordPerfect

**Hardware:** MAI UNIX, Laser 486 Personal Computer, Various printers and peripherals

**Wayne C. Dickinson**

1201 Skyview Terrace  
Phoenix, Arizona 89042  
(602) 694-8201 (Home) • (602) 741-9305 (Office)  
(602) 741-9304 (Fax)

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**SUMMARY OF  
QUALIFICATIONS:**

Corporate real estate and facilities director with significant experience in rapidly changing business environments. Creative and accomplished. Exceptional ability to lead others in the development and execution of visions, strategies and systems to meet individual needs and corporate objectives. Experience includes new-construction planning and development; remodeling and expansion project management, real estate leasing, acquisition and disposition; and facilities management

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**CAREER  
EXPERIENCE:**

**Bartlett Company, Inc., Phoenix, Arizona (1992 - Present)**

An \$800 million manufacturer of high-end leisure furniture.

Director, Corporate Real Estate and Facilities (1996 - Present)

- Created the corporate real estate function, including development and implementation of cohesive strategies and policies for real estate and facilities management.
- Oversaw a domestic real estate portfolio of 1.89 million square feet, including planning, design and construction, leasing, acquisition and disposition; facilities operations and records management.
- Managed a staff of 96 and operating budget of \$9 million. Directed capital projects up to \$85 million.
- Initiated an integrated facilities management system for Arizona and California (plant and headquarters) operations.
- Led cross-company team to develop and implement corporate environmental goals and objectives.
- Achieved over \$4 million in quality cost savings for corporate real estate and facilities operations in a three-year period.

Director, Properties Development (1992 - 1996)

- Led the greenfield planning, development, design and construction of \$85 million, 500,000-square-foot, 218-acre headquarters campus.
- Pulled together the architectural team. Orchestrated realization of a coherent vision to meet the cultural expectations and practical needs of disparate groups; improved communication and productivity.
- Completed two-year project on budget and ahead of schedule.

## Administrative Support

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Sandra W. Smith

**ROBERT GORDON ASSOCIATES, INC.** (Springfield, PA)

1993 - 1995

A \$5 million systems consulting firm with specialization in the design and installation of manufacturing cost control systems in the pharmaceutical industry.

### Change Bookkeeper

**As President/Owner** with responsibility for all accounting functions through preparation of financial statements. Prepared quarterly payroll tax returns, W-2's, 1099's and daily reports.

*Planned and implemented*  
business and strategic changes.

*Initiated a multi-functional planning strategy that successfully integrated individual*

*business units with overall company strategies.*

*Established office standards program, administered office standards.*

*Developed and administered the Hazardous Material Control Program, initiating improved procedures and training.*

### EDUCATION:

Bachelor of Science - Biology and Chemistry (1983)

University of Wisconsin, Madison, WI

Numerous Seminars: IDRC World Congresses

Corporate Facilities Planning: American Management Association

Improving Management Skills: University of Chicago

UNIX and APICS studies

**JANET BUYERS**

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10 Lakeview Court  
Harrisonville, VA 08648

Residence (713) 277-5550  
Office (713) 977-0770

**SUMMARY**

Senior level executive with extensive experience reducing costs, enhancing and consolidating services, managing crises and reducing headcount.

**PROFESSIONAL EXPERIENCE**

**MANAGEMENT CONSULTING SERVICES, Reston, VA** **1998-Present**  
Vice President, Sales and Operations

Sell and implement expansive business management services to Fortune 500 companies (including sale of largest corporate account in company's history). Represent rapidly growing provider of corporate outsourcing services with an established annual growth rate of 20-30% (growth projected to exceed 1000% by the year 2000). Full service outsourcing and consultative services include: space planning, facilities management, mail distribution, purchasing, reception/secretarial, central files management, forms/graphics printing and copy centers.

**BALLENTINE & WHITNEY, New York, NY** **1996-1998**  
Director of Facilities & Building Services

Managed staff of 75 and \$30 million budget addressing the reorganization, automation and development of services impacting facilities and space planning, meetings and conference planning, cafeteria and catering services, purchasing, central files, mail room and security. Created more professional, cohesive groups and significantly reduced expenses.

- Directed largest corporate New York City move since 1976. Strategic consolidation of space and elimination of redundant and nonessential services reduced annual occupancy costs by \$10 million and operational costs by \$1.5 million.
- Created and implemented (previously non-existent) budget planning and tracking process across all divisions, thereby enabling accountability, stringent savings and uniform procedures.
- Introduced and implemented CAD (computer aided design) system that handled all B&W New York space (500,000 sq. ft.) and provided vital information on all physical space, furniture inventory, voice and data locations as well as personnel locations. Comprehensive database enabled the automation of in-house relocations and reconfiguration with an annual savings exceeding \$1.4 million.

## Facilities

**JANET BUYERS**

Page 2

**FAMILY LIFE INSURANCE COMPANY, Princeton, NJ**  
Vice President - Corporate Administrative Services (1992-1996)

1989-1996

Managed service areas including building operations, cafeteria, purchasing, duplicating services, forms and graphics, micrographics, transportation, mail, records management, corporate condominiums and space planning. Provided consulting services to agency lease administration for 49 agencies nationwide.

- "Building of the Year" award recipient in 1995 after setting up separate corporation to run operations internally (42 acres, 635,000 sq. ft.). Eliminated all outside management fees and commissions, significantly improved services and reduced operation costs by \$1.50 per sq. ft. within nine months.
- Successfully managed execution of complex disaster recovery plan following weekend fire and flood (May 1995). All impacted areas and (70) employees were fully operational by 6:00 AM Monday morning (within 48 hours of mishap).
- Managed contracted insurance agreements and related files, thereby enabling the recapture of \$1 million dollars in fire/flood damages.

District Administrative Manager (1989-1992)  
Reorganized services negatively impacting corporate profitability.

- Implemented cost center budgets for all service areas. Managed to operate below budget (\$2 million annual savings) while enhancing overall quality of services. Simultaneously managed two of the largest moves in company's history.

**WAGNER ELECTRONICS, Camden, NJ**  
District Administrative Manager

1987-1989

- Ran operations and leasing administration for nine facilities with a budget of \$8 million.
- Managed seven facility moves in 11 months. Oversaw major telecommunication installation resulting in a 25% reduction in company costs and an actual capital budget attainment within 1%.

### EDUCATION

B.A., Management, Lehigh University, 1987  
Certified RPA (Real Property Manager)  
Executive Development Program

### PROFESSIONAL AFFILIATIONS

Adjunct Professor of Real Estate - Columbia University  
Building Owners and Managers Association International  
Facility Management Association  
Female Executives  
Notary Public  
Executive Women of New Jersey



**CALVIN T. JONES**  
12 Mission Hill Road  
Beverly Hills, CA 80261  
(915) 746-9147

**Overview**

Financial manager with experience in business analysis, mergers and acquisitions, budgeting, P&L responsibility, SEC reporting, treasury operations, credit, general accounting. Over 16 years of accomplishment in the entertainment, computer equipment and consumer products industries. Strong administrative, technical and organizational skills and special expertise with departmental restructuring and development. Skilled in MIS applications, personal computers, cash management, cost and general accounting systems. MBA.

**Professional Experience**

**WERNER PRODUCTIONS, INC., Los Angeles, CA**

**1996 - Present**

Director of Finance

Direct all financial accounting and reporting, treasury and cash management, human resources and employee benefits, risk management and insurance and MIS activities for this \$180 million production company through a staff of five controllers as well as human resources and data processing professionals.

- Restructured corporate and division financial departments to handle growing needs of business by improving management reporting and improving communications with operating departments.
- Initiated cash management and capital spending and budgeting policies resulting in tighter control of company assets and greater concentration of resources in those areas where needed most.
- Negotiated and arranged for \$26 million of new financing to be used for acquisition of new company and purchase of state-of-the-art video and graphics equipment.
- Consolidated data processing centers, reduced use of outside consultants, negotiated new software purchase agreements and hardware maintenance contracts and reallocated system resources resulting in savings of \$1/2 million annually.
- Saved company \$1/4 million annually by reviewing operations of one of the commercial post production divisions and recommending negotiation of new utility allocations, consolidation of billing and operations areas and elimination of a messenger service contract.

**FINANCIAL FORUM, INC., Los Angeles, CA**

**1994 - 1996**

Management/Financial Consultant

Consulting firm specializing in expanding the capabilities and productivity of corporate financial and accounting departments, providing computer information system studies and implementation including orientation of personnel and managing financial assets using conservative investment philosophy.

- Developed client proposals specifying phase-by-phase process to maximize utilization of present system or to acquire advanced hardware and software, implement installation and initial operation of new system including orientation of personnel.
- Worked with client organizations to restructure accounting and finance functions in anticipation of changing future needs resulting in greater productivity while reducing overall personnel costs.
- Provided investment management services for \$4 million portfolio achieving return on assets of 30 and 42 percent during 1995 and 1996 respectively while maintaining the fund's objective of capital preservation.

**Calvin T. Jones**

**Page Two**

**KENWOOD SYSTEMS, INC., Pasadena, CA**

**1990 - 1994**

Corporate Controller

Controlled all financial and MIS activities for this \$210 million multinational manufacturer of computer peripherals by designing and implementing the Company's manufacturing, sales and financial systems, developing cash management procedures, directing risk management, treasury operations, management reporting, budgets, credit and collections and contract administration.

- Established worldwide MIS function and directed upgrade of computer equipment by purchasing two AS400 systems and integrated software resulting in worldwide savings of \$1.5 million annually.
- Restructured US and Japanese financial organizations resulting in more timely and improved management reporting.
- Initiated worldwide cash management and capital spending approval policies resulting in tighter control of company assets and greater concentration of resources in those areas where needed most.
- Developed and implemented credit approval and collection procedures resulting in collection of \$900,000 of past due accounts and continued payment of current accounts in accordance with terms.
- Reduced costs of worldwide insurance program by 15% while significantly improving coverage in all areas and establishing a corporate risk management program.

**THE MORTON COMPANY, Los Angeles, CA**

**1988 - 1990**

Manager of Corporate Accounting

Directed all accounting and reporting activities through a staff of 30 management, professional and clerical personnel. Responsible for financial systems and procedures, general accounting, accounts payable, cost and inventory accounting.

- Initiated monthly financial closings, both domestically and internationally, providing management with timely and accurate reporting.
- Automated accounting systems and streamlined work methods resulting in more efficient use of personnel and resources. Installed McCormack & Dodge General Ledger and Accounts Payable Systems.
- Recommended freight management system resulting in \$250,000 annual savings.
- Implemented, as part of a team, a Data 3 MRPII inventory control system in a System 28 environment resulting in a 25% reduction in raw material inventories and an annual savings of \$400,000 in carrying costs.

**DARMIN MANUFACTURING, INC., San Diego, CA**

**1981 - 1988**

<u>Manager of Worldwide Accounting</u>	1986 - 1988
<u>Supervisor of General Accounting</u>	1985 - 1986
<u>Senior Inventory Accountant</u>	1984 - 1985
<u>Inventory Accountant</u>	1981 - 1984

**Education**

**UNIVERSITY OF SOUTHERN CALIFORNIA, Los Angeles, CA**

<u>Graduate School of Business.</u> MBA Degree in Accounting	<b>1981</b>
<u>College of Arts &amp; Science.</u> BA Degree in Economics and Political Science	<b>1979</b>

**SANDRA R. SHANE**  
12 TIMBER TRAIL  
CLEVELAND HEIGHTS, OHIO 16421

Home: (306) 995-6271  
Business: (306) 831-0101

**OBJECTIVE:** Top Financial Management position in the manufacturing sector.

**STRENGTHS:** Business Judgement      People Development      Analytical Capability  
Interpersonal Skills      International Experience      Diverse Background

**EXPERIENCE:**

1994 - Present      **FEDERAL CHEMICALS, INC.**  
*Division Controller*  
Specialty Chemicals, Cleveland, OH

Senior Financial Executive of a diversified, \$500 million, international specialty chemicals business. Major businesses are located in United Kingdom, Belgium, France, Canada, and the U.S. Major accomplishments:

- Improved financial performance by divesting low return businesses and downsizing the overhead structure. Improved return on capital and return on sales by 20% and 25% respectively.
- Realigned the financial function to eliminate non value added services and strengthen the organization. Reduced total expenses and personnel by 33%.
- 1995 Chairman - Financial Improvement Awards Program. Developed corporate program to recognize and reward sustained outstanding individual performance.
- Led effort to reduce investment base and improve cash flow performance.

1990 - 1994      *Director Finance*  
Measurement and Control Instrumentation, Pittsburgh, PA

Equivalent CFO position for a \$130 million division. Major businesses are located in the U.S., Canada, United Kingdom, France, Belgium, Netherlands, and Singapore. Extensive international travel and personnel contact. Major accomplishments were:

- Provided leadership to improve the financial performance from a \$8 million net loss to a \$13 million net profit.
- Successfully completed the acquisition of Blane Instrument Co.
- Directed the establishment of improved internal controls throughout Europe.
- Reduced fixed manufacturing costs by \$2.5 million per year by consolidating two manufacturing locations into one.

1989 - 1990      **GENERAL MACHINERY CORPORATION**  
*Division Controller*  
Pump Division, Bloomfield, NJ

## Finance

Sandra R. Shane

Page 2

Directed the Financial / M.I.S. functions of a diverse, international division of General Machinery. Division consisted of three autonomous operating units located in the U.S., Canada, Mexico, and United Kingdom. Total sales - \$60 million; net income \$4.2 million. Number of employees - 700.

- Provided financial leadership and guidance to five business unit comptrollers.
- Restructured an operating unit to return the business to profitability.
- Directed the development of strategic plans, operating plans, and monthly forecasts.

1988 - 1989

**ROSS MIDLAND CORPORATION**

Vice President - Finance

Materials Handling Division, Midland, MI

Directed the financial function of Marketing and Distribution company with sales in excess of \$300 million. Major accomplishments were:

- Negotiated with two major German companies to establish a joint venture.
- Designed and developed a financial organization to support the requirements of this newly formed company.

1986 - 1988

Controller

Mobile Plant, Mobile, AL

Responsible for the financial function of an \$70 million, 600-employee manufacturing facility. Directly supervised 12 employees. Major accomplishments were:

- Established controls which reduced inventory loss from \$3 million to \$30,000 over a two year period. Total inventory was \$30 million.

1984 - 1986

Corporate Manager of Investment Analysis

Midland, MI

Controlled a \$95 million capital budget. Presented capital plans and investment proposals to the Executive Committee of the Board of Directors. Developed new corporate policy and procedure manual for Investment Analysis. Introduced the policy through seminars presented in the U.S., Germany, France, Belgium, Brazil, and Australia.

1984

Senior Financial Analyst

Midland, MI

1983

Financial Analyst

Midland, MI

**EDUCATION:**

1983	<b>DREXEL UNIVERSITY</b> Philadelphia, PA	M.B.A. - Finance
1981	<b>UNIVERSITY OF DELAWARE</b> Newark, DE	B.A. - Accounting

**WILMA A. DIXON**

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106 Briar Lane, Columbia, MD 19742  
(315) 694-3126

**CAREER SUMMARY**

Senior financial manager with strategic responsibility for domestic and international financial, operational, and EDP functions, most recently Group Controller with a large multinational consumer products firm. Superior leadership, organizational, and writing skills.

**BUSINESS EXPERIENCE & ACCOMPLISHMENTS**

**JOSEPH E. SEAGRAM & SONS, Baltimore, Maryland**

A distiller and marketer of fine blended whiskey with annual sales of \$2.5 billion. Operated as the worldwide center for marketing production and financial strategy related to Seagram Whiskeys.

*Group Controller*

1996-Present

Joined the company as Controller for USA distributor with subsequent elevations in responsibility over both domestic and international operations. Senior level financial manager, directing all finance, planning, and accounting functions. Responsible for business analysis and interpretation of trends, management reporting, cash and working capital management, financial services, and automated systems.

- Liquidated USA distribution company and managed financial aspects of major restructuring while maintaining normal operations with a 50% reduction in staff.
- Composed a strategic plan recommending consolidation of two major distributors to take advantage of natural synergies, implemented by top management.
- Created an integrated management reporting system that cut 3 days out of the monthly cycle and eliminated 10-12 hours of overtime per month.
- Created financial operations for new worldwide strategic business unit that included the establishment of a new domestic company to import into the USA, the development of work procedures, restaffing, and the installation of internal controls.

*Controller - Seagram's Seven Crown Group*

1993-1996

- Created and implemented international financial services and cash management, eliminating capital requirements of \$5.8 million, reducing inventory from 95 turn days to 55 days, and decreasing US\$ exposure from \$20 million to \$18 million.
- Installed a foreign exchange management system, including risk quantification of \$35 million, translation versus transaction budgeting, and the means to track gains and losses from contracts. Saved \$120,000 in the first four months and \$3.6 million in the first fiscal year.
- Developed and implemented financial controls and increased productivity through automation. This included a complete overhaul and integration of general ledger systems that reduced turnaround times by 4-5 days and eliminated 10-20 manhours per week plus a budgeting and forecasting system with an accuracy rate of better than 99%.

## Finance

Wilma A. Dixon

Page 2

- Established controls over South American operations with the introduction of a direct liaise, the computerization of manual financial systems, and the development of procedures and timetables that raised the compliance rate for international consolidations to 100%.
- Successfully negotiated and documented trading arrangements, including an alternative cost transfer scheme with Scottish unit that resulted in perpetual savings of \$750,000 annually.

### **SCOTT PAPER COMPANY, Philadelphia, Pennsylvania**

A leading international consumer products company with annual sales of \$5.2 billion.

#### Assistant Plant Controller - Chester Plant

1990-1993

Responsible for month-end financial reporting, accounting services, and analysis. Assisted with annual budgets and various special projects.

- Developed and implemented procedures to account for the assimilation of 5-15 new hires and capital purchases of nearly \$500,000 million per week.
- Eliminated emergency overtime and improved reporting compliance to 100%.
- Co-managed the installation of new mainframe financial reporting software, including planning the installation, testing the results, assisting with de-bugging and training staff.

### **GEORGIA PACIFIC, Atlanta, Georgia**

A major Fortune 100 pulp and paper company with annual sales of \$6.3 billion.

#### Financial Analyst

1987-1990

Performed all phases of manufacturing accounting, including financial planning, general accounting and cost accounting.

- Acted as exclusive financial advisor for a wholly-owned subsidiary with annual sales of \$4.5 million, including general accounting, cost accounting and physical inventories.
- Developed comprehensive physical inventory procedures, training up to 1,600 people per year, calculating inventory adjustments up to \$150,000 and defending results with internal and external auditors.

#### Associate Financial Analyst

1985-1987

- Developed computerized budgeting system for twelve cost centers that eliminated 5-10 man days per cycle.
- Conducted training program for other staff members in the use of LOTUS 1-2-3.

## EDUCATION

**M.B.A.** North Carolina State University. Honors Graduate (GPA: 3.6), 1985.

**B.S.** North Carolina State University. Honors Graduate (GPA: 3.9), Phi Beta Kappa, 1983.

**CRAIG P. MADISON, CPA**

*814 Fulton Drive  
Framingham, MA 10247  
(603) 421-1427 Home  
(603) 399-1846 Office*

**OBJECTIVE:** Financial Management or Controller

**SUMMARY:** Financial professional with 14 years of progressively responsible management positions within the Financial Services industry. Developed strong proficiencies in leadership and organization as well as special skills in:

- Accounting and Financial Analysis
- Budgeting and Planning
- Staff Selection & Development
- Project Management
- Internal Controls
- Mainframe and PC Systems

**EXPERIENCE:** BANK OF BOSTON, Boston, MA 1996 - Present

*Controller - People's Bank of Boston*

People's Bank is the legal entity for Bank of Boston's domestic consumer lending business (\$1.3 billion in assets). Controller is responsible for all accounting, internal & external reporting, budgeting & planning, financial controls and cash management.

- Direct the Bank's regulatory and other external reporting (FDIC/Federal Reserve, rating agencies, audited financial statements). Coordinate annual FDIC and State of Massachusetts examinations.
- Prepare the annual budget and quarterly financial forecasts.
- Developed an Internal Controls program and procedures manual.
- Revised product profitability reports and implemented comprehensive ratio/trend analysis to improve the level of management reporting.
- Developed work measurement standards for the Bank's operational departments via PC modeling to improve work flows, control costs and evaluate performance.
- Implemented many financial system enhancements including a new general ledger/accounts payable system, mainframe financial reporting database and PC based applications for planning and analysis.

## Finance

Craig P. Madison, CPA

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FEDERAL BANK & TRUST CORPORATION, Boston, MA 1990 - 1996

*Vice President, Finance* - Federal Bank & Mortgage Corporation

Directed all finance activities for Federal's start-up mortgage banking subsidiary. Responsible for the accounting & financial reporting, planning, treasury and human resource functions.

- Prepared the annual Business Plan and Operating Budget. Also developed the five-year long range strategic plan.
- Designed and implemented a monthly management report package.
- Converted a microcomputer General Ledger/Accounts Payable system to a mainframe based accounting system.
- Obtained funding to meet daily loan requirements and administered the cash management function.
- Presented the financial results at monthly Board of Directors' meetings.
- Selected, managed and developed a staff of 15 employees.

FIRST BANK OF BOSTON, Boston, MA

1985 - 1990

*Accounting Officer*

Supervised professional accounting staff of seven. Diversified accounting and financial reporting responsibilities included preparation of financial statements for 10 domestic companies, review and consolidation of financial statements for foreign subsidiaries, budget analysis, management, tax and regulatory reports.

**EDUCATION:** Boston University  
Master of Business Administration, Major: Finance (1985)

Boston University  
Bachelor of Science, Major: Accounting (1983)

**AFFILIATIONS:** American Institute of Certified Public Accountants  
Massachusetts Society of Certified Public Accountants  
Boston University, Business & Economics Alumni Association



**LINDA C. STEINER, CPA**

20 Greenhill Road  
Pittsburgh, PA 15211  
Residence: 717/644-3526  
Office: 717/273-8700

**SUMMARY**

Senior Executive with over 17 years in-depth experience in finance, treasury, accounting, strategic planning, acquisitions, divestitures and investor relations. Enthusiastic and hard-working executive with the objective of improving operating performance, profitability and business growth, by providing quality financial/administrative/operational direction.

References would substantiate fast track progress including:

- Results oriented team builder
- Strategic planner and implementor
- Effective communicator
- Proficient M&A strategist
- Proactive developer of internal controls and reporting systems
- Integrity in the financial and investment community
- Strong analytical skills

**PROFESSIONAL EXPERIENCE**

**MACHINE TECHNOLOGY CORPORATION**

**1995 to Present**

A publicly-held international company. World leader in the development and manufacture of technologically advanced production machinery. Revenues in excess of \$380 million.

As Vice President - Finance & Treasurer, developed financial resources for restructuring the company back to its core business. Directed worldwide staff of 34 accounting, finance and MIS employees. Reported directly to the Chairman and President.

- Developed and implemented marketing plan to divest five non-core companies. Targeted 200 potential buyers resulting in the sale of three companies in separate transactions in 18 months. The \$78 million received exceeded original estimates by over 10%.
- Negotiated \$75 million of bank revolving credit facilities with more favorable terms. Commitment fees were reduced 50%.
- Directed improvement program in internal control systems and procedures, substantially reduced the risk of significant error. Improved the accuracy consistency and quality of financial information for staff and line management's use.
- Instituted a comprehensive profit improvement program to reduce indirect expense in anticipation of cyclical decline in sales. Annualized fixed overhead expenses were reduced from \$54M to \$42M in 24 months.

Linda C. Steiner, CPA

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**WESTON CORPORATION**

1985 to 1995

A publicly-held manufacturing company producing hardware and industrial fasteners. The company has revenues of approximately \$115 million and 800 employees.

**Vice President - Finance and Treasurer**

1993 - 1995

**Corporate Controller**

1989 - 1993

**Controller**

1985 - 1989

Provided financial direction as the company grew from \$25M to \$115M in revenues. Growth resulted from strategic turnaround acquisitions. Recruited from KPMG to effect turnaround of a troubled business. Directed divisional businesses with a hands-on operational style. Worldwide staff of 55 accounting, credit, treasury, tax and MIS employees. Reported directly to the President and CEO.

- Performed substantial due diligence procedures on all acquisition candidates. Completed multiple international acquisitions increasing revenues by \$65 million.
- Assessed and verified manufacturing cost information to assure profitability on government contracts and new product development.
- Designed and installed new manufacturing/accounting/reporting systems. Converted all acquired companies to centralized MIS system.
- Developed and managed third-party vendor finance programs to enhance sales by providing low interest leases to customers. Interest rates were 2-4% below small business borrowing rates.

**KPMG PEAT MARWICK**

1981 to 1985

KPMG Peat Marwick is a "Big 6" public accounting firm providing audit, tax and management consulting services worldwide. Rapidly progressed to management position in six years.

**Senior Audit Manager**

1984 - 1985

**Audit Manager**

1983 - 1984

**Auditor**

1981 - 1983

Specialized in audits of commercial manufacturing and financial institution firms. Produced consistently superior results in all assignments.

**EDUCATION**

BBA -- University of Michigan -- 1981

**NEIL J. GLAVIN, CPA**

**55 Orange Blossom Drive  
Kansas City, MO 07648**

**Home: (815) 778-4296  
Office: (815) 709-5027  
(800) 599-8300**

**SUMMARY**

A results oriented, Senior Financial Executive with extensive experience in consumer packaged goods and OTC pharmaceutical industries, both domestic and international. Outstanding record of leadership and achievement in both line and staff positions.

Demonstrated accomplishment in:

- Asset/Liability Management
- Budgeting/Forecasting
- Controllership
- Financial Analysis
- Internal Audit
- Strategic Planning
- Acquisition Reviews
- Joint Ventures
- Organizational Structuring & Restructuring
- Management Information Systems

**EXPERIENCE**

**PHARMACO LTD.**

**1992 - Present**

**INTERNATIONAL DIVISION - Consumer Health Group**

*Vice President, Finance*

*1997 - Present*

Directed finance and IS activities for this fast growing \$700 million in revenues division which covered the world excluding the U.S. and Western Europe.

- Directed financial team which negotiated the establishment of a joint venture in Central & Eastern Europe which resulted in a \$6.5 million reimbursement of start-up costs.
- Led a multi-disciplined team which developed a plan to generate hard currency foreign exchange for our joint venture in China by exporting raw materials. In addition to generating the needed FX, reduced raw material cost to our plants by 20-35% on the exported materials.
- Streamlined and automated worldwide financial reporting systems which resulted in faster, consistent, actionable results reporting.

**PHARMACO HEALTH - USA**

*Vice President, Finance*

*1994 - 1997*

From 1987 to 1992, this \$300 million marketing and sales division absorbed a smaller division, took responsibility for manufacturing (three plants) and assumed responsibility for Mexico. By 1992 revenues had grown to \$425 million.

- Led a multi-disciplined task force which recommended and then implemented a new integrated software system. This AS 400 based system which replaced a mainframe system resulted in annual software licensing and hardware operating savings of \$1.8 million.
- Redesigned business processes to create a "one stop shopping" customer service department which improved customer service with a 15% decrease in headcount in the departments affected.
- Reorganized the finance department at division headquarters to participate in cross functional brand teams. This resulted in increased productivity, better communication and more efficient processes.
- Part of a three man team which managed the Division in the absence of a President for most of 1991. Overachieved budget by 109% of sales and 104% of operating profit.
- After the recall of a potentially contaminated product, compiled a list of all losses and obtained settlement from the vendor's insurance company. Received reimbursement for all out-of-pocket expenses and negotiated an additional settlement of approximately \$6 million for lost business by using data obtained from the sales and market research departments.

**PHARMACO LTD.**

*Corporate Audit Manager*  
*Audit Supervisor*

*1993 - 1994*  
*1992 - 1993*

- Responsible for scheduling, staffing and coordinating audit at all domestic locations. Reported to the Corporate Audit Director. Managed eight professionals.

**COHEN & GORMAN PRODUCTS, INC.**

*Controller, Consumer Products Division*

*1990 - 1992*

- Conducted an audit of payments to food brokers which uncovered several instances of defalcations. The company recovered approximately \$430,000 in misappropriated funds and replaced six brokers.
- Implemented annual reviews of product costs with marketing, manufacturing and finance personnel which resulted in annual cost of goods savings of approximately \$1 million.

*Controller Personal Products Division*

*1987 - 1990*

- Developed a computerized tracking system for cooperative advertising payments which resulted in a 20% decrease in customer deductions and virtually eliminated over payments.

**EDUCATION**

Kansas State University	MBA - Taxation	1987
Kansas State University	BA - Accounting	1985
MD Certified Public Accountant		1989

**DAVID C. BERNHARD**

**Home Address:** 201 Rutherford Way, Devon, PA 19341

**Home:** (610) 424-9058 **Work:** (610) 399-3200

**Work Experience:**

**1991 - Present** **Pacific Chemical Company, Inc.**

**International Financial Coordinator**, Corporate Headquarters, Wilmington, DE (1996 - Present)  
Direct interface between company's corporate headquarters and the European/Asian International locations to ensure timely and accurate financial results and business performance data.

- Consolidation of eight companies with 1998 revenues of \$750M and gross profits of \$96.5M.
- Forecast and evaluate currency exposure of international operations and hedging contracts.
- Direct corporate funding process to provide working and investment capital to region.
- Annual budget preparation and monthly comparison reports and forecasts.
- Coordinate all updated policies and business procedures in accordance with US GAAP and company policy.

**Sales/Marketing Services Supervisor**, Specialty Chemical Division, El Paso, TX (1992 - 1996)  
Direct and manage staff of three handling marketing operations, international and domestic distribution, establishing production and inventory levels for manufacturing. Prepare and monitor operating and capital budgets and handle financial analysis for specialty chemical business servicing crude oil pipelines.

- Establish and maintain \$4M equipment administration program tracking equipment location and costs, saving workload requirements by 20%.
- Perform economic lease/purchase evaluations of contract proposals.
- Negotiate \$3M annual sales and service contracts with vendors and equipment leasing firms.
- Presented sales/marketing proposals to prospective pipeline companies.
- Implement and manage new order entry system to accommodate \$80M annual sales volume.

**Senior Inventory Coordinator/Analyst**, Specialty Chemical Division, El Paso, TX (1991 - 1992)  
Monitor \$3M of inventory consisting of over 250 products, generate monthly inventory level, location and bad-order reports, special studies and analysis as required.

- Volume planning and coordination.
- Set up/directed physical inventories for 21 domestic chemical stocking locations.
- Design, implement and manage reporting system for senior management identifying all bad-order domestic products.
- Eliminate unreconciled inventories backlogged for over two years, completed project independently in less than one year. Nominated and received distinguished company award.

**1986 - 1991** **General Petroleum Corporation**

**Assistant Group Controller**, General Refineries, Green Bay, WI (1987 - 1991)  
Consolidate and report financial results for two refineries. Direct and monitor capital and operating budgets. Act as corporate liaison between refineries and parent company.

- Assist in design and implementation of new financial reporting and cost accounting systems.
- Develop and maintain cash management and forecasting program to maximize use of company funds.
- Successfully handled division divestitures when business units were sold to private investor groups.

**Cost Accountant** (1986 - 1987)  
Product costing of over 200 division products and quarterly development of plant fixed overhead costs.

**1983 - 1986** **Fidelity Bank of Iowa**

**Loan Analyst and Assistant Cashier, Dubuque, IA**

**Education:** **B.A., Accounting**, Central University of Iowa, December, 1983  
Symphony, Lotus, dBase, WordPerfect, Freelance, Windows, AS400

## Finance

### JEFFREY L. SINGER

152 Harding Place  
Sacramento, CA 94586

Office: (415) 557-0500  
Home: (415) 631-2241  
Fax: (415) 266-9601

#### SUMMARY

Nineteen years financial management experience in a variety of businesses, ranging from equipment manufacturing to financial services, with one of the worlds largest diversified companies. Strategic thinker with excellent analytical and communication skills and strong international and M&A experience.

#### PROFESSIONAL EXPERIENCE

##### UNIVERSAL PRODUCTS COMPANY

1983 - Present

Unistar Container Division  
Glendale, CA

World's largest lessor of bulk liquid container systems.

##### Vice President and Chief Financial Officer

1998 - Present

- Managed the day-to-day financial operations of this \$350 million business during a period in which assets grew from \$500 million to \$1.9 billion.
- Valued, negotiated and closed (as part of a four-person team) the \$600+ million acquisition of Unistar's largest competitor, leading to the doubling of Unistar's assets and \$22 million in increased earnings in the first year.
- Negotiated two cross-border leveraged leases, lowering financing costs on \$100 million of new equipment to rates below comparable U.S. Treasuries and saving \$750,000 in annual carrying costs.
- Established pricing guidelines and assisted Marketing in developing new or varied products to fuel continued profitable growth, resulting in over \$350 million in new financing business closed in 1992.

##### Universal Capital Commercial Real Estate Financing

1995 - 1998

Newport Beach, CA

Provider of mortgage financing on existing commercial properties located in the U.S., Canada and Europe and construction financing on U.S. residential development projects.

##### Manager - Financial Planning and Analysis

- Managed the financial, information systems and service center operations of a business whose assets grew from \$1.3 billion to over \$3.0 billion in three years.
- Developed comprehensive financial analysis and planning models which enabled the business to better understand and manage its growing earnings.
- Negotiated bridge financing facilities which permitted transactions to be closed according to customers' needs while preserving Universal Capital's ability to manage its debt-equity ratios and maintain its AAA rating.

**JEFFREY L. SINGER**

**PAGE 2**

- Created the financial infrastructure needed to support the business' international expansion, including the establishment of servicing support and routines to manage funding, tax, accounting and foreign exchange risk.

**Universal Pump Business  
Smithville, NJ**

**1992 - 1995**

Manufacturer of residential and industrial pumps and metering devices.

Manager - Business Analysis

- Directed the financial planning and analysis of this \$120 million business and coordinated efforts which resulted in a 43% improvement in return on sales and a 12% reduction in real base costs in three years.
- Participated on a task force which overhauled the businesses' hourly wage system, making it simpler, more flexible and more competitive and reducing projected labor costs 30% in four years.
- Reviewed a high-profile new product program and recommended that it be abandoned as too expensive and too difficult to manufacture within established specifications and cost. The program was terminated and the \$20 million in program funds was redeployed.

**Universal Silicones  
Reading, PA**

**1983 - 1992**

Finance Manager

1988 - 1992

Specialist - Business Analysis

1983 - 1988

**EDUCATION**

Universal's Manager Development Course - 1990

Universal's Financial Management Program - 1987

B.S. in Information Technology and Honors Graduate, Albright College, Reading, PA - 1983

Numerous technical and leadership development courses and seminars

## Finance

### ORVILLE D. KINCANNON

126 Hillcrest Circle  
Bristol, Connecticut 64153

Home: (203) 623-1067  
Office: (203) 244-6400

### CAREER SUMMARY

Senior Financial Manager with 15 years of diverse assignments with Everseal Incorporated. Experience includes financial planning, forecasting, manufacturing cost control, capital justification, marketing and product line support and acquisition analysis.

### PROFESSIONAL EXPERIENCE

#### EVERSEAL CORPORATION

1987 - Present

#### Manager, Systems Integration - Home Products Division (1998-Present)

Managed projects and coordination of IS services for high-impact financial applications. Ensured implementation objectives were realized by IS and financial systems users.

- Developed specifications for a \$1.4 million automated claims processing system saving \$500,000 annually.
- Reengineered customer order fulfillment and claims cycle. Identified 30% cycle time reduction and \$11 million cash flow opportunity.
- Justified major enhancements in payable and receivable systems; reduced staffing 15% saving \$85,000 annually.
- Participated in vendor analysis and contract negotiations.

#### Manager, Financial Planning and Analysis - Corporate (1997-1998)

Coordinated planning process for all divisions. Assessed integrity of divisional plans and forecasts. Identified areas of earnings vulnerability and recommended contingency actions. Recommended capital requests to CFO and CEO.

- Developed manufacturing strategy for seasonal products reducing variances \$4 million annually and eliminating payments to subcontractors.
- Identified warehousing consolidation opportunity saving \$650,000 annually.
- Recommended termination of divisional computer service contracts and full utilization of internal mainframe systems savings \$250,000 annually.

#### Manager, Financial Planning and Analysis - Home Products Division (1994-1997)

Directed development of financial projections and budgets for a \$900 million consumer products division. Prepared annual profit, competitive action and five year strategic business plans. Managed capital justification and acquisition analysis processes.

- Implemented systems to monitor actual versus planned product costs identifying variances for inflation and productivity.
- Justified capital projects exceeding \$50 million annually and over 50 new products.



**ORVILLE D. KINCANNON**

**Page Two**

- Implemented analysis and valuation techniques for seven acquisition targets valued at \$500 million.
- Led evaluation and assimilation of \$15 million Mexican acquisition.

**Manager, Manufacturing Accounting** (1992-1994)

Managed inventory and expenses for six manufacturing and distribution locations. Operations included over 200 presses and \$150 million in annual overhead expenditures.

- Reduced variances by \$2 million per year.
- Established controls monitoring \$15 million of inventories consigned to subcontractors.
- Reduced annual physical inventory losses by \$500,000.

**Senior Manufacturing Accounting** (1991-1992)

Approved inventory and cost of sales closing entries. Prepared budgets and reconciled inventories. Reported product line profitability and return on investment.

**Financial Analyst** (1989-1991)

Prepared operating budgets and annual profit plans. Reported capital spending to corporate management. Completed tax and audit schedules.

**Corporate Auditor** (1987-1989)

Conducted compliance audits and tests of operational controls. Investigated divisional performance issues related to manufacturing scrap, variances and inventory controls.

**DELANEY & COMPANY** - Hillsboro, OH

**1986**

Accountant

**NATIONAL INDEMNITY** - Columbus, OH

**1984 - 1986**

Manager Policy Services/Business Process Analyst

**EDUCATION**

M.B.A. - 1994  
University of Connecticut

B.B.A. - 1984  
Utah State University

**CONFIDENTIAL RESUME**

**Matthew H. Clarke**

**909 Hemlock Lane  
Newport Beach, CA 18521**

**Home: (414) 848-5237  
Office: (414) 250-9700  
E-Mail: abcde@fgh.edu**

**SUMMARY:** An accomplished strategic planning and business analysis manager with experience in the telecommunications, aerospace, utility and health equipment industries. Substantial achievements in strategic business planning, business process re-engineering, marketing, new business development and competitive intelligence.

**PROFESSIONAL EXPERIENCE:**

- 1995-  
Present
- Director of Strategic Planning  
**Streamline Communications, Inc. (SCI), Los Angeles, CA**  
A 100 year-old west coast telecommunications holding company with interests in local telephone service, publishing, long distance and network services, equipment and telemarketing.
- Architect of SCI's first strategic plan in 1990 which helped transform the company into a market-based, customer-oriented, entrepreneurial organization. Results: Since 1990, revenues have increased by 100%, net income by 150%, and achieved 15% ROI objective two years ahead of Plan.
  - Extensive "hands-on" involvement working with SCI's Strategic Business Units in helping develop and implement strategic plans consistent with and flowing into SCI's corporate objectives and strategies. Pursued balance between top-down strategic direction and bottom-up implementation.
  - Successfully managed a "turnaround task force" to improve profitability of SCI's business systems unit from 1993's net loss of \$820K to current rate of plus \$240K.
  - Oversaw development of new business venture plan transforming MIS department into a telecommunications billing and operations support software/services provider for external telecommunications customers and internal SCI customers.
  - Instrumental in forming SCI's new Communications Services Unit to bundle long distance, private line, data and telecommunications equipment as a "one-stop" source which has increased both market share and revenue and earnings growth.
  - Coordinated development of SCI's plans to enter Cable Television, Distance Learning and Internet Access businesses; led to Cable TV acquisition and enhancement of local loop broad band capability.
- 1990-  
1995
- Director of Planning Coordination  
**EAE Electronics, LTD, Flight Simulation Division, Fire Hills, CA**

- Developed strategic planning process that successfully transformed management focus to being market-driven.
- Coordinated development of Australian subsidiary marketing plan - increased market share in mid-East, southwest Asian markets.
- Managed Division's market research & acquisition analysis activity; supported development of Training Services Division.
- Prepared Division's strategic plan presentations to Board of Directors.

1987-  
1990

Manager of Market Planning  
**EnviroSafe Corporation, Binghamton, NY**  
Manufacturer of air pollution control systems for the automotive industry.

- Developed marketing information and competitive intelligence systems which assisted increase in market share.
- Supervised two major market research projects involving new, high-tech removal systems.

1985-  
1987

Senior Planning Analyst  
**Howland Corporation, Manchester, NY**  
Manufacturer of hospital and medical equipment/process control systems.

- Conducted market/finance analysis in support of acquisition activities.
- Developed operating strategies and growth plans for specialty chemicals and analytical instruments divisions.

1980-  
1985

Product Planning Analyst/Marketing Specialist  
**Commercial Boiler Systems, Inc., Groveport, OH**  
Manufacturer of boiler cleaning systems and nuclear control rod drives for the electric utility industry.

- Internal consultant for business ventures; developed & marketed new products.

1977-  
1980

Military Service: Electronic Countermeasures Specialist  
**U.S. Army Security Agency**

**EDUCATION:** B.S., 1977, University of Scranton, Scranton, PA. Top third of class.  
Post graduate studies and seminars in: Strategic Planning, Acquisitions and Finance.

**REFERENCES:** Available on request.

**NATHANIEL J. SIMPSON**

6218 Colonial Drive  
Wilmington, DE 18725  
(302) 344-6110 Work  
(302) 922-2403 Home

**SUMMARY**

Extensive experience managing domestic and international manufacturing and logistics operations. Broad range of business responsibilities including purchasing, inventory management, production planning, manufacturing systems and operations analysis.

**PROFESSIONAL EXPERIENCE**

**QUENCH BEVERAGES**, Wilmington, DE **1989-Present**  
A \$5 billion operating unit of Amalgamated Bottlers and the world's fourth largest soft drink manufacturing and bottling company. Brands marketed include: Orange Slice, Tropical Cola and Canadian drinks sold in over 120 countries.

Director, Operations Analysis, Wilmington, DE 1996-Present  
**Connecticut Beverages Technical**

Report to the Senior Vice President of Technology. Responsible for developing strategic programs to improve operating costs and organizational efficiency.

- Conducted an analysis of corporate R&D functions and recommended changes that will reduce product development cycle time and technical cost.
- Performed an analysis of U.S. and European manufacturing cost structures. Implementation of recommended changes will reduce product costs by approximately 20%. Also assessed the potential impact of NAFTA on North American manufacturing operations.

Director, Concentrate Manufacturing Operations, Wilmington, DE 1991-1996  
**Quench Beverages, Concentrate Manufacturing**

Responsible for soft drink concentrate manufacturing and materials management operations in U.S., Canada, and Mexico. Also accountable for manufacturing quality, technical support, and information systems for facilities in Ireland, Spain, Ecuador, Brazil and Asia. Reported to Vice President of Concentrate Manufacturing. Staff of 68.

- Responsible for managing five major post acquisition manufacturing consolidations resulting in annual savings of \$22 million.
- Negotiated raw material supply contracts producing cost reduction of \$5 million.
- Developed manufacturing sourcing strategies and cost improvement programs for operations in Europe, North America, South America and Asia.

- Formulated a global manufacturing system strategy for manufacturing facilities in U.S., Ireland, Spain and Canada. Successfully installed Business Planning and Control operating systems utilizing IBM AS400 hardware at each facility.
- Designed and implemented a global manufacturing quality program. Initiative enhanced product quality and reduced product write-offs by 45%
- Led team responsible for a Philippines manufacturing feasibility study encompassing financial analysis, legal/tax revision, plant design and site selection.

Director, Inventory Planning, Wilmington, DE

1989-1991

Reported to Director of Materials Management with staff of eight. Directed production planning and inventory management functions for multiple site manufacturing and distribution network for a \$550 million business unit whose core business consisted of cocktail mixers and non-alcoholic sparkling wines.

**DEVONSHIRE FARMS SPECIALTY GROCERY PRODUCTS**

**1981-1989**

Boston, MA

Director, Production Planning & Inventory Control

Major brands include Red Hot Steak Sauce, Bull's Eye Mustard and Poncho Villo Mexican food products. Managed departments engaged in production planning for four food manufacturing facilities. Responsibilities also included inventory management and warehouse replenishment for a network of 18 distribution centers. Reported to Director of Physical Distribution, with staff of four.

- Member of team that implemented order processing, inventory management, sales forecasting and DRP systems. Inventory savings of \$6 million and customer order lead time reduction of 45% were achieved.
- Provided logistics support for numerous new product introductions while maintaining customer service levels at +99%.

**EDISON ELECTRIC CORPORATION**

**1979-1981**

Philadelphia, PA

- Graduate Student Training and Placement Program.
- Engineering assignments on team responsible for designing a new major appliance manufacturing facility.
- Materials Management responsibility for industrial Battery Charger facility and Mexican sub-assembly operation.

**EDUCATION**

**M.B.A., 1987, Management Information Systems**

Tufts University - Medford, MA

**B.S., 1979, Mechanical Engineering**

Tri-State University - Angola, IN

# Planning

Richard F. Kean  
122 Old Mill Trail  
Portland, OR 71912

OFF: 207-954-4370 HOME: 207-953-6601

**Marketing and Sales Executive** with extensive experience and a progressive track record within the pulp and paper industry. Strong technical and organizations orientation and an ability to work closely with manufacturing to optimize the fit of mill capabilities to customer needs while maximizing profitability.

## PROFESSIONAL EXPERIENCE

**GORDON PAPER COMPANY, Portland, OR**

**1981 - 1998**

### Manager, Product Development and Strategic Planning

1996 - 1998

#### Pulp and Coated Paper Group

Primary responsibilities are to guide pulp and coated paper divisions in developing a new five year strategic plan, coordinate product development activity focusing on recycled paper, and participate in dumping case brought against European producers.

- Developed a full line of recycled coated paper grades to support new de-inking plants in three mills.
- Managed Gordon Paper's efforts and appeared as industry expert in European dumping case. Imports dropped 35% in 1996, 14% more in 1997.
- Directed work of mills and marketing groups for new five-year plan for 400,000 ton, \$300MM business. Organized and wrote plan and board presentation.

### Division Manager, Coated Papers Division

1991 - 1996

Responsible for marketing, sales and field technical services for the \$200MM Coated Paper Division, the company's largest fine paper product line.

- Increased sales by 40% to support new 120,000 ton machine in Mississippi; this \$212MM project was initiated by marketing to meet product mix and peak growth requirements of specialty market in 1993.
- Enriched the mix at high-cost Idaho mill with entry into wood-free coated market for \$30MM in new sales. Doubled sales to smaller, regional merchants at \$35/ton higher profit than that for larger brokers. Reduced spot sales as a result.
- Added three man field technical staff and reduced customer claim settlement time by 64%, costs by 29%. Saved \$8MM in 1994 by stockpiling in first quarter slump and selling off inventory in fall market upturn.

### Manager, Marketing and Sales, Coated Papers Division

1985 - 1991

- Added seven new positions to serve new sales volume and service needs. Increased sales 40% to fill new lightweight coated machine started in Washington in 1986.
- Reversed plan to shut down California mill in 1988 by adding new products that fit the machines better than prior mix. With 45% of sales in 1987, mill had 55% of profits.
- Repaired merchant relations with 18-month image campaign that turned 22,000 tons in 1985 into 190,000 tons by 1987. Ran full during 1986-1988 industry slump.

**RICHARD F. KEAN**

**Page Two**

**Product Manager, Printing and Label Papers, Uncoated White Group**

1981 - 1985

- Developed new catalog papers line with service guarantees for small customers. Expanded sales five-fold to 55,000 tons in two and a half years.
- Promoted higher profit offset sheet sales to 80% of mix versus industry average of 50% while growing uncoated printings from 115,000 to 245,000 tons in four years.
- Improved label profitability 25% by maximizing merchant sheet business, heavyweights, and direct sales to specialty converters.

**SIMPSON INTERNATIONAL**

1977 - 1981

**Product Manager, New Products**

- Reorganized product development activities to eliminate poorly researched products and focus on those with market potential. Coordinated expansion at Oregon mill and development of new in-line calendering process.
- Developed new business proposal for \$25MM plant to make non-structural building panels from recycled fiber.
- Led marketing team of joint venture with major petrochemical company in development of synthetic pulp for papermaking. Directed all field studies.

**GATWICK & COMPANY, INC.**

1972 - 1977

**New Product Engineer**

- Did cold-call prospecting, market research, technical coordination, and field trials for release papers, solvent coating base, microspheres papers, other technical and specialty papers. Responsible for sales of solvent holdout and release papers.

**Project Chemist**

1970 - 1972

- Performed process improvement on paper machines, product development on uncoated specialties. Reduced form bond field rejects 70% with improved winding methods. Cut steam use on two largest machines by 16% to save \$95,000/year.

**EDUCATION**

**B.S. Pulp and Paper Engineering, University of Maine, Orono, ME (1970)**

**KAREN L. WHEATING**

1408A Tower Place  
Chicago, IL 61823  
(312) 492-1807

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**SUMMARY OF QUALIFICATIONS**

**Operations Management. . . International Logistics. . . Strategic Planning**

Management level professional with 12 years of continued career progression and key accomplishments. Diverse background including operations, international logistics and strategic planning responsibilities. Seeking key position with growth-oriented organization.

**EXPERIENCE**

**AMERICAN CONSUMER PRODUCTS, INC.**

**1983 - Present**

International Planning Manager, Chicago, IL (1995-Present)

Responsible for overall logistics direction, analysis and leadership to ACP's worldwide affiliates, licensees and direct customers of household chemicals and cleaning products, representing sales in excess of \$2.1 billion in 32 countries.

- Managed all logistics activities for the most ambitious product roll-out in the history of the company, introducing new soup products into 32 countries in six months. Activities included coordinating production on two continents, developing distribution channels and assuring supply of strategic raw materials.
- Saved \$1.7 million in transportation costs, by developing more efficient methods of loading and distribution.
- Created a database saving over \$2.7 million in raw material costs, by identifying global raw material price differences in local markets.

North American Planning Manager, Chicago, IL (1993-1995)

Responsible for the initiation, management and coordination of production, materials, inventory and customer service for a \$1.5 billion business unit with over 1,000 SKU's and 12 production sites. Also responsible for timing and location of additional capacity, allocation of production and transfer requirements.

- Reduced customer service failures 83%, best results in the history of the business unit.
- Developed a plan improving the introduction date of major new product by ten months, providing an additional \$35 million in revenue.
- Improved inventory turns 15%.



Mill Planner - ACP Plant, Raleigh, NC (1991-1993)

Responsible for inventory management, customer service and production scheduling of ACP's largest facility. Supervised the production planning and customer service staff. Facility shipments were in excess of \$500 million.

- Analyzed and implemented 20% downsizing of operation resulting in \$15 million savings.
- Improved inventory turns 65% to 51 turns per year.
- Used linear programming techniques to reduce waste, saving an additional \$2.1 million.

Operations Manager - ACP Plant, Norcross, GA (1987-1991)

Managed department for a key raw material used in the manufacture of window cleaner. Responsible for cost, quality, customer service and the safety of 36 operators within the department.

- Successfully reduced quality defects 75% to less than 200 parts per million.
- Implemented a new inventory replenishment technique saving the company \$650,000.
- Reduced waste, saving the company \$500,000 per year.
- Reduced accidents 32% through implementation of safe work practices.

Planning Analyst - Chemicals Division, Chicago, IL (1985-1987)

Area Planner - Cleaner Division, Chicago, IL (1983-1985)

**EDUCATION**

M.B.A., Duke University, Durham, North Carolina	1983
B.S., Industrial Management, Georgia Tech., Atlanta, Georgia	1981

**GREGORY D. HOCKSTETTER**

46 Amethyst Drive  
San Francisco, California 18465  
Home: (651) 671-8669  
Office: (651) 466-2018

**SUMMARY**

**A financial executive with solid domestic and international experience, having performed the full breadth of the CFO function as Controller at a \$1 billion corporate headquarters, Treasurer and Controller at a \$2.6 billion corporate headquarters, Controller at a \$1 billion manufacturing division and as CPA with a "Big Six" firm.**

**PROFESSIONAL HISTORY**

**FULLER COMPANY, San Francisco, CA**

**1994-1998**

**A subsidiary of Simpson Paper Company engaged in the production and sale of pulp and wood products along with the management of timberlands in North America. Over 30% of company's \$2 billion in sales are export sales, primarily to Asian and European markets.**

*Corporate Controller - Fuller Company*

*12/94-10/98*

- Directed annual and quarterly SEC reporting for Fuller Company, a NYSE listed master limited partnership, as well as reporting related to a \$500 million shelf registration, \$220 million 7.5% notes and a medium-term note program.
- Coordinated the preparation of operating plans/budgets along with presentations to senior management.
- Evaluated options, performed analysis, prepared presentations, and reviewed contracts related to an acquisition of \$500 million of timberlands in Australia.
- Managed accounting, consolidations, external and internal reporting, financial planning and forecasting, risk management and capital planning/expenditure functions.

**PORTER STEEL WORKS, Allentown, PA**

**1982-1994**

**A steel producer with annual sales of \$3.4 billion, is engaged in the manufacture and sale of flat-rolled steel products along with the mining and pelletizing of iron ore and the mining of coal.**

*Vice President - Porter Steel Works*

*12/93-11/94*

*Treasurer*

*08/90-12/93*

- Established a treasury function at Porter Steel Works when SMP Corporation, a Japanese steel maker, purchased 50% of PSW from Werner Corporation. Established and maintained banking relationships with domestic and foreign banks and obtained credit without guarantees from either parent.
- Negotiated and established approximately \$790 million of innovative credit facilities, including \$250 million revolving credit agreement and \$85 million related letter of credit commitments; \$405 million of project financing including construction and permanent financing with vendor and equity sources; \$14 million variable rate pollution control issue and various other facilities including lease lines.
- Directed treasury operations, credit, accounts receivable, tax, and risk management.

**GREGORY D. HOCKSTETTER**

**PAGE 2**

*Controller - Porter Steel Works*

*09/89-08/90*

- Directed accounting functions, consolidation, internal and SEC reporting, as well as cost analysis and forecasting.

*Assistant Controller - Whitcore Steel Group (the predecessor of Porter Steel Works)*

*11/88-09/89*

- Coordinated the development of accounting systems to establish the steel group as a separate company and the development of accounting systems to centralize the management of cash disbursements, accounts receivable, salary payroll and market analysis.
- Represented management in the negotiations and sale of a major division.
- Managed accounting functions, cost analysis and forecasting.

**Central States Division, Cleveland, OH (Porter Steel Works' largest division and a fully integrated steel mill with sales of \$1.5 billion.)**

*Vice President and Controller - Central States Division*

*01/87-11/88*

*Assistant Controller*

*08/86-01/87*

- Defined markets and strategic direction, including the rationalization of facilities to minimize costs and serve markets.
- Directed divisional accounting, budgetary planning, market analysis, cost analysis, methods studies (including industrial engineers), the development and implementation of standards, and management information services.

*Manager of Cost and Methods - Central States Division*

*12/83-08/86*

- Utilized standard cost system to improve productivity and costs. Implemented market profitability analysis.

*General Supervisor of Accounting - Central States Division*

*11/82-12/83*

- Improved productivity of department and the credibility of data output used in budgeting, planning and market analysis through procedural and system changes.

**ALEXANDER & COMPANY, Detroit, MI**

**1975-1982**

*Certified Public Accountant*

- Managed both tax and audit engagements in a broad variety of enterprises. Experience was obtained in manufacturing, service industries, retailing, banking, investment holding, franchise negotiations, and joint ventures.

**EDUCATION & PROFESSIONAL CERTIFICATION**

Wayne State University, B.A. in Accounting, 1975

CPA - State of Michigan. Certificate No. 077145

Member, AICPA

## Accounting

### MARTIN D. CARTER

2354 East 121st Street  
Clearfield, Illinois 66209

Home: 815-861-1333  
Office: 815-541-7521  
FAX: 815-541-0921

#### **CAREER OBJECTIVE:**

Senior management position with a growth oriented, customer focused organization requiring strong leadership, business planning, problem solving and innovative administration skills.

#### **BACKGROUND SUMMARY:**

Twenty years of progressive responsibility in the domestic/international environments of the pharmaceutical, consumer products and medical device industries with a strong success record in: cost reduction, reorganization, process redesign, performance management and strategic development.

#### **PROFESSIONAL EXPERIENCE AND ACCOMPLISHMENTS:**

##### **MEDCO PHARMACEUTICALS - Springfield, Illinois**

**1991 to Present**

##### **Accounting Services Director, Corporate (1997 to Present)**

Responsibilities include management of five departments and a support staff of over 30 associates including payroll, accounts payable, accounts receivable, travel/expense administration and benefit accounting. Significant achievements include:

- Reduced voucher payments outstanding over 30% and increased on-time payments by 20% through procurement process redesigns.
- Lowered service expenses by 35% with increased transaction productivity and efficiency through greater utilization of technology and process changes.
- Consolidated benefits accounting with compensation and benefits resulting in reduced service costs, faster claims processing, reporting and communications between trustee, record keeper and corporate.

##### **Prescription Products Division Controller (1991 to 1997)**

Responsibilities grew initially from a Sales and Marketing Controllership role to full financial and customer service support for the largest revenue division of the company with \$3.4 billion in sales. As key financial representative on the Division President's staff, achieved significant growth and business success in several broad areas:

- Developed performance measurement and incentive plan objectives which successfully launched four new products in six months and grew earnings 25% for three consecutive years.
- Created a strategic intent and long-range business plan as our vision for the balance of the decade.
- Implemented a Customer Information Center which centralized incoming calls, reduced the number of incoming phone lines, reduced the number of dropped calls/busy signals from 60% to 18% and provided call response benchmark statistics.
- Established a managed care/Medicaid rebate claims processing group in response to OBRA legislation

**ACUVISION, INC.** - Wheeling, West Virginia

**1989 to 1991**

**International Division Controller**

Newly created position provided unique organization, planning and reporting challenges for fast growing \$60 mm dollar division. Key accomplishments include:

- Developed and implemented PC-based financial planning and forecasting system.
- Expanded responsibility for customer service and export orders processing. Process and reorganization efforts reduced lost and duplicate shipments, provided improved order confirmations and improved order status reporting.
- Lowered 120 days receivables by 45% through aggressive collection efforts.

**BRISTOL MEYERS** - Nashville, Tennessee

**1984 to 1989**

**International Consumer Products Division**

**Manager, Financial Planning/Treasury Operations** (1987 - 1989)

**Manager, Consolidations and Financial Reporting** (1985 - 1987)

**Manager, General Accounting, Dexter, Inc.** (1984 - 1985)

Established financial accounting, reporting and planning functions for the relocated Dexter Corporation and the newly-created International Consumer Products Division. Key accomplishments include:

- Relocated a \$100 mm corporate office through planning, organizing and managing the relocation process for accounts payable, cash receipts/disbursements, fixed assets, retail store accounting and inventory management. Hired and trained a staff of 20 in support of five ledgers, 58 retail stores, three manufacturing sites and one distribution center.
- Merged and reorganized five business units under one \$300 mm worldwide division. Developed consolidation and operating requirements (internal/external), determined resource needs, hired, trained and developed a six person support staff and established financial reporting credibility.
- Initiated and developed uniform legal entity and proforma planning and financial reporting for 26 foreign subsidiaries utilizing an IBM System 38, M&D ledger software and integrated telecommunications technology. Reduced closing cycle 25% while expanding reporting capabilities to include product, SBU and geographic income, balance sheet and cash flow statements.

**PENNECO AUTOMOTIVE, BECKER MFG. DIVISION** - Wilmington, Delaware

**1982 to 1984**

**Senior Financial Analyst**

Responsible for capital and financial planning, international reporting and consolidation and capital appropriation preparation and analysis.

**BRISTOL MEYERS** - Edison, New Jersey

**1980 to 1982**

**International Pharmaceutical Division**

**Consolidations Supervisor**

Designed and implemented an automated proforma reporting system that reduced labor time 58%, increased reporting frequency, and expanded reporting capabilities to include product and geographic information. Preparation time was reduced from three weeks to one.

**EDUCATION:**

**Graduate Work:** New York University, Finance and Business Management  
**Undergraduate:** State University of New York - B.A., Business/Economics, 1980  
**Continuing:** Sales & Marketing Management Program, Illinois State University

**CAROL W. MADISON**

1421 Oliver Drive  
Cherry Hill, NJ 19605

Residence: (609) 395-6170  
Business: (205) 721-4833

**DIRECTOR OF CREDIT AND COLLECTIONS**, a highly-experienced credit professional possessing strong analytical and communication skills, and comprehensive bankruptcy experience for Fortune 500 companies. Managed all aspects of credit policy, including establishment of terms of sale and accounts receivable management in competitive markets.

**UNIVERSAL CHEMICALS, INC., Philadelphia, PA**

**1996 - Present**

An \$800 million manufacturer of polymer specialties and chemical intermediates for the industrial market.

**Director, Credit and Collections**

Exercise total management responsibility for corporate credit and collections activities, inclusive of policy making; accounts receivable; consolidation and administration of U.S. and Canadian subsidiaries and divisions. Direct management and support staff of 30.

- Manage monthly accounts receivable portfolio of \$50 million.
- Developed and introduced financial analysis program for evaluation and establishment of credit lines, facilitating control and reducing risk exposure.
- Initiated Vendor Credit Review Program as means of protecting long range interests.
- Played major role in integration and consolidation of multiple acquisitions into corporate operation.
- Responsible for all U.S. and Canadian credit/collections activities and resolution of deductions.
- Represent corporate interests in bankruptcy cases.

**WARNER MANUFACTURING COMPANY, Newark, NJ**

**1995 - 1996**

Manufacturers of consumer housewares with annual sales of \$600 million.

**Consultant**

Served as independent consultant at the request of Chase Bank, lender at time of bankruptcy filing.

- Evaluated integrity of accounts receivable.
- Established collections programs and procedures effectively increasing collections over 100% first month and 300% second month.
- Created account reconciliation teams enabling timely identification of problems impacting cash flow.
- Reviewed merchandise return procedures and presented recommendations for improving controls.
- Initiated credit/risk evaluation analysis to identify and approve shipments to credit worthy customers.
- Functioned as finance liaison to sales and customers.

**NATIONAL STEEL CORPORATION, Pittsburgh, PA**

**1990 - 1995**

A \$2.3 billion manufacturer of sheet metal and lighting fixtures.

**Director, Credit and Collections (1993 - 1995)**

Responsible for all policy aspects of credit, collections, accounts receivable, cash application, claims functions and co-op administration for U.S. operations. Supervised five managers and 32 clerical employees. Responsible for the subsidiary Canadian Credit Manager.

**CAROL W. MADISON**

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- Integrated sheet metal products division into the U.S. lighting division resulting in \$90,000 annual savings and Dun & Bradstreet contract reduction of \$25,000.
- Consolidated co-op administration function in-house with annual savings of \$50,000.
- Key member of task force which established a full line distribution center, improving efficiencies and significantly reducing freight cost to customers.
- Consolidated cash application function under the credit department, resulting in quicker application of payments and identification of deductions.
- Applied analytical and negotiations skills in major bankruptcies and/or work-out situations to maximize returns on bad debt receivables and incremental sales.
- Established separate credit operation for Letters of Credit for export business which led to a more expeditious method of credit approval and timely shipments.

**Credit Manager, U.S. (1990 - 1993)**

Responsible for the extension of credit and collection of receivables for the U.S. division.

- Responsible for staffing and training of division credit personnel in all credit, collections and bankruptcy procedures, producing uniformity in problem-solving.
- Developed a collection program resulting in quicker conversion of accounts receivable for improved cash flow.
- Reorganized the U.S. credit operation resulting in total account responsibility for each Regional Credit Manager and subordinates, facilitating customer and sales relationships.

**SMITH CORONA CORPORATION, Courtland, NY**

**1983 - 1990**

**Manufacturers of office machines and business equipment with revenues of \$500 million.**

**Director, Credit and Collections/Credit Manager**

Directed general policy-making and control of corporate credit, collections and accounts receivable departments ensuring profitable growth and sales development. Developed a proactive team approach with marketing and sales functions relating to customer/credit base. Analyzed, advised and projected financial soundness of daily business activity relating to legal, purchasing and marketing departments.

- Developed a progressive and effective collection program which increased cash flow.
- Established independent credit/collection department which facilitated company expansion into video and PC software market.
- Redesigned procedures and systems that efficiently processed orders via "credit by exception".
- Implemented the inclusion of personal computer system which streamlined procedures in credit, claims and collections departments.
- Managed all procedures to ensure timely retirement of investments in accounts receivable.

**PRIOR POSITIONS**

**1979 - 1983**

**Credit Administrator, A.O. Smith Corporation (1980 - 1983)**  
**Marketing Cost Analyst, Rockwell International Corporation (1979 - 1980)**

**EDUCATION**

B.A., Accounting, University of Rhode Island, 1979

**PROFESSIONAL AFFILIATIONS**

Regional Board of Directors, National Association of Credit Management

## Human Resources

### WILLIAM A. DETRICK

23 Sutton Road  
Columbia, MD 21606  
(301) 421-1305 (H) or (301) 796-8140 (O)  
Fax (301) 947-1501

plus years as accessible senior-level human resources generalist in diverse large and small corporate cultures... Proven leader, communicator, problem-solver and strategic/tactical planner... Line and staff experience with domestic and international companies... Start-up, continuous improvement, downsizing, turnaround and union-free achievements... Staffing, training and development, team building and reengineering innovator... Compensation, benefits and personnel practices designer... Due diligence, sale of company, and business shutdown facilitator... Information services and manufacturing background... PC fluent.

### SELECTED CAREER ACCOMPLISHMENTS

**VICE PRESIDENT - HUMAN RESOURCES**                      **Maxwell Company**                      1995 - Present

Selected as Human Resources Executive by Vulcan Consulting, an interim management company for this \$100 million manufacturer of pumps and controls. Charged with fostering and leading Human Resource initiatives designed to maintain attractiveness of business during asset sale/due diligence process.

Delivered high-quality due diligence results for parent, division, and three buyer companies. Restored and enhanced workplace accord and middle management cohesiveness.

Optimized retention, productivity and motivation in domestic and offshore facilities through effective use of stay-bonuses, employee recognition and severance plans.

Served as liaison between company, parent and three buyer companies. Orchestrated equipment dispersal and records dispersal and destruction.

Implemented leadership and project management training to support a reengineering initiative that projected a 50-75% reduction in process time and costs.

Met ongoing compensation, benefits and employee relations needs. Administered salary continuance, COBRA and outplacement resources for multiple locations.

**DIRECTOR OF HUMAN RESOURCES**                      **Rancor, Inc.**                      1993 - 1995

Turned around functional operation for a seven site, 1300 employee equipment manufacturer with annual sales of \$600 million. Managed 17 employees.

Implemented workforce downsizing and realignment of supervision, saving \$1.5 million/annum, without disruption in the retained workforce.

Introduced exempt performance planning and appraisal practices that resulted in significantly higher satisfaction levels among employees.



**William A. Detrick**

**Page Two**

- \* Resolved impending \$11 million FAS-106 liability problem and saved \$575,000 per year with minimal effect on corporate reputation and employees by modifying health coverages and administrative procedures.
- \* Spearheaded leadership, team building and facilitation training rated as "best ever" by participants and their managers.

**VICE PRESIDENT - HUMAN RESOURCES**

**Leisure Craft, Inc.**

1987 - 1993

Led department start-up. Teamed with peers to develop and advance a business and people sensitive Human Resource agenda for world class manufacturer of quality leisure furniture. Notably influenced, as officer and executive committee member, the strategic and tactical planning for this \$450 million per year business. Key participant in operational decision-making for all functional disciplines.

- \* Led "start-up" of Human Resource function and designed and instituted "first ever" comprehensive corporate policies, practices and benefits programs. Managed team of eight employees responsible for Human Resources, Community Relations and Employee Services.
- \* Effectively integrated cultural diversity and forged six years of union-free workplace harmony through supervisor and management development, employee relations and communications programs and rigorous employee involvement.
- \* Led community relations initiatives which earned an "employer of choice" reputation and positioned the company as a recognized corporate citizen.
- \* Designed and implemented "first ever" flexible compensation programs, including pay-for-skills, perfect attendance, work-at-home and temporary employment that achieved turnover and absenteeism levels below 1.7% and 1.3% respectively.
- \* Developed and instituted health care cost control measures that held premiums and increases well below national averages.
- \* Designed and implemented successful full-featured compensation and benefit plans, exempt/non-exempt performance and salary review programs, wage and salary incentive plans, and executive compensation and retirement plans.

**VARIOUS POSITIONS**

**General Motors Corp.**

1977 - 1987

Performed increasingly responsible functions. Began as hourly technician and ultimately served as Manufacturing Supervisor and Plant Level Human Resources Manager.

**EDUCATION**

B.A., Business Management, University of Virginia, 1977  
(GPA: 3.42)

## Human Resources

**Donald E. Patterson**  
12 Lakeview Drive  
Shaker Heights, OH 16950

Home: (216) 596-8021

Office: (216) 799-8181

**Human Resource Executive** with 19 years experience with quality *Fortune* 500 companies.

**Experience** leading productivity teams resulting in an annual \$5 million cost reduction including:

- ~~closing~~ excess capacity locations (\$1 million)
- ~~redesigning~~ compensation packages (\$1 million)
- ~~negotiating~~ new labor with United Steel Workers
- \* reducing health cost by 15% (\$450,000)
- \* consolidating acquisitions (\$1 million)
- \* reducing overtime (\$500,000)

**Track** record of analyzing total business needs and implementing plans that satisfy employees needs ~~while~~ improving the competitiveness of the business.

### **EXPERIENCE:**

**1996 - Present** **LINCOLN STEEL CORP.**, Cleveland, OH  
**Vice President of Human Resources**

Reporting to the President, responsible for organization, staffing, compensation and benefits, communications, total quality leadership, labor relations, training and development, safety and legal compliance for seven locations with \$300 million in sales.

- Managed negotiations of two contracts with the USWA resulting in controlled cost, greater flexibility, and use of teams and "Temporaries".
- Developed new executive and salaried incentive plans including stock options and SERP's with annual savings of more than \$1 million.
- Coordinated the organization's first restructuring resulting in \$1.5 million annual savings.
- Initiated development in leadership, strategic planning and performance management.
- Defeated a Salaried Union organizing attempt.
- Established new rating and job structure policies.

**1993 - 1996** **BAXTER COMMERCIAL PRODUCTS, INC.**, Toledo, OH  
**Vice President of Human Resources**

Reported to the President with classic HR responsibilities including union avoidance for six domestic and three European locations with sales of \$600 million.

- Participated in leading a culture change of continuous value improvement to enhance quality and competitiveness while reducing cost.
- Managed the integration of two acquisitions (one domestic; one European).
- Participated in downsizing two locations with high regard for associates.

**Donald E. Patterson - Page 2**

- Reorganized Product Development, International Sales & Marketing and Advanced Manufacturing resulting in 30% greater new product output and customer focus.
- Assisted in establishing self-directed work teams with higher quality and lower costs.
- Defeated two organizing attempts by labor unions early in my tenure.
- Participated in the design and implementation of new health insurance coverage.
- Increased effectiveness of the HR function with automated systems while reducing costs.
- Conducted annual Human Resources Reviews to identify the needed skills to implement Strategic Plan and allow for succession.

1979 - 1993

**DRESSER INDUSTRIES**, Corporate Offices, Dallas, TX  
**Director of Human Resources** - Industrial Equipment (1990-1993)  
Division had five locations with over 1,500 employees.

- Led the Division into strategic planning, goal setting, and performance management.
- Planned the consolidation of two facilities resulting in \$400,000 savings.
- Negotiated a one-year extension to contract while resolving a termination settlement with United Auto Workers in Detroit.
- Designed and implemented flexible benefit plan.
- Introduced employee involvement at two locations (Cleveland and Philadelphia) changing from strike situations to cost reduction of hundreds of thousands.
- Negotiated a first-time contract with United Auto Workers in Atlanta as the result of an earlier election; employees later decertified the UAW.

**Employee Relations Manager** - Commercial Products, Chicago, IL (1987-1990)  
Total classic employee relations function for two non-union plants.

- Developed uniform policies while reducing staff by 35% through the introduction of systems. Trained my successor.
- Enhanced work environment with the introduction of employee involvement saving hundreds of thousands of dollars annually.
- Member of Dresser's corporate-wide team for cost management and HR computerization. Delivered the specifications for the system.

**Personnel Manager** - Conveyor Equipment, Atlanta, GA (1983-1987)

- Conducted foreman training. Provided a method of discipline that resulted in over 100 justifiable terminations in a workforce of 2000.
- Negotiated a team concept with AWA, reducing scrap by 50%.

**Finance and Accounting Intern** - Conveyor Equipment, Atlanta, GA (1979-1983)

**EDUCATION:** Michigan State University - MS in Organizational Development, 1979.  
Penn State University - Bachelors in Business Administration with honors, 1977.

## Human Resources

**VERONICA C. HILL**  
121 Stadium Road  
Vernon Hills, Illinois 60601  
Home 708/791-8952  
Work 708/277-7091

**OBJECTIVE:** Senior Human Resources Management position requiring a generalist with an MS degree and experience in all human resource management functions emphasizing compensation, management development, recruiting, organization development, employee relations and minority affairs in diverse domestic and international environments.

**EXPERIENCE:**

**Aug. 1996-Present** COMMONWEALTH INSURANCE, Lincolnshire, IL

**Director - Human Resources, Securities Department, Plainfield, IL**  
Report to Chief Investment Officer. Responsible for all human resources activities for 410 employees in the Investments Group. Promoted from Corporate position as **Director - Staffing & Recruiting** (managed 32 employees involved in local and college recruiting, in-house temporary program, community employment and outplacement center).

- Designed and implemented a non-qualified voluntary investment plan which provided employees with the opportunity to defer bonuses on a pre-tax basis for three to 21 years.
- Designed and obtained management commitment for a banded compensation structure which combined 13 salary grades into five bands.
- Successfully managed numerous employee layoffs, including some sensitive situations, avoiding grievances and potential costly litigation.
- Implemented changes resulting in productivity and/or cost savings. Utilized desk-top publishing to reduce advertising costs, decentralized campus recruiting expenses to reduce corporate overhead, increased use of in-house temporary (clerical & professional) employment organization to 98% of temporaries employed, utilized use of national career fairs and minority organizations to reduce recruiting costs, canceled a costly and inefficient community recruiting/training program.
- Designed a national college recruiting strategy based on needs of business and major field offices incorporating a University Executive concept. Developed strategies for each school and created a national advertising strategy to reduce costs and better target student populations. Developed partnership with Commonwealth Foundation to support funding which corresponded to recruiting needs.
- Developed a concentrated campus minority recruiting strategy which increased minority hires by 18% in the first year and resulted in recognition by *Afro-American and Hispanic Collegian Quarterly* of Commonwealth as a top 100 company employer.

**1987 - 1996**

**UNIVERSAL ELECTRIC COMPANY, Cambridge, MA**

(1994 - 1996)

**Consultant - Recruiting Issues, University Recruiting Development Dept.**  
Responsible for developing corporate minority and MBA recruiting strategies and recommending actions. Implemented strategies across company's businesses.

VERONICA C. HILL

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- Conceived minority strategy and developed partnership with Universal Electric Foundation including scholarship funding of over \$1 million. Implemented program by involving Universal University Executive business recruiting teams with historically black schools which resulted in recognition of Universal as a significant player by national minority organizations.
- Re-targeted MBA hiring strategy from corporate business level. New focus coupled with comprehensive communication program increased commitment and hires.

(1993 - 1994)

**Manager - Human Resources, Universal Trading Company**

Reported to President of this \$3 billion international business with over 500 employees worldwide. promoted from position as **Manager - Organization Development & Staffing**.

- Redesigned organization structure to accommodate changing business requirements including reducing census 50% and consolidating product groups. Actions contributed to one year business reversal from \$3 million loss to break-even.
- Analyzed industry pay standards and designed bonus program tied to business goals to place company in more competitive compensation position. Improved new hire acceptance rate 50% and halted loss of key personnel.
- Sourced and hired international and specialty talent in widely diversified commodity and technical fields. Beat all hiring time standards and minimized recruiting costs.
- Led management team in creating and implementing succession plan including employee career development activities which improved retention and speeded staff process.

(1987 - 1993)

**Human Resources Representative, Universal Corporate Consulting**

Responsible for managing the full scope of HR activities for 300 employees in this technical consulting organization. Earlier, as **Coordinator/Specialist - Relations Programs** oversaw and executed numerous HR programs.

- Restructured secretarial staff into pooled system. Reduced overtime 80%, turnover 50% and absenteeism 60% while maximizing productivity.
- Developed Affirmative Action Plan conforming to government regulations, met or exceeded hiring/promotion goals and passed federal audit.

**EDUCATION:**

**MS - Human Resources Management, Danbury University, Danbury, CT - 1987**  
**BS - Business Administration, Hampshire University, Fairfield, CT - 1985**

**HONORS:**

YWCA Achievement Award for Professional Women - 1992  
Universal Electric's Key Recognition Award - 1988

**PERSONAL:**

INROADS of Chicago, Board of Directors  
Member, National Human Resource Society

## Human Resources

**Victoria A. Anderson**  
**5006 Third Avenue, Apt. 134**  
**New York, NY 12282**  
**(202) 650-8414**

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### OBJECTIVE

Human Resources Director or Vice President responsible for total HR support of a company or division with 20,000 or more employees. Consider smaller start-up or fast growth.

### SUMMARY

Strong background in Human Resources management gained through experience in two Fortune 100 corporations, primarily in direct Customer Service businesses. Experience includes overall HR responsibility for a major corporate business including planning, developing and implementing all HR related programs. Supported five different businesses. Responsible for providing HR support to over 24,000 employees in 30 countries. Strategically directed strong build-ups, severe downturns and organizational restructuring. Experienced in domestic and international. Strengths include:

- Ability to integrate HR into the business
- Providing HR strategic direction
- Team leader and facilitator
- Effective communicator at all levels
- Successful at stabilizing crises and uncertainties
- Innovative problem solving prevention
- Understanding of operations (factory & field)
- Reengineering and aligning business to need

### EXPERIENCE

**LORAL CORPORATION, New York, NY**

**1995 - Present**

#### *Director of Human Resources*

Manage total Human Resources Operations for Loral Corporation including the strategic planning, developing and implementing all HR related programs supporting over 24,000 employees in 30 countries. Responsible for worldwide operations, domestic and international.

- Active member of the management team which restructured three companies into one company unit.
  - Led the restructuring of three HR organizations, in three companies, into one new HR organization
  - Directed the design, development and implementation of the reduction-in-force package and process.
  - Facilitated reengineering and consolidating of HR processes for speed, quality and consistency.
- Integrated HR with business objectives and aligned HR initiatives to directly impact these objectives.
  - Established HR initiatives, specific projects, project teams and action plans to achieve initiatives.
  - Active on management team to design individual incentives and scorecards focused to achieve business goals.
  - Implemented a management communication plan with all employees focused on achieving specific results.

**Victoria A. Anderson**

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**BASF CORPORATION, Parsippany, NJ**

**1984 - 1995**

***Human Resources Director, Coatings and Colorants Division***

**1991 - 1995**

Manage total Human Resources for a major corporate business including planning, developing and implementing all HR related programs. Responsible for compensation and benefits, employee relations, employee development, employment health & medical and safety supporting up to 3500 employees. Experienced in domestic and international.

- Integrated Human Resources with the business objectives.
  - Developed and implemented programs which improved the ratio of sales per payroll.
  - Business achieved #1 position in the company for highest employee attitude ever.
  - Established Safety Awareness and Prevention programs reducing lost work days 70% in three years.
  - Instituted Total Quality Management and Communication programs at all levels.
- Pro-actively resolved problems through effective listening, negotiating and preventive measures.
  - Avoided a Union Campaign/Union Attempt by involving employees to set up improvement programs.
  - Resolved all unfair labor charges in company's favor and successfully completed three OFCCP audits.
  - Reengineered processes to reduce cycle time and improve products and service.
  - Restructured HR Corporate Policy to be more competitive while retaining employee sensitivity.
  - Recognized for gaining the trust and confidence of all employees by serving them as customers.
- Provided HR strategic direction to continue profitability through both growth and downsizing cycles.
  - Directed employee involvement, continuous improvement and customer focus.
  - Continually upgraded employee skills and contributions through retraining and restructuring.
  - Instituted Self-Evaluation and Career Reviews to manage people resources and avoid lay-offs.
  - Strategically managed development of Self-Directed Work Teams requiring 30% fewer employees.
- Established a reputation for excellent comprehension of operations, both factory and field.
  - Experienced in domestic and international field operations.
  - Strengthened communications between field and factory by establishing annual field meetings.

***Human Resources Director, Consumer Products Division***

**1989 - 1991**

Managed total Human Resources including employment, compensation and benefits, employee relations, development, health & medical, and safety for an operation of 2600 employees.

***Group Compensation Manager, Fibers Division***

**1987 - 1989**

Responsible for Compensation and related activities including establishing competitive salary structure for a Division of Corporate with 7500 employees. Coordinated all compensation related activities up through Division President and served on compensation and benefits committees to determine corporate policy.

***Employment/Training Manager, Fibers Division***

**1986 - 1987**

***Human Resources Representative, Fibers Division***

**1984 - 1986**

**EDUCATION**

**M.B.A., Management, New York University**

**1984**

**B.S., Industrial Management, New York University**

**1982**

## Human Resources

### BRENDA A. JACKSON

41 Willow Avenue  
Adia, MI 75019

(516) 837-0147 (H)  
(516) 936-0800 (O)

#### SUMMARY

Results-oriented Human Resources Manager with 12 years of progressive experience in high technology and consumer products industries. Primary areas of expertise include **Employee Relations, Staffing, EEO and Compensation & Benefits**. Three years of experience assisting an Application Team in successfully pursuing and winning the *Malcolm Baldrige National Quality Award*.

#### EXPERIENCE

AMWAY CORPORATION, Adia, MI

**1995-Present**

The largest direct sales organization in the consumer products industry. Fortune 500 Company with customers in 23 countries and annual retail sales in excess of \$2.5 billion.

**Human Resources Manager**, Distribution Group

Responsible for establishing, implementing, directing, planning and coordinating all Human Resources activities required to support five Regional Distribution Centers located in New York, Chicago, Los Angeles, Dallas, Atlanta and Boston. Serve as consultant and business partner to management team to facilitate ongoing development of proactive employee relations programs.

- Developed and implemented a decentralization strategy which significantly improved HR services within each of the six regions.
- Negotiated a 20% reduction in the hourly mark-up for temporary personnel provided by contract labor agencies.
- Established cost-effective staffing procedures which resulted in a 60% reduction in the cost-per-hire for exempt professionals.
- Achieved a \$100,000 annual reduction in Workers Compensation payments through effective safety programs and aggressive case management.

LOCKHEED CORPORATION, Dallas, TX

**1985-1995**

A global, high-technology manufacturing and engineering company with 70,000 employees and annual revenues in excess of \$10 billion.

**Regional Human Resources Manager**, Missiles & Space Company

1993-1995

Responsible for leading, organizing, and developing the Human Resources Team to provide a comprehensive array of support and services for 6000+ employees at multiple sites throughout the United States.

- Implemented a new staffing process that significantly reduced cost and cycle-time while improving the company's overall image on college campuses.



BRENDA A. JACKSON

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- Successfully initiated the policy framework, communication and implementation strategy to establish the company's second smoke-free work site.
- Directed and implemented a new performance development process which resulted in increased employee empowerment and a more effective, team-oriented culture.
- Served as a member of the Malcolm Baldrige National Quality Award application writing and support team for the Human Resources Utilization Section.

**Employee Relations Manager**, Aeronautical Systems Company 1989-1993  
Responsible for leading and coaching the Employee Relations function to provide value-added support and services for 2000+ management, engineering and manufacturing employees.

- Member of the Human Resources team responsible for developing and implementing a new reduction-in-force policy that guided the company in successfully downsizing several operating units.
- Established a systematic tracking mechanism which provided real-time EEO status reporting capabilities prior to commencing reduction-in-force actions.
- Chaired a Creative Action Team that designed, developed and distributed a *Career Development Guide* to facilitate professional development and career planning for over 2000 employees.

**Personnel/Compensation/Staffing Administrator**, Missile & Space Company 1986-1989  
Responsible for providing generalist and specialist support for the Manufacturing, Engineering and Quality Assurance divisions within the Missile & Space Company.

- Managed an aggressive College Recruiting Program which hired and relocated over 300 college students annually from the best engineering universities throughout the U.S.
- Established computer systems capabilities which resulted in more effective decision-making with regard to Compensation, EEO and Affirmative Action.
- Designed, developed and delivered a series of training programs to improve employee performance during periods of explosive business growth.

**Assembly Supervisor**, Missiles & Space Company 1985-1986  
Supervised 30 employees in the assembly of missile components.

**EDUCATION**

M.S., Industrial Relations, Cornell University, Ithica, NY 1985  
B.B.A., Personnel Administration, Michigan State University, East Lansing, MI 1980

## Human Resources

### AUDREY S. WALKER

22 Butternut Lane  
Morristown, NJ 08057  
(609) 641-1934

#### EXPERIENCE

##### **BETA TECHNOLOGY, INC.**

**1990 to Present**

Publicly held agricultural biotechnology company with four subsidiaries and two major operating joint ventures.

##### Senior Human Resources Administrator (1997 - present)

Report to Vice President, Human Resources and Administration of this leading biotechnology company. Responsibilities include managing flexible compensation, the self-insured health plan and other personnel functions.

##### Major Accomplishments:

- Manage administration of four company 401(k) plans.
- Effectively administered COBRA compliance for former employees affected by the company downsizings.
- Reduced (by 80%) turnaround time from claim to payment of the flexible spending account reimbursement.
- Managed the Summer Intern Program which employed an average of 35 students per year.
- Designed, implemented and managed Human Resources Information System, to track and report employee information for management decision making.

##### Human Resources Representative (1995 - 1997)

Reported to the Director, Human Resources and Administration. Responsibilities included administration of all company benefits.

##### Major Accomplishments:

- Established company medical department through subcontracting with private physician which resulted in reduction of workers' compensation lost-time.
- Designed and administered an employee survey, the response to which resulted in changes to the benefits plans to better serve the needs of the employees.
- Designed and implemented new employee orientation procedures which resulted in smoother integration of new hires into the organization.

##### Administrative Services Supervisor (1994 - 1995)

Reported to the Director, Human Resources and Facilities. Responsibilities included supervising receptionist and office assistant and providing administrative support to the office.

##### Major Accomplishments:

- Planned and coordinated the Annual Shareholder's and Scientific Advisory Board Meetings.

- Reduced the cost of shareholder communication program by careful list validation, eliminating unnecessary mailings.

**Office Manager** (1990 - 1994)

Reported to Executive Vice President. Responsibilities included general administrative and executive secretarial assignments.

Major Accomplishments:

- Trained and supervised co-op students.
- Designed and implemented various office information reports.

**SAVORY SOUP COMPANY**

**1986 to 1990**

**Secretary to Director of Research**

Typed scientific manuscripts, bibliographies, reports and correspondence. Prepared slides for presentations.

**SHADY ACRES NURSING & CONVALESCENT HOME**

**1984 to 1986**

**Secretary to the Director of Nursing**

Recorded minutes, tabulated time cards, prepared monthly nursing coverage schedule. Updated employee records.

**EDUCATION**

Camden County College (Dean's List)  
Associates Degree, Business Management Technology (1995 - Present)

Penn State University (Fall, 1993)  
Certificate in Professional Human Resources

**COMPUTER SKILLS**

WordPerfect, Lotus, Freelance, Harvard Graphics,  
By Design Graphics, First Resource (Human Resource Database)

**PROFESSIONAL AFFILIATIONS**

Society for Human Resources Management  
Tri-State Human Resource Management Association

## Human Resources

### **WILLA B. PARKER**

806 Skinner Drive  
Norwalk, Connecticut 91317  
(202) 613-1475 Home  
(202) 712-3141 Office

#### **EXPERIENCE**

**AMERICAN INTERNATIONAL BANK, New York, NY**

**1996 - Present**

##### **Senior Vice President/Director of Worldwide Compensation and Benefits**

Principal accountabilities include the strategic design, development and implementation of all direct and indirect compensation programs to include executive compensation, variable pay programs, base pay plans, welfare and qualified and non-qualified retirement plans for all domestic and international locations (20 countries, 70,000 employees and 18,000 retirees). Examples of recent achievements:

- Orchestrated one of the largest compensation and benefit mergers in the financial services industry.
- Designed, developed and implemented one of the first all-employee financial planning programs.
- Managed the company benefit costs at 0% growth over the last three years and down for 1997.
- Introduced a service-based compensation consulting unit to service line business units.
- Developed and implemented flexible benefits program and introduced Managed Care Health Program for all domestic employees.
- Reduced FAS 106 (retiree welfare costs) liability by over \$40 million annually, one of few companies to successfully impact past retirees.
- Revised executive compensation program with focus on increased share ownership.
- Decreased growth in fixed personnel expense through increased use of variable pay plans for non-executive population.
- Developed and implemented successful compensation and benefit template for integrating over 18 acquisitions.
- Reengineered HR support areas and initiated outsourcing of all non-value oriented activities; i.e., benefit/pension administration, due diligence, compensation, etc.

**ITT CORPORATION, New York, NY**

**1994 - 1996**

##### **Director of Worldwide Compensation**

Principal accountabilities included the design, implementation and administration of all executive compensation to include long-term restricted stock, phantom stock and stock option programs, short-term management and sales incentive programs, deferred compensation, Board of Director compensation, salary management policies and programs, equity of job evaluations in operating divisions, development of total remuneration strategies for domestic and international locations (95 countries and 110,000 employees) and tactical implementation. Examples of achievements:

- Developed long-term incentive plan with performance based restricted stock.
- Developed extensive compensation communications program to facilitate change and increase executive awareness.
- Converted NQSO/SARs to broker/dealer NQSOs, thus saving \$85 million in P&L costs.
- Designed and implemented performance-based long-term deferred cash and phantom stock plans for foreign subsidiaries.
- Developed alternative reward programs to allow management greater flexibility in retaining high performers.
- Introduced new expatriate compensation program to maximize equity and transferability across all operating companies.
- Developed total remuneration measurement strategy to determine overall compensation and benefit competitive posture.

**WILLA B. PARKER**  
(510) 938-4163

**PAGE TWO**

**THE HAY GROUP, New York, NY**  
**Practice Director for the Northeast**

**1990 - 1994**

Responsibilities included analyzing client business conditions in order to develop effective compensation and benefit strategies, executive compensation programs (i.e., short/long-term cash incentive vehicles, stock based incentive plans, competitive base pay programs, deferred compensation plans); salary management programs, job evaluation systems, compensation audits and surveys. Performed business development activities such as conducting seminars, delivering speeches and designing special topical surveys.

**LITTON INDUSTRIES, INC., Beverly Hills, CA**  
**Director of Compensation & Benefits**

**1986 - 1990**

For domestic and international activities (50,000 employees). Responsibilities included designing and implementing management incentive programs, multi-location base pay programs, maintained corporate-wide job evaluation system (Hay), recommended and administered expatriate and foreign national compensation policies and procedures. Recommended, implemented and administered all health and welfare benefit programs including profit sharing, medical, life insurance, etc. Examples of achievements:

- Reduced welfare benefit costs by \$3 million by revising benefit funding arrangements.
- Revised expatriate compensation programs to maximize tax effectiveness.
- Recommended termination and recapture of \$50 million in excess pension assets.

**McKESSON CORPORATION, San Francisco, CA**  
**Manager, Compensation and Benefits**

**1982 - 1986**

For domestic and international activities. Responsibilities included designing and implementing executive and middle management incentive programs, multi-location base pay programs, innovative sales incentive plans, automated salary planning and budget modeling, corporate-wide job evaluation programs, performance management systems and recommended and administered expatriate compensation policies and procedures. Designed, implemented and administered all health and welfare benefit programs including 401(k) plan, self-administered, self-funded medical programs. Examples of achievements:

- Established and implemented sales incentive plans to maximize asset utilization, deployment and margins.
- Revised short-term management incentive plan to better link company and individual performance.
- Developed and implemented corporate-wide computerized job evaluation program.
- Instituted expatriate/TCN compensation program.
- Revised health plans to increase cost effectiveness.
- Designed and implemented 401(k) plan.

**LONE STAR GAS COMPANY, Dallas, TX**  
**Manager of Administration**

**1979 - 1982**

Duties involved wage and salary administration, recruitment policy, development, safety, communications, supervision of support services.

**EDUCATION**

B.S., Management, U.C.L.A., 1979

**PROFESSIONAL ACTIVITIES**

Frequent speaker at national conferences for ACA, Conference Board, AMA, etc.  
Published several articles on mergers and acquisitions, benefits, etc.  
Certified Compensation Professional

**SUSAN A. RICCO**

12 Sharon Circle  
West Chester, PA 19382

Home: (610) 696-4066  
Work: (610) 565-3141

**OBJECTIVE:** Challenging Benefits and/or Compensation position with a progressive company where broad management skills and knowledge can be fully utilized.

**PROFESSIONAL EXPERIENCE:**

**1972**                    **SCOTT PAPER COMPANY, Corporate Headquarters** (Philadelphia, PA)  
**to**                            World's largest manufacturer and marketer of sanitary tissue products with  
**Present**                    annual sales of approximately \$4 billion and 20,000 employees worldwide.

**Manager of Qualified Plans** (1994 - Present)

Report to Manager of Compensation & Retirement. Primary responsibility for Hourly and Salaried Investment Plans (10,000 participants) and Salaried Retirement Plan (10,500 participants). Design, communicate and, through the use of outside suppliers, direct the administration of these Plans. Manage external relationship for Executive Tax Planning and Preparation Service. Executive contact for compensation and benefits information.

**Significant Accomplishments:**

- Serve on Project Team to design, implement and communicate new Defined Contribution Retirement Plan for salaried employees (2,500 participants). Project to be completed June, 1995.
- Provided benefits technical support for five divestitures involving 4,800 employees.
- Serve on Project Team to change recordkeeper and voice response system for Hourly and Salaried Investment Plans. Project to be completed June, 1995.

**Manager of Job Evaluation & Comparative Analysis** (1993 - 1994)

Reported to Manager of Total Pay. Responsibility for managing Corporate Job Evaluation System and completing various compensation surveys used to determine salary line and ranges. Provided compensation and benefits information for input to the annual proxy statement. Managed external relationship for Executive Individual Financial Planning. Executive contact for compensation and benefits information.

**Significant Accomplishments:**

- Served on Project Team to develop and implement simplified Base Pay Structure ("broadbanding").
- Implemented ten job ladders for non-exempt employees in Philadelphia.

**Manager of Compensation & Benefits Services** (1990 - 1993)

Reported to Director of Benefits and supervised two employees. Directed the process of delivering timely and accurate information to Corporate Headquarters, Field Sales, Expatriate and Third Country National active and retiree groups across the spectrum of employee benefits (Group Insurance, Investment Plans and Retirement Plans). Managed Long Term Disability, Total and Permanent Disability and Death claims processing and counseling. Expanded and maintained interactive benefits communication system. On a corporate-wide basis, provided financial planning capability development through seminars and interactive benefits communication system. Responsible for Human Resources Policy formulation, updating and approval.

**Significant Accomplishments:**

- Developed and implemented Services Group concept.
- Provided benefits technical support for three acquisitions, two divestitures and one plant closure.
- Coordinated financial planning and outplacement assistance for significant work force reduction program.

**Manager of Thrift Plans & Financial Planning Assistance** (1982 - 1990)

Reported to Director of Benefits and supervised two employees. Managed Hourly and Salaried Investment Plans and Employee Stock Ownership Plan administration and communication. Managed interactive benefits communication system. Managed corporate-wide personal and pre-retirement financial counseling (executive and group) programs.

**Significant Accomplishments:**

- Implemented hourly and salaried 401(k) programs.
- Implemented company-wide Employee Stock Ownership Plan (ESOP) for all salaried and hourly employees.
- Developed quarterly Investment Plan Newsletter.
- Developed and implemented interactive benefits communication system.
- Developed and implemented Executive Individual and Group Personal and Pre-Retirement Planning Programs.

**IR Operations & Administration Project Assistant** (1979 - 1982)

Reported to Director of Human Resources - Operations & Administration. Responsible for job evaluation for all plant sites and various administrative projects.

**Various Administrative Positions within Human Resources** (1972 - 1979)

**PC SKILLS:** Multi-Mate, Microsoft Windows 3.1, Microsoft Word 6.0, Microsoft Excel 5.0

## Human Resources

### MILDRED A. CARTER

210 Seashell Lane  
Orlando, FL 93293

Office: (413) 652-4176  
Home: (413) 255-7621  
Fax: (413) 560-4141

#### OBJECTIVE

Senior level human resources development position responsible for organization development, executive management development, and training.

#### EXPERIENCE

1995 - Present

##### **PRIME CONSULTANTS, INC. - Orlando, FL**

A management consulting and training firm whose client organizations are typically in the manufacturing and high tech industries. A leader in attracting Florida State Employment Training funding for clients.

As **Senior Consultant**, I am responsible for conducting organization-wide assessments and designing complete training and education curricula for all clients; as well as designing, developing, customizing and conducting training in cultural change, empowerment, leadership and management development, quality communications and other OD implementations. Perform executive assessments, provide coaching, and help develop individualized development strategies and plans. I also operate as a freelance training and development consultant.

- Designed, developed, and conducted new executive and senior manager transitions which increased their assimilation effectiveness by 300%.
- Trained and facilitated over one hundred self-directed work teams resulting in 25% to 75% productivity gains.
- Designed and customized results oriented leadership development programs for top teams.

1991 - 1995

##### **NATIONAL IMAGING SYSTEMS, INC. - Atlanta, GA**

One of the fastest growing medical imaging companies in the world, with \$130 million annual sales, 650 employees throughout the U.S.

As **Manager, Management and Organization Development**, I was responsible for internal OD/Management consulting, reengineering studies, corporate-wide executive/management education, training and development, and succession planning. Assisted the CEO and other Executive Team members in determining their development needs, personalized development plans, university executive programs, and coordinated supporting resources.

- Planned and facilitated Business Reengineering studies which trimmed inventory \$1.5 million, cut G&A expenses 20%, and restructured Sales and Service from four regions to three.



**MILDRED A. CARTER**

**Page Two**

- Designed and installed company's first corporate executive and management succession planning system in a six month period; half the time allotted.
- Designed and orchestrated first Leadership and Effective Management Course for high potential middle and senior level managers; 55% below the planned budget.

1986 - 1991

**GENERAL ELECTRIC SPACE SYSTEMS - Valley Forge, PA**

Aerospace company with \$40 billion annual sales and 42,000 employees.

As **Senior Organization Development Consultant**, my primary responsibilities involved designing executive development programs, coaching senior managers on their succession plans, team building, executive off-site conferences, quality improvement methods, and internal management consulting.

- Redesigned the two-year Executive Development Program to focus primarily on key business strategies and improvement of executive leadership and management practices.
- Improved response to customer's Request for Quotation by 300% and improved delivery time on military spares by 35%.
- Facilitated continuous improvement projects totalling more than \$50 million in savings.
- Improved succession planning effectiveness resulting in an 80% selection rate.

**EDUCATION**

1986 - MBA Business Management  
Michigan State University, East Lansing, MI  
1984 - BS Business Management  
Cleveland State University, Cleveland, OH

Organization Effectiveness Consultant Course - Monterey, CA, 1991  
Advanced Organization Effectiveness Program - Monterey, CA, 1988

Qualified trainer for these international programs:

- "The Right Way to Manage," Conway Quality, Inc.
- "Seven Habits of Highly Effective People," Covey & Associates
- "Situational Leadership," Blanchard Training, Inc.
- "Managing for Productivity," ODI, Inc.

## Public Relations

Jean A. Wagner  
(908) 792-8133

902 Somers Road  
Princeton, New Jersey 80903

### CORPORATE RELATIONS

Highly influential team builder with several successful years  
in management and governmental affairs.  
Effective communicator at all levels.

- Regulatory Compliance
- Team Supervision
- Corporate Training
- Public Speaking
- Collateral Material
- Marketing Management
- Video Production
- Communications
- Corporate Liaison
- Business Development

### *Selected Career Highlights*

#### **Manager, Legislative and Government Affairs**

*Johnson & Johnson, New Brunswick, NJ*

1995 - Present

Protect the interests of one of the nation's leading pharmaceutical, healthcare and consumer products companies, a NYSE listed corporation with over \$12 billion in annual sales.

- Interact with legislators, trade associations, and lobbyists to represent the company's position on various issues.
- Prepare written statements and formal reports to communicate significant legislative developments to management, nationwide.
- Represent the corporation at legislative conferences and industry group meetings throughout the U.S.
- Assist the Investor Relations Department in preparation of innovative presentation shown to 30 securities analysts.
- Coordinated successful nationwide campaign involving more than 100 legislators to pass federal legislation favorable to the industry.
- Led task force of mid-level managers which provided expert knowledge on federal legislation affecting pharmaceutical operations.
- Authored compliance manual and presented training seminars to more than 100 managers and vice presidents.

#### **Product Manager**

*Johnson & Johnson, McNeil Pharmaceuticals, Springhouse, PA*

1991 - 1995

Created and marketed a consulting service designed to assist pharmacists with inventory and pricing.

- Traveled nationwide to promote consulting services with pharmacists and company sales force as well as to represent the company at trade shows.
- Managed and operated consulting activities for three analysts and conducted numerous training sessions.

- Designed and developed marketing brochures, promotional items, various advertisements and training videos.
- Prepared, planned and managed yearly operational budget of \$1 million and wrote business plan for start-up venture.
- Coordinated and presented continuing education program entitled, *Inventory and Pricing Strategies*, to more than 300 participants.
- Increased gross profits for participating pharmacies by implementing new training programs and consulting services.

**Pharmacist**

*C. V. S., Chester County, PA*

1987 - 1991

Assisted in managing operations and staff of retail chain store pharmacies. Compounded and priced an average of 300 prescriptions per day.

- Interacted with other health professionals regarding patient care as well as informed and instructed patients regarding product information and drug therapy.
- Participated with team of pharmacists to generate \$1.9 million per year in prescription sales and managed drug inventory of nearly \$150,000.

**Pharmacist**

*Cut Rite Drugs, West Chester, PA*

1985 - 1987

***Personal Profile***

SETS PRIORITIES LOGICALLY... WELL ORGANIZED  
ESTABLISHED CLEAR LINES OF COMMUNICATION... GRASPS TECHNICAL MATTERS QUICKLY  
PAYS ATTENTION TO DETAIL... SETS GOALS/ESTABLISHES CONTROL/FOLLOWS THROUGH  
EFFECTIVE NEGOTIATOR IN SOPHISTICATED ENVIRONMENTS

***Education & Software***

**M.B.A.**, cum laude, Rutgers University, 1993  
**B.S. in Pharmacy**, magna cum laude, University of Pennsylvania, 1985

PC / Windows  
WordPerfect / Excel / Lotus / Harvard Graphics / WinFax  
Lexis / Nexis / WestLaw

**AVAILABLE FOR TRAVEL AND RELOCATION**

## Public Relations

**Keith Curry**  
**928 Waterbury Avenue**  
**Chicago, Illinois 19487**  
**Home: (302) 747-9381**

### EXECUTIVE SUMMARY

Public relations executive with proven ability in strategic planning, project management and mass communications. Strong background in translating corporate messages into appropriate communications media: publications, films, exhibits, entertainment and special events. Productive manager of community and media relations. Experienced in reporting for major news media and in directing the public relations function in non-profit, private and public companies.

- Special expertise in:
- Entertainment production
  - Written and visual communications
  - Creative special events and exhibits

### PROFESSIONAL EXPERIENCE AND ACCOMPLISHMENTS

**TROPI-COLA COMPANIES, INC.** - Chicago, Illinois **1993-Present**  
Director of Corporate Communications

Directed public relations for nation's fifth largest soft drink company with staff of one communications specialist and two editors. Responsibilities included planning, budgeting, publications, media relations, special events, entertainment production, major exhibit management, and public relations activities to enhance the company's image with its publics.

- Directed development of a strategy to boost the company's support among Hispanics, generating strong national media coverage and on-going ties to Hispanic leaders.
- Recommended, booked and produced local and national entertainment acts including Natalie Cole, Reba McEntire, Kenny Loggins and many others, all of which received standing ovations, creating a favorable impact on customer relations.
- Created and published a 100-page award-winning book, "Tropi-Cola Recipes" which has been reviewed favorably in newspapers across the country and ordered by more than 80,000 consumers.
- Directed the creation and operation of two major image-enhancing Tropi-Cola industry exhibits, effectively managing the million-dollar annual budget.
- Created and managed production on budget of a 15-minute film to introduce the corporation and industry to prospective employees and other audiences.

**KEITH CURRY**

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**THE SUNSHINE COMPANY** - Cleveland, Ohio  
Director of Corporate Communications

1992-1993

Directed public relations function for Sunshine while closing the company's public affairs function in Detroit and moving it to the Cleveland headquarters.

**BROADCAST AGE** - Cleveland, Ohio  
Cleveland Bureau Chief

1989-1992

Managed news coverage of advertising and marketing activities in the Midwest for major marketing weekly.

**THE CLEVELAND PLAIN DEALER** - Cleveland, Ohio  
Business Writer

1986-1989

**U.S. NAVY**

1982-1986

Following graduation from Officer Candidate School, served aboard *USS FRIGATE* as Administrative Assistant to the Executive Officer, and as Public Information Officer.

**EDUCATION**

B.A., Accounting, Penn State University (1982)  
M.B.A., Communications, Cleveland State University (1992)

**PROFESSIONAL AND COMMUNITY AFFILIATIONS**

Member, Public Relations Society of America  
Member, National Meeting Professionals

## Information Services

### ARTHUR J. RYAN

349 Cardinal Lane  
Tulsa, Oklahoma 74801  
(405) 884-1401

#### SUMMARY

Entrepreneurial leader with diversified experience in the development, implementation and operation of projects, services and businesses. Visionary with proven ability to inspire individuals to work toward common goals and accomplish desired results. Demonstrated strength in quickly understanding and handling complex technical and operational issues. Strong customer focus. Easily adapts to foreign cultures and business practices.

#### PROFESSIONAL EXPERIENCE/ACCOMPLISHMENTS

**BAHR PRODUCTS COMPANY - Tulsa, Oklahoma** 1991 - Present  
**Division of Bahr AB - Munich, Germany**  
**Director, Administration** 1996 - Present

Directed a 24-person technical team (\$2.5 million budget) responsible for telecommunications, multi-platform computers, voice and data networks and administration services.

- Created a central data network and desktop support team providing expanded services while reducing labor requirements by 33%.
- Reengineered the IS work practices, cross-training associates to provide personal and professional growth opportunities while ensuring maximum support capabilities.
- Established key headquarters relationships and gained corporate buy-in to drive technology standards, policies and new system applications.
- Reduced cycle times of business processes by developing concept, marketing benefits and implementing LAN and WAN based information sharing applications.

**Director, Customer Affairs and Distribution** 1991 - 1996

Directed a 60-85 person work unit at four sites (\$5 million budget) responsible for Customer Services, Distribution, Credit Management and Accounts Receivable.

- Negotiated agreement between two adversarial divisions on unified sales policies, terms and conditions necessary for common sales and distribution infrastructure.
- Within nine months, implemented reengineered multi-site national operations supporting more than \$100 million in revenue for the consolidated consumer products division.
- Improved customer service levels from 85% to 98%, accounts receivable current from 90% to 95% and transportation cost from 3% to 2% of sales.

**Arthur J. Ryan**  
Page 2

**DORSETT LABORATORIES - Tulsa, Oklahoma** **1989 - 1991**  
**Division of Bahr AB - Munich, Germany**  
**Manager, Planning** 1990 - 1991

Developed new business opportunities. Established business planning concepts and guidelines, directed annual planning process and monitored company performance vs. plan.

- Led a six-person Sales Operations Task Force to identify customer needs, recommend marketplace opportunities and develop restructuring plans for a 125-person organization.
- Evaluated the market rationale, financial implications and business risk of various acquisitions and licensing opportunities ranging in size up to \$100 million.

**Planning/Financial Analyst** 1989- 1990

- Managed the business planning process and provided financial analysis for marketing and sales plans (\$70 million revenue) and capital projects (\$5-\$8 million annually).

**BAHR S.A.** **1986 - 1989**  
**Division of Bahr AB - Munich, Germany**  
**Manager, Pharmaceutical Technology**

- Acquired cultural sensitivity and language skills to effectively motivate, negotiate and manage diverse people and operations.
- Accelerated new product introductions by implementing a structural planning process between Marketing, Research and Registration at national and international headquarters.
- In three years, saved the company over \$500,000 by improving management practices and departmental work processes for production operations.

**EDUCATION**

M.B.A., Oklahoma State University at Tulsa, 1986  
B.S. in Pharmacy, Oklahoma State University, Stillwater, OK 1984

## Information Services

**DAVID W. KRAMER**  
144 Blue Rock Drive  
St. Louis, MO 45725  
(904) 655-1347

### Summary of Experience

Over twenty years of diversified information systems experience in hi-tech manufacturing and consulting, with 16 years in the management and control of all information systems functions. In-depth knowledge of process re-engineering, large-scale implementation projects, and the economics and use of standardized hardware and software strategies. Extensive financial and manufacturing background.

**1996 to Present**     **Renior Corporation, St. Louis, MO**  
\$4+ billion worldwide corporation producing automotive and electronic equipment.

**Corporate Director Information Systems.** Reporting to the Chief Financial Officer. Responsible for applications of computer technologies for the U.S. corporation, including business data processing, CIM/CAD/CAM, product R&D, telecommunications, office automation and advanced computer applications. Staff of 200 with a budget of \$37 million.

- Reduced information systems budget to 1% of sales, while supporting a compound sales growth of 10%
- Replaced mainframe computers with cost-effective minicomputers, and eliminated or outsourced remaining legacy systems, saving \$1 million annually.
- Implemented common financial systems in six divisions and two joint ventures, saving 1800 accounting staff days per year.
- Received "Quality Systems Achievement" award, 1996.
- Designed and implemented an international communications network that doubled the traffic capacity for all data, image and voice traffic between North America, Europe and Asia while reducing costs by 10%
- Selected and installed standardized manufacturing software/hardware systems and centralized systems support, which eliminated 42 systems positions.
- Controlled engineering systems budgets and structured corporate-wide project approvals and capital investment procedures.
- Implemented customer/supplier EDI, reducing inventories by \$21 million.

**1994 to 1996**     **Executive Information, Inc., Chicago, IL**  
A privately-held \$40 million computer services company.

**Director, Management Information Systems.** Complete responsibility for MIS functions and product marketing coordination for an international computer service bureau and software company. Directed micro and mainframe software product development, technical support, laser printing services, and information center activities. Supervised staff of 82 with a budget of \$26 million.

- Used creative financing techniques to upgrade hardware/software systems that reduced budget by \$300,000 while sustaining processing volume increases of 40% per year.
- Established executive MIS product steering committee.



DAVID W. KRAMER

Page 2

- Introduced laser business graphics, stand-alone PC software and training centers as new viable product lines which added \$6 million in sales within two years.
- Developed company business and marketing plans used for successful IBM Value-Added Remarketing (VAR) proposal.
- Reduced annual MIS employee turnover from 18% to 2%.

1991 to 1994 **Barnes & Roche, Inc., Autumn Insurance and Publishing Companies, Chicago, IL**  
Specialized publishing/insurance division of a multi-billion dollar conglomerate.

**Manager of Information Services.** Responsible for financial and publishing systems development, technical support functions, corporate computer center, word processing center and telecommunications.

- Developed a long-range business plan and established computer strategy for a sister insurance division working with its CEO.
- Initiated the use of PC's to solve specific financial and administrative applications, which were not feasible on the mainframe computer.
- Consolidated four word processing centers into one corporate department, reduced staff, expanded output by 40%, saved \$160,000 per year. Project received recognition in national publication.
- Selected and implemented new accounting system which reduced accounting staff by 30% and compressed monthly closing cycles by five working days.

1990 to 1991 **United Trust Bank Corporation, Dalton, IL**  
One of the largest commercial bank holding companies in the midwest.

**Coordinator of Standards and Controls.** Directed the efforts of the bank's project managers to create standards and procedures to guide the professional staff of 280 applications analysts and programmers. Also served as staff consultant for on-line and database software systems.

- Designed and implemented a project methodology for feasibility studies, system designs, software development, implementations and audit reviews, which eliminated the need for outside consulting contract worth \$1 million per year.
- Established project reporting procedures that measured project status for executive and Board of Directors presentations.

1988 to 1990 **Concord Electric Corporation, Dayton Products Division, Dayton, OH**  
\$65 million division manufacturing computerized telephone switch equipment.

**Manager of Information Systems.** Responsible for all data processing department activities. Served as member of executive staff. Coordinated MIS functional goals and objectives as they related to the short-term and long-term business plan.

- Directed the conversion of manufacturing system from an IBM mainframe to a Hewlett-Packard minicomputer, which increased services and reduced EDP budget by 10%.
- Implemented an on-line shop floor control system to collect time/attendance, shop order tracking, job cost and payroll information that reduced payroll errors by 95% and increased production information accuracy by 90%.
- Developed inventory analysis program that reduced inventory by 8% and eventually increased inventory turns 300%.

- Established project family groupings that significantly improved accuracy of the quarterly master production schedule, which delayed the need for a new plant for three years.
- Represented divisional manufacturing and information systems functions in a multi-million dollar software development project.

**1982 to 1988**     **U.S. Air Force, Wright Patterson Air Force Base, Dayton, OH**

**Senior Staff Analyst.** As a civilian, served as the senior advisor for all data processing aspects for the division. Responsible for providing technical guidance to middle and upper management regarding computer utilization, specifications and "develop or buy" policies for computer hardware and software systems.

- Managed the design and implementation of an on-line production and work-in-process information system serving the reporting and planning needs of upper management and staff of 600+ professional engineers.
- Supervised a group of 40 programmers/analysts that implemented an IBM information retrieval system which included the conversion of 1.5 million document database in less than six months.
- Designed an on-line image and graphics system to analyze, store and retrieve imagery from real-time satellite telemetry.

**1976 to 1982**     **Mt. Clair Community College, Mt. Clair, NJ**

**Professor of Data Processing.** Part-time, taught advanced level computer courses, including Manufacturing Systems, Business Applications, Information Management theory, Real Time Systems and data Processing Management.

**1972 to 1976**     **Meadville Technology Laboratories, Princeton, NJ**  
A high-tech consulting company specializing in government/industrial research.

**Senior Client Consultant/Analyst.** Responsible for P&L of client projects, system design and analysis contract negotiations, project estimation and management from governmental and industrial projects.

- Programmed computer software to plot maps of the lunar landing sites for the Apollo Lunar Expedition.
- Designed, programmed and managed various large governmental projects for the Department of Defense and Federal Bureau of Investigation.
- Provided technical support for the project to automate the Library of Congress.

**SUMMARY OF TECHNICAL EXPERIENCE:**

<b>HARDWARE:</b>	IBM (Mainframe & AS 400), NAS and AMDAHL, DEC-IBM minicomputers, Hewlett-Packard and personal computers.
<b>SOFTWARE:</b>	COBOL, FORTRAN, RPG, Assembler and BASIC.
<b>APPLICATIONS:</b>	Manufacturing, Finance/Accounting/Treasury, Distributed Processing, Data Base Systems, Local and Wide Area Networks.

**EDUCATION:**

M.B.A., Wharton School, University of Pennsylvania, 1988  
M.S., Mathematics, Drexel University, 1975  
B.S., Computer Science, Penn State University, 1972

**WILMA E. SWANSON**

48 Warminster Road  
Lancaster, PA 17473  
(717) 577-4436 (Home)  
(717) 651-1749 (Office)

**SUMMARY**

Experienced, progressive and innovative Information Systems professional with 26 years of broad-based management experience in application design and development, strategic planning, budgeting, client support services and large scale operations management. Proven leadership strengths in personnel development, team building, portfolio management, vendor negotiations, technology innovations and client relations and support. Strong interpersonal skills, results-oriented and dedicated to cost effective business solutions and customer satisfaction.

**PROFESSIONAL EXPERIENCE**

**HIGGINS TOBACCO COMPANY - Lancaster, PA**

**1993 to Present**

**Director, Information Resources**

Executive in charge of company-wide personal computing, office systems, mainframe end-user computing, engineering service, information resource administration, disaster recovery planning, data access security systems availability, business forms design and management and operations facilities planning. Directed the operations of the data centers, telecommunications and software execution. Budgetary responsibility of \$7 million and a staff of 12.

- Participated as a member of a steering committee that identified cost savings opportunities and recommended the consolidation of data centers and staff realizing \$500,000 in personnel savings and \$150,000 in hardware savings.
- Implemented Total Quality Management for the operations staff and supported the creation of self-directed work groups resulting in improved organizational effectiveness and productivity by reducing overtime and absenteeism.
- Directed the development of microcomputer hardware and office systems software standards for an installed base of 400 with annual purchases in excess of \$3 million.
- Established an in-house training facility providing technical career development and office systems software training realizing \$2.8 million cost avoidance the first year of operation.
- Assembled a task force to investigate client server local area network computing resulting in the identification of direction, development of standards, selection of hardware, operating software and communication protocol thereby creating a controlled environment for growth and development.
- Led a team that developed an Executive Information system which reported on key business critical success factors and competitive activities.

## Information Services

WILMA E. SWANSON

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**HARVEST BRANDS, INC. - Clearfield, OH**

**1990-1993**

Director, Information Resources

Directed the design, development and implementation of major business systems with budgetary responsibility of \$4 million and a staff of 30 to 45.

- Directed and coordinated the implementation of common financial systems for all merged and purchased entities under HBI including common ledger, accounts payable, accounts receivable, asset and payroll systems.
- Implemented a company-wide consumer relations system which introduced the first 800 number service, automated personal consumer responses and integrated reporting customer issues to sales, manufacturing and quality control.
- Led a team that developed a microcomputer-based database/reporting system assuring availability of complete and accurate critical information to senior executives for business calls to key customers.

**TABOR CANDY COMPANY - Chicago, IL**

**1984-1990**

Group Manager, Information Resources

Managed the activities of the staff engaged in the design and implementation of large scale financial, payroll and personnel systems. Budgetary responsibility of \$3 million, staff of 14.

- Managed the development and implementation of a four-year Information Systems strategic plan with successful implementation of new on-line financial and payroll/personnel systems.

**BOYER CORPORATION - White Plains, NY**

**1981-1984**

Project Manager

- Implemented the consumer products group national sales reporting system.
- Introduced new technologies for program developed and report production.

**DREYFUS CORPORATION - New York, NY**

**1980-1981**

Programmer/Analyst

### EDUCATION

B.B.A., Marketing, Bucknell University, Lewisburg, PA, 1980

**JOSEPH A. McDERMOTT**

709 West Capitol Boulevard  
Bridgeport, CT 84103  
(201) 648-3966  
Fax: (201) 648-3968

**CAREER SUMMARY**

General Counsel for medium and large corporations. Manage legal departments and counsel senior management on mergers and acquisitions, environmental problems and other difficult and controversial issues. Anticipate problems and develop practical solutions with bottom-line sensitivity.

**PROFESSIONAL EXPERIENCE**

**WALTERS CORPORATION, Bridgeport, CT**

**1997 - Present**

\$6 billion natural resources company, producing 25% of the U.S. brass supply as well as major quantities of gold and silver.

***Vice President, General Counsel, Secretary and Member of Board of Directors***

Member of senior management group; responsible for all legal affairs; managed a ten person law department.

- Negotiated and oversaw drafting of engineering and construction contracts for \$450 million smelter construction project, saving considerable outside counsel fees.
- Negotiated \$800 million acquisition of Fargo, Inc., a mining, oil and gas and heavy metals company.
- Crafted a program for cleanup of ninety years' mining waste while avoiding "Superfund" designation, saving tens of millions of dollars in oversight costs.

**IDEAL ENTERPRISES, INC., Cleveland, OH**

**1994 - 1997**

A \$275 million manufacturer of building products, including windows, doors, siding and accessories. An LBO company formed in June 1994; previously a wholly-owned subsidiary of Carthage Steel Corporation.

***Vice President and General Counsel***

- Positioned LBO company for sale by divesting subsidiaries not related to core businesses, thereby maximizing return on LBO investment.
- Negotiated the successful sale of company to Lexington, Inc.

- Precluded EPA interference with sale of company by anticipating clean-up requirements, thereby avoiding potential years' delay of sale and several million dollars' oversight expenses.

CARTHAGE STEEL CORPORATION, Pittsburgh, PA

1987 - 1994

Counsel

Responsible for legal affairs of Carthage's Diversified Group, including five subsidiaries. Directed internal investigations.

- Supervised antitrust, securities, product liability, toxic tort, real estate and trademark litigation.
- Conducted Carthage Steel Corporation's legal compliance program at 12 major plant locations.

GALLAGHER & GALLAGHER, New York, NY

1980 - 1987

Associate, Litigation/antitrust group. (1985 - 1987)

Law Clerk, part time, while attending law school. (1980 - 1985)

**EDUCATION/MILITARY**

Columbia University School of Law, J.D., 1980

Activities: Class President

Honors: Top 1/4; Member, Law Journal

Colgate University, A.B. English Literature, 1975

Honors: Pennington Scholar

New York State Regents Scholarship

Captain, U.S. Army, Intelligence Corps (1975-80).

**BAR ADMISSIONS/PROFESSIONAL ACTIVITIES**

- Licensed in Connecticut, New York, Pennsylvania and Ohio.
- Member, Ethics Advisory Opinion Committee, Legislative Affairs Committee (Connecticut Bar Association).

**SANDRA B. SLOAN**

302-A Seventh Avenue  
Dayton, Ohio 64136  
Office (613) 822-9462 ♦ Home (613) 844-2110

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**SUMMARY**

*Senior Manager with division of Fortune 500 corporation with consistent record of success in increasingly responsible positions. Educated and experienced in materials management, purchasing, production control and integrated business systems.*

**EXPERIENCE:**

**1983 - Present**      **EAGLE-PICHER INDUSTRIES, INC.,** **Plastics Division, Dayton, OH**  
A division of a Fortune 500 NYSE corporation with annual sales of \$190 million.

**Materials Manager, (1994 - Present)**

Responsible for directing the Division's production and inventory control functions, includes: purchasing, order entry, order engineering, materials planning, production scheduling, warehouse and shipping and receiving. Also responsible for facility and machine maintenance.

- Reduced inventories significantly during a time of expansion.
- Increased service levels while reducing inventory.
- Increased revenue from freight rebates by \$80,000 annually.
- Reduced raw materials 45% by implementing supplier stocking program and better scheduling techniques.
- Project leader for the implementation of a new integrated business systems software.
- Implemented preventative maintenance program for production machinery.

**Purchasing Manager, (1990 - 1994)**

Responsible for directing the Division's purchasing function, including the procurement of materials, services and capital equipment for \$190 million division, by working directly with managerial and supervisory personnel in four plants including one international plant location.

- Implemented Division purchasing practices and procedures.
- Significantly reduced and maintained highly competitive raw material costs.

## Logistics

*Sandra B. Sloan*

*Page Two*

- Instrumental in implementing computer software for purchasing.
- Developed method and wrote PC software to aid in inventory usage and vendor analysis.
- Implemented vendor qualifications program.

### ***Production Analyst, (1987 - 1990)***

Special projects manager reporting to the Vice President and General Manager, working to analyze procedures and develop manufacturing strategies.

- Developed techniques for manufacturing small quantities of specialty polymer coatings.
- Developed system, wrote software, and installed hardware for EDI link with major remote sales office.
- As safety manager, helped create a safer manufacturing environment by working with chemical suppliers and personnel to eliminate possible hazardous products and conditions.

### ***Account Specialist, (1983 - 1987)***

Responsible for managing a major account with over \$2 MM in sales.

- Improved margins 100% during the first six months.
- Opened additional business, increasing volume by 20%.
- Helped develop new manufacturing technique to customize product.

### **EDUCATION:**

B.A., Business Management, Ohio State University, 1983

Certified by the National Association of Purchasing Management (C.P.M.)

Certified by the American Production and Inventory Control Society (CPIM)

Juran Quality Control

Trained facilitator for high performance work teams



**ROGER F. GORMLEY**  
183 Hazelhurst Drive  
Macon, Georgia 44922  
404/756-2867

**SENIOR LEVEL EXECUTIVE** with twenty-five years of line/staff/internal consulting experience in customer service, order fulfillment, logistics and product service. Strong decision-making, team-building, process reengineering, TQM, trouble shooting and cost avoidance skill set. Harvard MBA.

**EXPERIENCE:**

- 1995 - Present**    **GENERAL TELEPHONE OF GEORGIA**, Macon, GA  
*General Manager, Supply & Transportation*
- Re-engineered purchasing/logistics functions, resulting in 66% reduction in work staff while accommodating 80% growth in work.
  - Reduced staff budget from \$18.4 million annually to \$13.1 million.
  - Reduced inventory levels from \$17 million to \$5.9 million.
  - Reduced cycle time from 24 days on uniform/office supplies to two days.
  - Re-engineered ordering/fulfillment process from paper to touch-tone electronic entry.
  - Set and achieved goal of employee development to benchmark 5% training level.

- 1991 - 1995**    **MIDWEST TELECOM**, Deerfield, IL  
*Staff Director, Logistics and Standards*
- Created and directed a team which saved \$25 million on \$850 million annual purchases.
  - Negotiated purchase agreements, saving 48% on switching equipment costs of \$285 million and 28% on cable costs of \$30 million.
  - Served as in-house consultant to senior management on purchasing, distribution, inventory control and incentive compensation in preparation for centralization and corporate restructuring.
  - Prepared recommendations and advised on inventory levels, materials standards.
  - Provided comparative analysis for eight operating units.

- 1983 - 1988**    **GENERAL TELEPHONE OF CONNECTICUT**, Norwalk, CT  
*Northern Region Director, Customer Service*
- Provided supervisory and administrative direction, to area encompassing two-thirds of Connecticut's 1.2 million customers, producing 60% of company's Connecticut revenue.
  - Directly supervised management staff, reporting to an operation vice president.
  - Successfully converted Connecticut from 13 district headquarters to two regional territories reducing operating costs by 50% and increasing operating performance and productivity.
  - Represented management at union negotiations and personnel evaluations. Personally evaluated every job in conversion to Hay System.

- EDUCATION:**
- 1991** - **HARVARD BUSINESS SCHOOL**, Cambridge, MA  
Masters of Business Administration
- 1983** - **GEORGIA TECH**, Atlanta, GA  
Bachelor of General Studies Degree

- CREDENTIALS:**
- Licensed Pilot
  - Member, National Association of Purchasing Managers
  - Member, American Management Association
  - Certified Purchasing Manager

## Logistics

### **MICHAEL D. BURCH**

25399 Harwood Avenue  
Adrian, MI 80401

Home: (635) 625-6564

Office: (635) 592-1707, Ext. 435

#### **OPERATIONS EXECUTIVE**

**Pro-active executive offering a strong background in production planning, purchasing, warehousing, distribution, inventory management, order processing, systems design, transportation, and customer service. Excellent people management skills, coupled with the ability to communicate effectively, enhancing the management of a large group of professionals.**

**KENILWORTH PET FOOD CO., Adrian, MI**

1996 - Present

#### **Director of Logistics**

Direct all aspects of production planning, purchasing, warehousing/distribution, inventory control, customer service and transportation for Kenilworth's Grocery Products Division.

- Reduced division-wide inventory carrying costs by 25% or \$10MM through implementation of cycle-time compression program. Program encompassed all functional areas within product supply chain.
- Improved overall customer service to wholesale and retail accounts by 10% through institution of CRP/ECR programs. Escalation in O-T-D and product fill-rate performance directly supported domestic and international sales in excess of \$600MM.
- Fostered partnerships with suppliers and created formal Vendor Certification Program. Subject program yielded vast improvements in component and raw material quality and cost.
- Reduced base line operating budget by \$4.8MM through implementation of accelerated cost reduction program. Program entailed utilization of "ABC" accounting techniques and served as pre-requisite to division's re-engineering of manufacturing/logistics processes.
- Directed all business logistics components of Kenilworth's \$20MM pet food launch into the Asian marketplace.

**SHERWOOD PHARMACEUTICALS, INC., Des Moines, IA**

1988 - 1996

#### **Manager of Logistics**

Directly managed multiple site logistics operation for Sherwood's Pharmaceutical Manufacturing Division. Areas of responsibility included material warehousing, distribution, inventory management, order processing, transportation and customer service functions.

- Responsible for operating budget of \$9MM, staff of 10 managers and 175 direct/indirect employees. Managed a 300,000 square foot conventional warehouse, a 35,000 unit automated Hi-Rise facility, and all sub-contract distribution centers.

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**Michael D. Burch**

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Development and implementation of MRP II technologies and strategies. Systems such as MCS, PCS and DRP in support of Sherwood's "Just in Time" concept. Created and implemented the Inventory Control Department.

Development and implementation of TQM and SPC programs, which resulted in a 15% reduction in cost of non-conformance.

**CENTENNIAL CORPORATION**, Kingston, RI 1986 - 1988  
Inventory Control Department

Distribution systems consultant serving Centennial's major subsidiaries and other affiliates. Direct responsibility for corporate distribution planning and optimization use.

Responsible for Corporate-Record Information and Storage Systems Development. Completed project analysis, functional specifications development and systems development for nationwide record/claim data management program.

**CITIZEN CORPORATION**, Paramus, NJ 1983 - 1986  
Production Facility

Responsible for management of flagship plant servicing Citizen's largest customers. Managed staff of three departmental managers and approximately 100 non-exempt/exempt employees.

Responsible for managing plant budgeting, production inventory control and production information systems program.

Responsible for recruitment, in charge of interviewing, hiring and training of new employees. Developed systems and procedures for the newest operational Division.

**EDUCATION**

- B.S., Psychology, Farley College - 1983  
Winton, Connecticut
- Executive Development Program - 1986  
University of Pittsburgh

## Logistics

### HOWARD A. HOLCOMBE

109 Stevens Drive  
Bartonville, OK 55927  
Res: 713-229-7963  
Bus: 713-212-9200

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**PROFILE:** International Business, Sales and Marketing Manager with more than 15 years in the Sporting Goods Industry, now seeking a new Senior Management challenge and opportunity. Areas of expertise include:

- Strategic Planning
- Operations Management
- Distribution/Logistics
- International Sales & Marketing
- Licensing/Sourcing
- Product Development

**PROFESSIONAL EXPERIENCE:** **ROYAL SPORTS GROUP, INC.,** Oklahoma City, OK **1984 to Present**  
A division of Pendelton Sport Systems

Helped manage the International business and marketing growth of this \$300 million leader in the Sporting Goods industry to a position where 50% of total revenues came from international sales to 90 countries. Matrix-managed staff of 32 employees, directed purchases of \$80 million of goods worldwide, and managed expense budgets up to \$500,000.

**Director - Global Logistical Systems** (1995-Present)

- Developed, implemented and managed the company's global logistical systems and operational procedures.
- Provided effective and efficient control in planning and maintenance of the company's inventory.
- Reduced inventories by 38% (\$26 million) in 1996 and consequently reduced credit lines and interest expense.
- Implemented systems and procedures that reduced Asian sourcing lead times by 20%.

**Director - International Strategic Planning/Special Projects** (1994-1995)

- Managed the company's International Department.
- Worked with the International Field Managers to finalize 1995 business plans inclusive of sales forecasts, budgets, pricing and objectives.
- 1995 Business Plan was achieved and record billings and profit level were reached.
- Participated in the development of strategic plans that addressed future growth, and customer, consumer and corporate needs.
- Identified significant opportunities for improvement within the company then analyzed and developed solutions.
- Decentralized order processing, distribution, forecasting and inventory planning into three business units (U.S., U.K., Asia) to be more responsive to local market needs.
- Fine-tuned and helped link forecasting, inventory requirements planning and sourcing systems between offices in five different countries.

**Marketing Manager** (1993-1994)

- Negotiated licensing agreement with the Warner Brothers and managed the marketing of Royal Sports' products.
- Developed *Jock Master* brand, product and collections exposure through television product placement, tie-in promotions and in-store merchandising programs.
- Managed new business development which provided \$3.5 million of incremental sales from 1,000 U.S. storefronts and distributors in 20 countries.
- Implemented in-store merchandising program that received "1993 Best of Industry Award" from National Retail Merchandising Association.

**International Sales Operations Manager** (1989-1993)

- Developed, coordinated and implemented international marketing plans, forecasts, inventory control programs, procedures, policies, budget and administrative programs.
- Developed, managed and expanded international customer relationships. Travelled to 30 countries to work with customers.
- Achieved 392% sales growth in four years.
- International sales grew to account for 50% of total company sales. Grew distribution to more than 90 countries.

**Project Manager** (1986-1989)

- Directed and managed the product development, sourcing and marketing of racquet strings, sport bags, soft goods, machines and accessories.
- Achieved 113% sales growth in three years.
- *Jock Master* string product line profit margin increased by 20% and the category grew to the #3 position in the U.S.

**Technical Manager - Stringer Education & Services** (1984-1986)

- Responsible for developing a comprehensive grass roots stringing & technical education program for dealers and distributors.
- Provided *Jock Master* sponsored players with stringing and equipment services at major tennis tournaments.
- *Jock Master* rackets became the #2 choice of tournament professionals during this period providing the company with a major marketing advantage.

**TENNIS PROFESSIONAL**

**1980 to 1984**

Taught and developed beginner through world-class players at Lakeland Heights Tennis Club, Lakeland Heights, NJ. Managed club's pro shop.

**EDUCATION:**

Baker University, Columbus, Ohio  
B.S., Business Administration/Marketing, 1980

## Procurement

### **BARBARA P. THORNTON**

(414) 936-8214  
816 GREEN MEADOW ROAD  
GLENDALE, CA 60812

Experienced in all phases of Material Management, Purchasing, Production Planning, Master Scheduling, Production Control, Inventory Management and Distribution.

#### **EXPERIENCE**

GLENDALE MANUFACTURING COMPANY, GLENDALE, CA 1995 to Present  
DIRECTOR OF PURCHASING

Responsible for the Purchasing, Inventory and Material Planning for this \$110 million industry leader of consumer houseware goods. Report directly to the owners of the company and direct the activities of three professional vendor/schedulers and one inventory manager in the areas of material procurement, inventory levels and on-time performance. Knowledgeable in MRP, SPC and TQM techniques.

- Instituted "state-of-the-art" Partnership Purchasing Programs on key commodities which saved in excess of \$2.3 million over a two-year period.
- Developed and expanded off-shore sourcing realizing a net savings of over \$750,000.
- Instrumental in the start-up of a new injection molding department. Initiated planning parameters, production scheduling techniques and inventory levels which achieved internal production of over 90% of plastic requirements in less than one year.
- Reduced inventory levels over \$500,000 while supporting a 20% increase in sales and the start-up of a new injection molding department through improved ordering techniques and vendor stocking programs.

BURBANK TECHNOLOGY, INC., BURBANK, CA 1991 to 1995  
MANAGER OF CORPORATE PURCHASING AND MATERIALS

Responsible for the Purchasing, Inventory, Shipping/Receiving and Traffic functions of this \$80 million world-class electromechanical producer. Directed the activities of four professional buyers and six vendor schedulers in the areas of material procurement, scheduling and capital expenditures with budgetary responsibility in excess of \$32 million. Negotiated all freight carrier contracts for a multi-plant distribution environment with a freight budget responsibility of over \$5 million.

- Instituted "Partnership Purchasing Program" and "Vendor Analysis Program" resulting in a 15% average reduction in pricing and a 20% improvement in supplier delivery performance. Bottom line savings over \$800,000.
- Reduced inventory levels over 30%, or \$4.5 million, through improved vendor delivery Performance and implementation of supplier stocking programs.

BARBARA P. THORNTON

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- Reduced company L-T-L (Less Than Truckload) carrier base and renegotiated freight contracts resulting in increased freight discounts and savings in excess of \$500,000.
- Sourced, negotiated, certified and implemented outside fabricators and subcontracting services for company's major product line resulting in over \$1 million in cost savings and cost avoidances.

WILSON-MARTIN COMPANY, LOS ANGELES, CA  
MANAGER OR PURCHASING AND DISTRIBUTION SERVICES

1985 to 1991

Responsible for the Purchasing, Traffic, Warehousing, Shipping and Receiving functions for the Wilson-Martin consumer products division with sales of \$50 million.

- Through aggressive negotiations, maintained a favorable purchasing price variance which yielded a divisional savings of approximately \$500,000.
- Reduced expense spending 20% for a \$500,000 savings through improved computerized order/vendor visibility and control.
- Instituted vendor performance measurements for raw materials suppliers, improving vendor delivery performance to 95% on time and successfully meeting MRP (Material Requirement Planning) objectives.
- Implemented a Traffic Program that saved over \$330,000 in freight charges by maximizing freight discounts on combined inbound/outbound poundage.

MANAGER OF PRODUCTION PLANNING AND INVENTORY CONTROL

Responsible for the Production Planning, Production Control, Customer Service, Shipping and Receiving and Inventory (Raw Material, Work-In-Progress, Finish Stock) for the commercial products division. At the apex of our manufacturing cycle, directed the activities of 24 salaried and 42 wage employees in the areas listed above.

EARLIER EXPERIENCE

1977 to 1985

Held progressive managerial positions in production planning and inventory control at Johnson & Johnson (New Brunswick, NJ).

#### EDUCATION

Rutgers University, New Brunswick, NJ  
Bachelor of Science in Industrial Management, 1977

Member of American Production and Inventory Control Society (APICS)  
Member of the National Association of Purchasing Management (NAPM)

**LAWRENCE G. UTER, Jr.  
42 Clover Lane  
Adia, MI 32714**

**Office: (214) 668-2001**

**Home: (214) 944-3151**

**SUMMARY**

Accomplished professional with more than fifteen years experience. Areas of concentration include purchasing, management and production. Specific skills are in negotiation and contract management, use of databases for sourcing and analysis, budget preparation, materials management, cost control and facilities management. Recognized by both management and peers for integrity, dependability and flexibility in meeting objectives.

**PROFESSIONAL EXPERIENCE**

**AMWAY CORPORATION, Adia, MI**

**1996 - Present**

**Commodities Buyer**

Manage staff of three, responsible for purchasing more than \$20,000,000 annual volume of catalogs, promotional items, sales aids and collateral materials.

- Developed and implemented strategy to use internal versus external production resources for product catalogs resulting in annual savings of more than \$1 million.
- Provided expertise in establishing first formal company-wide purchasing department and developed operating guidelines.
- Utilized Manufacturing Resource Planning (MRP-II) and Just-in-Time (JIT) techniques which reduced complaints, missed deliveries and inventory.
- Analyzed purchasing practices and implemented consolidation and streamlining process resulting in first year savings of \$500,000 and continued cost reductions.

**ASSOCIATION OF PURCHASING PROFESSIONALS, Washington, DC**

**1994 - 1996**

**Administrator**

Responsible for day-to-day operations for 300-member organization with annual budget of \$1.5 million.

- Re-established operations which included securing office facilities, reorganizing files and renewing membership interest.
- Developed long-term fiscal and strategic plans and managed association operations at the direction of ten-member board.
- Developed monthly meeting programs for membership addressing business, technical and social interests.
- Arranged quarterly business seminar programs made available to members and industry in general.
- Sourced, selected, negotiated and promoted extensive seminar program for bi-annual trade show.



LAWRENCE G. UTER, Jr.

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PA DEPARTMENT OF AGRICULTURE, Harrisburg, PA

1989 - 1994

**General Services Director**

Supervised and directed 17-person department which included photography, printing, mailroom, warehouse, creative design and facilities management.

- Eliminated wasteful purchasing practices by consolidating purchases which saved \$100,000 the first year.
- Restructured warehouse personnel which reduced unemployment expenses and overall salaries while increasing productivity.
- Utilized expertise to modify design and production of printed support materials which provided more efficient and less costly manufacturing.

UTER PRESS, Harrisburg, PA

1986 - 1989

**Owner**

Operated small commercial printing company with full fiscal and production responsibilities. Provided printing for military bases, Commonwealth of Pennsylvania and dozens of small businesses in the Harrisburg area. Gross annual sales averaged \$125,000

U.S. NAVAL PRINTING OFFICE, Atlanta, GA

1982 - 1986

**Printing Specialist**

Sourced, competitively bid, awarded and administered printing contracts for governmental printing needs in the southeastern United States.

- Sourced and managed a variety of printing requirements valued at more than \$1,000,000 annually.
- Developed detail specifications used to solicit bids for printed materials.
- Gained expertise during three-year printing management program which resulted in promotion to GS-11 Printing Specialist.

**EDUCATION**

A.A.S., Printing Technology, 1982  
New York Institute of Printing Technology, Rochester, NY

**Additional Courses:**

Frontline Leadership Program  
MRP-II Seminar

**AFFILIATIONS**

Member, Florida Institute of Technical Printing

## Operations/Manufacturing

### MICHAEL H. SANDSTROM

26 High Valley Road  
Laguna Beach, CA 80793  
414-972-1844

#### SUMMARY

Manufacturing/operations manager with 16 years experience and accomplishments as a cost reduction manager and innovative leader. Rapid growth in Fortune 500 environments of technology leaders. Strong P&L track record with functional management experience in all disciplines of manufacturing operations. Hands-on expertise in both job shop (batch) and continuous flow manufacturing environments. High energy, results-oriented manager with excellent leadership and interpersonal skills. Emphasizes quality and company success through communication, employee involvement and participation. Knowledgeable and practical business strategist with direct experience in the following areas:

- Full P&L, Budgeting
- Profit Improvement
- Company Restructuring
- Total Quality Management
- World Class Manufacturing
- Cost Reduction
- Productivity Enhancement
- Asset Management
- Materials & Inventory Management
- Strategic Planning

#### EXPERIENCE

**TECHTRONICS, INC., Irvine, CA** **1995-Present**  
Leading manufacturer and supplier of printed circuit boards with sales of \$95 million annually.

##### *Director, Manufacturing Operations*

P&L responsibility for a business unit engaged in the manufacture of printed circuit boards. Functional responsibilities include manufacturing, quality, manufacturing engineering, product engineering, materials, and maintenance. In addition to functional responsibilities, position requires strategic planning, leading, and organizing of the operational activities of the unit.

- Increased manufacturing efficiency 20% by implementing a training program which used employee input and involvement.
- Improved yield 28% by restructuring the production operation process.
- Increased unit production 35% through tooling, fixturing, mechanization and automation.
- Implemented team concept by creating functional and cross-functional teams.
- Restructured production environment from high volume/low mix to low volume/high mix.

**CYBER TECH, INC., Huntsville, AL** **1993-1995**  
Contract manufacturer engaged in manufacturing and supplying printed circuit boards to the Original Equipment Manufacturer marketplace. Site sales of \$40 million per year.

**MICHAEL H. SANDSTROM**

Page 2

*Vice President and Plant Manager*

Full P&L responsibility for 325-employee manufacturing facility engaged in printed circuit board and computer assembly. Direct reports included quality, manufacturing, materials, manufacturing engineering, test engineering, programs management, and plant cost accounting. Frequent and strong interface with a large, diverse and complex customer base. Operated in a multiple plant environment. Critical success factors were timely communication, coordination of programs, and support of activities with other manufacturing locations.

- Turned around a three-year negative profitability trend within nine months by restructuring production and eliminating unprofitable customers.
- Reduced overhead and manufacturing variances by 40% through work in process reduction, value analysis of tasks, duties, and responsibilities and staff reduction.
- Implemented continuous flow manufacturing through a rigid scheduling process.

**COMPU-PRO, INC., San Diego, CA**

**1987-1993**

Manufacturer and distributor of modems with annual sales of \$250 million.

*Vice President, Manufacturing*

Responsible for all manufacturing activities including production, quality, mechanical engineering, manufacturing engineering and materials management. Key success factors were insuring competitive product cost, meeting exact quality standards, and maintaining optimum inventory levels.

- Implemented a TQM program which reduced defects per unit from 4 to .05.
- Reduced annual costs of consumable materials by 5% by purchasing direct from OEMS, hiring professional buyers, and upgrading expertise in procurement group.
- Established a Corporate Procurement function for purchasing capital equipment and non-consumables. Resulted in savings of 20+% annually.
- Implemented Surface Mount Technology in the manufacturing operations.
- Met World Class Manufacturing performance standards.

**AMP INCORPORATED, Oxnard, CA**

**1981-1987**

A world leader in the manufacture and supply of electronics with annual sales of \$3 billion.

*Production Manager*

Site manager of \$80 million sales volume facility with 900 employees. Responsible for production, engineering, quality, production control, maintenance and employee relations.

- Implemented Quality Circles.
- Reduced equipment downtime by implementing an area maintenance program.

**EDUCATION**

**M.B.A., Finance**, University of Southern California, 1981

**B.S., Industrial Engineering**, U.C.L.A., 1979

## Operations/Manufacturing

### SUSAN A. BAKER

1214 Blue Ridge Road  
Greenville, NC 21015

Office (615) 374-9564  
Home (615) 374-6012

#### SUMMARY

Accomplished Operations Manager with extensive experience in Manufacturing, Quality Control, Engineering and Maintenance. Progressive leader with strong team-building skills, focused on quality, productivity and results. Capable of improving profit margin through automation, development of human resources, and continuous process improvement programs. Solid budget development and financial management skills.

Hands on/Take Charge

Strong Communication Skills

Innovative/Progressive

#### SELECTED HIGHLIGHTS

- Successful, on time start-up of new plant. Hired and trained employees, implemented and directed all major operations. Increased annual production rates by 15% in second and third year of operation.
- Expanded plant bringing in new equipment and automated processes resulting in \$1.4M annual cost savings.
- Turned around problem relationship with manufacturing, quality and sales, increased market acceptance of product, cut customer complaints in half in two years.
- Reduced plant downtime and product cost by implementing Continuous Process Improvement programs for plant equipment and processes.
- Implemented "Total Productive Maintenance" program reducing required maintenance personnel by 70% and improving employee ownership and productivity.

#### EMPLOYMENT HISTORY

WEXLER MANUFACTURING, INC., Greenville, North Carolina 1994 - Present  
As **Manufacturing Manager** direct two levels of supervision for a manufacturing and maintenance operation of furniture manufacturing company with sales of \$30 million.

- Responsible for the start-up of all plant operations. This was accomplished on schedule and under budget. Turned a projected eighteen month loss into a profit after six months of operations.
- Continuously improved the overall plant productivity. Quality and process losses average typically about 1%. Routinely have groups working together to solve both technical and personnel problems.
- Developed and directed the implementation of production scheduling and reporting procedures. Prepared yearly expense and capital budgets.

**EMPLOYMENT HISTORY (continued)**

Susan A. Baker  
page two

- Involved in the implementation of a totally integrated computer network system for handling MRP, inventory, and the general ledger.
- Responsible for corporate safety and environmental compliance responsibility. Directed response to extensive OSHA inspection resulting in no fines or penalties.
- Directed implementation of computerized maintenance work order, spare parts inventory management, and downtime reporting systems, reducing downtime and increasing productivity.

**CONTAINER CORPORATION OF AMERICA**

1985 - 1994

CCA PLANT, Ashville, North Carolina (1991 - 1994)

As **Quality Control Manager** of container manufacturing and distribution facility with annual sales in excess of \$40 million, directed department of inspectors responsible for quality assurance and product acceptance.

- Lowest complaint settlement costs of all CCA manufacturing plants.
- Worked directly with customers and sales people to develop comprehensive quality action plan which addressed market weakness and recaptured lost business.

CCA TECHNOLOGY CENTER, Chicago, Illinois (1987 - 1991)

As **Development Engineer**, developed and implemented new manufacturing process for 18 Folding Carton manufacturing plants.

- Assisted in the automation of manufacturing operations through equipment selection and system design.
- Completed over a dozen equipment development projects from design through plant installation. Received two United States Patents.

CCA PLANT, Renton, Washington (1985 - 1987)

As **Process Engineer** had sole responsibility for all projects and process engineering functions.

- Construction and start-up of a \$5 million plant expansion.
- Successfully, handled all dealings with Government Environmental agencies.

**EDUCATION**

1985 M.S., Chemical Engineering, University of Washington

1983 B.S., Chemistry, University of Washington

## Operations/Manufacturing

### WARREN R. NEWMAN

1529 Vista Way  
Grand Rapids, MI 33701  
work (813) 335-9117  
home (813) 331-4477

### SUMMARY

Over sixteen years of broad-based manufacturing experience rising to the position of plant manager with a "world class" Fortune 200 company. Previous assignments included managerial positions in engineering, capital planning, purchasing, finance and systems.

### PROFESSIONAL EXPERIENCE

Cummins Engine Company, Specialty Motor Division, Grand Rapids, MI 1995 to Present  
**Plant Manager**

Total operational and financial responsibility for a \$60 million, 750-person, non-union, fractional hp, vertically integrated motor plant producing 4800 motors/day.

- Doubled inventory turnover from 12 to 24 by creating cellular manufacturing, focused factories and set-up reduction.
- Orchestrated the ramp-up of production components for an 80% output increase to a highly successful Mexican assembly facility.
- Directed strategic program to transfer production among four plants to improve profitability and create a market focused operation.
- Increased pump motor sales 20% through improvements in cost, quality and customer service.
- Improved productivity 7% through improvements in fabrication and flow.
- Developed plans for ISO 9000 implementation.
- Implemented \$2.5 to \$3 million in cost improvements annually.
- Guided the creation of empowered hourly/salary teams to improve product quality in a TQM environment.

Goulds Pumps, Inc., Syracuse, NY 1993 to 1995  
**Plant Manager**

A \$70 million annual sales operation with 475 employees involved in machining and assembly associated with the manufacture of pump systems.

- Achieved record quarterly production 15% over previous record.
- Improved production control and MRP systems.
- Installed new production methods cutting cost 20%.
- Reorganized staff improving teamwork and plant performance.
- Reduced inventories 15% in less than eight months.
- Transformed quality mind set from detection to prevention.
- Developed comprehensive strategic plan for new owners.

Packaging Machinery Corporation, Columbus, OH 1980 to 1993  
**Manager Manufacturing Engineering** (1991 - 1993)

Responsible for \$8 million budget and activities of 150 people for \$800 million producer of packaging machinery.

WARREN R. NEWMAN page 2

- Developed master plans reorganizing multiple facilities.
- Launched new product introduction, on time and 30% under budget.
- Coordinated activities of seven JIT hourly/salary teams.
- Identified and implemented set-up reductions of 10-80%.
- Installed eight manufacturing cells reducing space by 30%.
- Initiated comprehensive preventative maintenance system.

### **Information Systems Manager (1989 - 1991)**

Headed seven-person department responsible for development, operations and maintenance of information systems in an IBM-4341 DOS/VS environment.

- Implemented a shop order system saving \$1.1 million.
- Headed development of long range master systems plan.
- Developed programs to highlight and analyze inventory problems.
- Conducted division-wide information systems training sessions.
- Led systems efforts to consolidate multi-plant purchasing functions.

### **Manager of Purchasing (1987 - 1989)**

Managed 11-person purchasing department responsible for all scheduling and procurement of \$150 million of production, sub-contract and support materials for a fabrication/assembly operation.

- Consistently achieved over \$1 million in favorable price variances.
- Reduced inventory 20% through JIT purchasing and consignment.
- Negotiated multi-year contracts realizing 5-50% cost reductions.
- Implemented automated purchase order system tied to plant MRP.
- Assumed Materials Manager's responsibilities for nine month period.

### **Manager of Financial Planning and Analysis (1985 - 1987)**

Supervised four individuals in the planning, analysis and forecasting of a \$400 million division operating as an independent profit center.

- Developed annual and five year plans with senior management.
- Prepared monthly forecasts for division P&L and cash flow.
- Assumed Controller's responsibility for four month period.

**Project Manager** (1983 - 1985)  
**Manufacturing Engineer** (1980 - 1983)

## **EDUCATION**

B.S. Electrical Engineering (with Honors), 1980  
Bucknell University, Lewisburg, PA  
Elected to Tau Beta Pi

## **ORGANIZATION SERVICE**

Member, Institute of Electrical Engineers

## Operations/Manufacturing

### GEORGIA A. ANDERSON

92 Greenview Circle  
Richmond, VA 86032

(816) 794-0782

#### OBJECTIVE

A challenging position which provides the opportunity for utilization of my manufacturing, financial and managerial skills.

#### SUMMARY OF QUALIFICATIONS

- Demonstrated ability to effectively manage start-up/turnaround situations
- Consistent record of achieving and surpassing desired results and creating new methods and procedures
- Proven record of people development

#### CAREER HISTORY AND SELECTED ACCOMPLISHMENTS

##### **MAXWELL PACKAGING, INC., Richmond, VA (1995-Present)**

###### Operations Manager

Responsible for the management of three manufacturing facilities and a warehouse/distribution center totaling 480,000 square feet and 850 employees involved in the manufacturing, packaging and distribution of flexible packaging in a multi-shift environment. Annual sales of \$50 million, with direct expense budget responsibility of \$10 million and capital budget averaging \$1 million.

- Instituted standards and methods resulting in an increase in production efficiency of 17%.
- Installed a safety pro-ram that reduced lost work days by 78% with corresponding effect on workers compensation insurance rates.
- Created annual and preventive maintenance programs for both manufacturing equipment and facilities which resulted in greatly reduced downtime saving \$175,000 per year.
- Improved inventory controls and reduced physical inventory to book variance by \$117,000, or to .003%.
- Revamped quality inspection program resulting in significant reduction in rework expense.
- Started cost improvement program with savings of \$121,000.
- Prepared new product costing estimates.

##### **UNIVERSAL INVESTMENT CORPORATION, Ashville, NC (1991-1995)**

###### Senior Vice President and Chief Financial Officer

###### President - U.I. Securities, Inc. (Subsidiary)

###### President - Southland Packaging, Inc. (Subsidiary)

Responsibilities included structuring, obtaining and negotiating project financing, corporate finance, coordinating and supervising direct participation program securities sales, cash management, budget preparation, regulatory compliance, asset management, acquisition and divestitures and overall management of flexible packaging company.

- Instituted cash management and investment programs.
- Structured \$40 million in project financing in the health care, airport, housing and public/private sectors.
- Restructured \$15 million in debt in response to the Tax Reform Act of 1991.
- Broadened relationships with investment bankers, lenders and broker/dealers.
- Reorganized plant management and practices to cause return to profitability.

##### **BIRMINGHAM NATIONAL BANK, Birmingham, AL (1987-1991)**

###### Vice President and Manager - Financial Institutions Division

Responsible for the overall management of the division which served the Bank's relationship with firms in the financial industries with a loan portfolio of \$100 million, deposits of \$50 million and fee income to \$4.1 million. Voting member of Regional Loan Committee and member of Strategic Planning Task Force.

- Refocused Division to a corporate finance/investment banking direction.
- Developed and instituted comprehensive marketing plan.



**GEORGIA A. ANDERSON**

**Page 2**

- Established both near and long-term goals and objectives and restaffed the Division to provide the requisite base of experience.
- Created syndication/networking capabilities.
- Provided product capability to all bank customers in structured/specialized credits.
- Directed policy creation on off-balance sheet credit products, funds management exposure, and specialized credit products.
- Improved bottom line profitability \$900,000.

**JORDAN MANUFACTURING COMPANY, Atlanta, GA (1983-1987)**

Director of Operations - Jordan Finance Company (1985-1987)

Responsible for the formation of the captive finance subsidiary, all finance programs, documentation, credit and collection procedures.

- Defined the initial scope of business and developed initial organizational structure and inter-company agreements.
- Created new finance and lease programs, implemented marketing support systems and instituted policies and procedures for proper management control.
- Successfully resolved several preexisting accounts saving the company over \$1 million in bad debt exposures.
- Provided focused financing support of product sales.

Manager - International Credit and Finance (1983-1985)

Responsibilities included making credit decisions on all export shipments from Jordan-U.S. locations, arranging export financing for customer purchases from all Jordan worldwide locations, working closely with the Assistant Treasurer in the area of bank relationships, foreign subsidiary financing, capitalization requirements and cash management.

- Created in-house distributor and end user finance programs.
- Developed outside sources of financing.
- Negotiated attractive import financing from the German Government resulting in a \$1.5 million savings.
- Effected refinancing of foreign subsidiary debt at significantly lower rates.
- Participated in a major foreign divestiture.
- Traveled to and transacted business throughout Europe, Middle East and Central and South America.

**AUGUSTA NATIONAL BANK, Augusta, GA (1979-1983)**

Cash Management Representative (1982-1983)

Responsibilities included designing collection and disbursement systems for major customers of the Bank.

Administrative Assistant - Commercial Division (1981)

Credit Analyst (1980-1981)

Management Training Program (1979)

**EDUCATION**

**UNIVERSITY OF NORTH CAROLINA**

M.B.A., Finance (1979)

B.S., Accounting (1977)

**SECURITIES LICENSES**

General Securities Representative (Series 7)

Uniform State Securities Registration (Series 63)

General Securities Principal (Series 24)

## Operations/Manufacturing

### **MICHAEL S. LAWTON**

12 Baylor Drive  
Arlington, Texas 90135  
(205) 667-2103 (Res.)  
(205) 937-4120 (Bus.)

**OBJECTIVE:** A management position in production/operations with a company that will utilize my experience and skills to meet business objectives and support my commitment to customer service, employee development and continuous improvement.

**SUMMARY:** Experienced, results-oriented manager with progressive and increasing responsibility in Production Management, Operations, Quality Control and Human Resources.

#### **EXPERIENCE:**

##### **JOHNSON & JOHNSON, New Brunswick, NJ**

A \$12.4 billion pharmaceutical, health care and consumer products company.

##### **Production Manager, Dallas, TX**

**1995 - Present**

Reporting to the Director of Operations, directing five Department Managers and 290 employees in all aspects of manufacturing and packaging for divisional sales of approximately \$300 million.

- Managed site's profit improvement program which resulted in yearly savings of over \$1 million for six consecutive years.
- Implemented the establishment of production line teams that resulted in numerous operational improvements including the elimination of line Group Leaders with associated savings of \$250,000.
- Successfully coordinated the validation and production start-up of approximately 25 products transferred to Dallas from a sister plant that was closed.
- Worked closely with R&D and Marketing to successfully launch a major new product line with estimated annual sales of \$40 million.
- Implemented single minute exchange of dies (SMED) program which reduced line equipment changeover time by as much as 60%. This resulted in increased available capacity eliminating the need for capital expenditures.
- Assisted with the education/implementation of Safety Training Observation Program (STOP) at Dallas for supervision.
- Developed and implemented a right-first-time program for Production. This quality improvement effort (quality at the source) reduced inventory and improved customer service levels.

**Production Manager, Fort Washington, PA**

**1993 to 1995**

Reporting to the Plant Manager, directing two Department Managers and approximately 100 employees in all aspects of manufacturing and packaging for divisional sales of approximately \$60 million.

- Coordinated the installation of a fully computerized integrated powder manufacturing system resulting in annual savings of approximately \$220,000.
- Managed cost reduction program which generated annual savings of approximately \$300,000.
- Implemented monthly operation meetings to enhance employee-employer relations, improve communications and provide for employee feedback and ideas.

**Employee Relations Manager, Dallas, TX**

**1991 to 1993**

Reporting to the Plant Manager, this position was responsible for all human resource issues and policies for the Dallas facility of approximately 500 employees.

- Developed and maintained programs to prevent third party intervention in the management of the operations.
- Developed and implemented a participative problem solving program which resulted in the formation of nine operating teams whose mission was to both identify and solve daily production problems in their respective departments. On average, this program had annualized savings of \$20,000 and promoted employee involvement.
- Streamlined compensation program to provide for better equity between job levels.

Other positions and promotions leading to management responsibilities:

**Supervisor of Aerosol Filling**

**Quality Control Manager**

**Assistant Supervisor, Aerosol Filling**

**EDUCATION:**

Texas A&M University - BA in Biology, Minor in Chemistry, 1985

## Operations/Manufacturing

**RODNEY S. DeLONG**  
1425 Darion Circle  
Portland, OR 31592

(206) 357-9321 Office  
(206) 425-1362 Home

### OBJECTIVE

Operations/Manufacturing Management leading to Business Management

### QUALIFICATIONS

A proven leader with a record of successes in industrial manufacturing. Direct management of manufacturing facilities in the chemical and food industries. Successfully introduced high performance work systems concepts within the manufacturing function of the business. In current role, plan and manage a four plant operation spanning the continent with total annual sales of \$190 million employing 530 people: \$35 million new plant start-up, repositioning of an aging technology through the transfer of European technology, and turnaround of the company's only unionized facility. A proven motivator and developer of people.

### PROFESSIONAL EXPERIENCE

**WALTON CHEMICAL COMPANY**  
Portland, Oregon

**1990 to Present:**

Director of Manufacturing, Specialty Chemicals

(1996 - Present)

Manage the manufacturing operation of the largest business in the company. Key thrust for the business is to maintain low cost position in the industry through continuous upgrade of technology and introduction of team-based work systems. Three primary accountabilities in this role are optimizing the performance of the producing sites, creating an integrated manufacturing strategy that improves the relative competitive position of the business, and coordinating the transfer of technologies and systems among the plant operations in North America and Europe.

#### Accomplishments and Results

- \* Developed a cohesive strategy and operational plans for four manufacturing facilities, resulting in a 100% profit gain in two years.
- \* In a facility operating at a loss, exceeded ROA targets in two years, reduced waste by 40%, increased saleable output by 35%, reduced personnel by 40%, and significantly improved profitability.
- \* Implemented an innovative management and labor relations strategy in a key facility that initiated a collaborative rather than adversarial relationship and reduced grievances by more than 90%. Production was increased by 25% in one year; value added cost reduced by 30%.
- \* Served as key member on the Business Leadership Team with Walton North America, developing vision, mission, objectives, and strategy. Served as the key resource in creating both company and business direction.

Resume of: Rodney S. DeLong - Continued

Page Two

- \* Served as the company champion for the Total Quality Management planning and implementation process. Within the first year the structure, plans, and resources were in place to create the change necessary to reach the stated objectives. This initiative included the implementation of ISO 9002 and Total Productive Maintenance at each manufacturing site.
- \* Created and led a Global Manufacturing Network for the purpose of information sharing, technology transfer, and identifying common initiatives to manage for the global business.
- \* Co-managed the development of \$60 million capital improvement program, with a particular emphasis on facility relocation, capacity expansion, and corporate campus planning.

Manager of Site Operations - Seattle Plant (1995 - 1996)  
Plant Manager - Seattle Plant (1992 - 1995)  
Plant Manager - Portland Plant (1990 - 1992)

**THE FRITO LAY COMPANY**  
Allen Park, Michigan

**1986 to 1990**

Assistant Manager (1988 - 1990)  
Plant Engineer (1987 - 1988)  
Plant Industrial Engineer (1986 - 1987)

**EDUCATION**

UNIVERSITY OF CHICAGO - M.B.A., General Management & Finance Major (1986)

OREGON STATE UNIVERSITY - B.S., Mechanical Engineering (1984)

## Operations/Manufacturing

**KENT W. GIVENS**  
15 Golden Road  
Long Beach, CA 21755  
(414) 496-8500

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**PROFILE:** Excellent background in Distribution/Transportation Operations and Engineering, with recent experience in the Manufacturing environment.

**EXPERIENCE:**

**1989 - Present**      **EVON COSMETICS, INC.**      LOS ANGELES, CA

(1997 - Present)      *DIRECTOR, MANUFACTURING OPERATIONS*  
Responsible for all operational aspects of this formerly subcontracted \$6 million thermoforming discipline with documented in-house savings exceeding \$600,000 annually. Developed and monitored long and short-term critical path production schedules for over 125 major marketing programs. Responsibilities also included attainment of hourly labor performance against budgeted standards as well as the direct control of all Thermoforming Department financial expenditures.

*Major Accomplishments:*

- Increased labor productivity by 15%.
- Effected a positive component usage variance in excess of \$100M against budget.
- Increased safety performance by 37%.

(1995 - 1997)      *ASSISTANT DIRECTOR, RAW MATERIALS MANAGEMENT*  
With an annual budget of nearly \$8 million, was responsible for the physical movement of all inbound manufacturing components and raw materials to our Los Angeles, Huntington Beach and San Diego sites. This included both domestic and international suppliers.

*Major Accomplishments:*

- Conducted the first ever rate negotiation sessions for Freight In operations, which resulted in a 20% reduction in expenditures as a percent to Cost of Goods.
- Established vendor LTL consolidation programs for each of the three Evon sites which resulted in substantial cost savings with no adverse effects upon service.

(1995)      *ASSISTANT DIRECTOR, EVON COLOGNE GROUP*  
Was instrumental in the start-up of this uniquely new \$200 million operation established in San Diego, CA.

*Major Accomplishments:*

- Designed the physical layout of the shipping dock, hired and trained the clerical and hourly staff, and directly supervised the day-to-day shipping and transportation operations during its infancy stages.
- Wrote all procedural manuals related to our functional disciplines.
- Developed tonnage and service statistical reports enabling efficient administrative controls and analysis of operational performance.

(1994)

*ASSISTANT DIRECTOR, DISTRIBUTION*

With yearly expenditures exceeding \$9 million, was responsible for all aspects of transportation of finished goods to retail customers and between company facilities, both via common carrier and the Evon corporate fleet.

*Major Accomplishments.,*

- Through motor carrier rate negotiations, LTL and small shipment consolidations, as well as improved shipping dock labor methods, effected annual cost reductions of \$1.8 million.

(1989 - 1994)

*MANAGER, DISTRIBUTION ENGINEERING*

Prepared, in detail, the annual divisional \$7 million plus labor budget. Provided cost versus savings analyses on all operations improvement projects and determined the associated facility capacity and manpower requirements. Planned and developed proposals for capital expenditures related to facilities upgrade and new equipment purchases amounting to approximately \$2 million annually.

*Major Accomplishments:*

- Developed and implemented work performance standards within the Evon Distribution Division, which resulted in yearly \$750,000 labor cost savings.
- Provided long-term cost savings to justify a \$4 million Distribution automation project.

**1986 - 1989**

**A. T. KEARNEY, INC.**

**NEW YORK, NY**

*ASSOCIATE*

Representing one of the largest management consulting firms in the world, duties included extensive travel to client locations performing audits and detailed studies of transportation and distribution operations. Responsible for data gathering, analysis, recommendations development, and final written report preparation.

**EDUCATION:**

**RUTGERS UNIVERSITY, New Brunswick, New Jersey**

- M.B.A., 1986
- B.A. Degree, Business Administration, 1984

## Operations/Manufacturing

**DARRELL L. MARSHALL**  
133 Howard Court  
Clearview, IL 34521  
(615) 564-9372

**OBJECTIVE:** To obtain a challenging senior-level manufacturing position.

**EXPERIENCE:**

**1986 - Present**      **AVON PRODUCTS COMPANY**      CHICAGO, IL

**1994 - Present**      *SENIOR PRODUCTION MANAGER, CONTAINER DECORATING DIVISION*  
Responsible for total profit/loss, scheduling, purchasing of all production and maintenance supplies, maintenance, acceptable quality of finished components, job completion, safety, GMPs, and utilization of labor.

Major Accomplishments:

- Reversed a divisional loss of \$750,000 in 1994 to a profit of \$1.2 million in 1996.
- Designed and implemented a scrap program that provided an annual savings of \$500,000 and brought job completion to 100%.
- Developed and set up cost savings program which realized annual cost savings of \$250,000.

**1993 - 1994**      *PRODUCTION MANAGER, PROMOTIONAL DIVISION*  
Responsible for on-time production of finished work, efficient utilization of labor, acceptable quality of final product, job completion, safety, GMP compliance, and receiving and stores.

Major Accomplishments:

- Designed and implemented \$.5 million in cost savings programs.
- Produced all promotions on time, despite being handicapped by late component deliveries and moving our operation twice.
- Had positive labor variance of approximately 20,000 hours.

**1990 - 1993**      *SENIOR PRODUCTION SUPERVISOR, PROMOTIONAL DIVISION*  
Responsible for efficient utilization of labor, setting up and clearing of production lines, acceptability of finished products, safety, GMPs, and receiving and stores.

Major Accomplishments:

- Despite a 50% increase in volume, late component deliveries, and a large, new work force, produced all promotions on time and achieved a positive variance of 10,000 hours.

**1986 - 1990**      *PRODUCTION SUPERVISOR, PROMOTIONAL DIVISION*  
Responsible for running production lines, efficient utilization of labor, acceptability of finished product, and safety.

**1980 - 1986**      **MAXWELL PAPER COMPANY**      HOWELL, IL

**1986**      *PRODUCTION AND INVENTORY CONTROL COORDINATOR*

**1985 - 1986**      *BRANCH MANAGER*

**1985**      *MANUFACTURING SUPERVISOR*

**1983 - 1985**      *PRODUCTION FOREMAN*

**1980 - 1983**      *MACHINE TENDER*

**EDUCATION:**      UNIVERSITY OF CHICAGO, BS - Business Management, 1980



## RICHARD M. MARTIN

14 Pickering Way  
Cleveland Heights, OH 25421

Home: (306) 871-4120

Office: (306) 544-9001

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### OPERATIONS EXECUTIVE

Proven operations executive with successful results in the management of all functions in manufacturing and plant operations, including P&L responsibility. Particular strengths in cost control, systems, business strategic planning, problem-solving and introduction of new technologies and changes for operational improvement. Resourceful leader with excellent communication and interpersonal skills.

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#### **POWER TECHNOLOGIES, INC. - Cleveland, OH**

1995 - present

This company designs and manufactures steam turbines and pumps for the industrial and petrochemical markets. The company required significant upgrades of productivity, equipment and processes to improve its competitive position in the marketplace.

#### **Manager - Manufacturing Operations**

Responsible for machining, assembly, test, purchasing, material control, manufacturing engineering, plant engineering and environmental compliance for a \$150 million plus sales plant. Managed an organization of 425 individuals, 375 of which were union production and maintenance employees. Responsible for a \$42 million expense budget.

- Achieved the highest sales in over ten years and reduced backlogs by 30% through organizational restructuring and attention to details,
- Reduced inventories \$3 million by setting objectives and measuring against the objectives.
- Improved productivity 8% and reduced costs 10% by implementing multidiscipline task forces to address inefficiencies.
- Put in place a joint procurement program with international divisions, which reduced material costs by \$2.4 million annually.
- Implemented state-of-the-art computer numerical control five-axis machining and robotic welding, resulting in product quality improvements.
- Converted an adversarial labor relationship to one of mutual trust through participative management.

#### **WARNER PUMP COMPANY - Huron, OH**

1984 - 1995

#### **Manager - Manufacturing Operations - Sandusky, OH (1991 - 1995)**

This plant manufactures custom pump systems for the industrial and defense markets. Mature facility that required major upgrades of productivity, systems, equipment and processes to assure survival in a very competitive marketplace. Responsible for machining, assembly, test, materials, production control, quality assurance, manufacturing engineering and maintenance for a \$70 million sales plant with a \$21 million expense budget. Managed an organization of 320 individuals, 270 were union production, maintenance and clerical employees. Promoted from Production Manager to Manager - Manufacturing Operations.

- Reduced cycle times by 20% by implementing eight manufacturing cells.
- Improved costs and reduced budgets 10% through instituting cost control and accountability.

## Operations/Manufacturing

**RICHARD M. MARTIN**

### **Manager - Manufacturing Operations (Continued)**

- Improved productivity 20% by methods improvements, control of direct labor and attention to quality.
- Reduced vendor base 30% and set up fifteen alliances with key suppliers. This resulted in significant lead time reductions and improvements in vendor quality.
- Improved on-time shipment 28% by implementing a disciplined production system.
- Reduced inventories over 45% through attention to control and reduction of cycle times.
- Negotiated three labor contracts that achieved greater flexibility of workforce utilization.

### **Plant Manager - Toledo, OH (1989 - 1991)**

This plant manufactured and overhauled specialty pumps for the industrial, petrochemical and utility markets. Profit and loss responsibility for die plant. Responsible for marketing, engineering, manufacturing, finance and human resources functions.

- Strengthened the marketing and engineering functions by recruiting highly qualified personnel.
- Improved productivity 10% by implementing an operator involvement program.
- Improved income 26% by cost reduction and cycle time improvement.
- Reduced inventories 36% through attention to control and reduction of cycle times.
- Improved on-time shipments from 60% to 98% with the implementation of new PC-based production systems.
- Achieved an orderly close down of the facility and transferred products to other plants.

### **Manager - Technical Services (1984 - 1989)**

Implemented an integrated facility and equipment plan involving six plants, reduced quality costs by 50% on four product lines and transferred product lines between plants.

### **GENERAL ELECTRIC COMPANY - Fairfield, CT**

1974 - 1984

Selected for the General Electric Manufacturing Management Program, which involved rotating six month assignments as Production Control Specialist, Buyer, Q. C. Process Specialist, Value Engineer and Foreman. After program graduation, held a series of increasing responsible positions at various plant locations as Manufacturing Engineer, Manager - Production Control, Manager - Advanced Manufacturing and Process Engineering, Manager Manufacturing Engineering and Manager - Mechanical Design Engineering.

### **EDUCATION**

B. S., Electrical Engineering - 1974  
Michigan Technological University  
Houghton, Michigan

### **OTHER ACTIVITIES**

General Electric Manufacturing Management Program Graduate

# Operations/Manufacturing

## JAMES H. FARWELL

309 Peabody Lane  
Columbia, MD 16412

Home: 401-766-9059  
Office: 401-885-1400

### SUMMARY OF EXPERIENCE

Considerable experience in a manufacturing/operational environment, servicing the consumer hardware, industrial and sporting goods industries. Personally responsible for domestic and off-shore manufacturing facilities and processes ranging from \$70 million to \$200 million. Achieved significant accomplishments within extremely competitive markets via the use of strong leadership skills, creative problem solving methods, new product development and enhanced employee capabilities through self-directed work teams.

### PROFESSIONAL EXPERIENCE

#### **DIRECTOR OF CHAIN OPERATIONS**

1991 - 1999

##### ***Troy-Bilt Tools, Baltimore, MD***

Troy-Bilt is a manufacturer of welded and weldless chain and chain accessories servicing the consumer hardware, industrial, automotive, marine and forestry markets.

- Total responsibility for P&L of this \$185,000,000 company which includes four manufacturing facilities, eight distribution centers and 1200 employees.
- Initiated and implemented the following major projects: ISO 9000, OPC/SPC, Bar coded shop floor control system, vendor certification program and the introduction of self-directed work teams.
- Personally responsible for the development of off-shore manufacturing relations offering extreme flexibility in the manufacturing of labor intensive products.
- Established a unique consignment program for the procurement of all major raw materials.
- Relocated a 200,000 sq. ft. southeastern chain facility into the Baltimore plant within a nine month time period with no disruption in production of service.
- Realized internal cost reduction programs yielding in excess of \$1,000,000 annually for the past six years.
- Responsible for a 40% reduction of inventories and 35% reduction of salaried staff within my employment history at Troy-Bilt while reducing period costs from 18 + % to 9.1%.
- Received two patents for new product.
- Was responsible for new three-tier, two-level wage structure and "management by council" concept to support empowered team philosophy.

#### **VICE PRESIDENT, OPERATIONS**

1987 - 1991

##### ***Troy-Bilt/Hanover Chain, Richmond, VA***

Hanover Chain was a manufacture of fastner hardware for the industrial, consumer hardware and saddlery markets, acquired by Troy-Bilt.

- Manufacturing and marketing responsibilities for this \$7,000,000 per year organization.
- Responsible for the design and manufacture of complete new zinc die cast snip and pulley line.
- Responsible for the establishment of Far East manufacturers for labor intensive processes.

## Operations/Manufacturing

**JAMES H. FARWELL**

**Page Two**

- Strongly positioned family-owned company for acquisition by larger corporation via:
  - Leader in marketplace
  - Low inventories
  - Efficient manufacturing processes
  - Good profitability
  - Sound manufacturing facility and staff

**VICE PRESIDENT, MANUFACTURING**  
*OmniPower Pump, Inc., Richmond, VA*

1984 - 1987

- Responsible for manufacturing facility and new product design for this producer of residential and commercial pumps.
- Responsible for an award-winning submersible pump utilizing a zinc die cast design which eliminated 70% of required machine operations.
- Introduction of in-line manufacturing concept reducing product costs by 20+ %.

**DIRECTOR OF MANUFACTURING**  
*Coleman Arms Corporation, Reston, VA*

1980 - 1984

Manufacturer of Pellet and BB Guns. Hired as a product designer and promoted three times to Director of Manufacturing.

- Directly responsible for the design and development of new products which ultimately grew the company from \$1 million to \$16 million.
- Received four patents for new product designs all of which were mass produced and sold to the sporting goods industry.
- Wrote and implemented a Total Quality Control procedures manual.
- Implemented a computerized materials planning system for all phases of manufacturing and procurement.
- Was instrumental in the planning and construction phases of new 100,000 sq. ft. manufacturing facility.
- Was responsible for the design and implementation of an in-line process for the fabrication of CO<sub>2</sub> powered products.
- Ultimately responsible for the total manufacturing facilities and processes which included three plants and 230 employees.
  - Decreased inventories by 30%
  - Decreased period costs by 25%
  - Increased EBT to a level of 28%

### EDUCATION

**VIRGINIA POLYTECHNICAL INSTITUTE**, Bachelor of Science, Mechanical Engineering, 1980

### SPECIALIZED TRAINING

**TROY-BILT INDUSTRIES**, Finance for Non-Financial Managers, 1988  
**DIMENSIONS INTERNATIONAL**, Strategies for Employee Empowerment, 1993

## Operations/Manufacturing

**CLIFFORD H. ROONEY**  
**34 CAPTAIN'S ROW**  
**FREEPORT, NJ 07728**  
**(609) 499-6443**

**OBJECTIVE:** Production Supervisor position within a growing organization.

**SUMMARY:** People-oriented supervisor who believes the ability to change and adapt to new technology is necessary in today's competitive marketplace. I am confident that my knowledge, ability and adaptability will be an asset to any organization.

**EXPERIENCE:**

**1975 - 1998**      **LOREAL INC.**      WINSTON, NJ

1992 - 1998      **PRODUCTION SUPERVISOR**

Supervised 80-100 employees in a high-speed filling, packaging and production process. Responsible for running eight different units, as well as training new supervisors and machinists.

*Major Accomplishments:*

- Instituted a response team of operators and mechanics who responded to line-stoppages, decreasing downtime between repairs by more than 20%.
- Instituted preventive maintenance program that decreased stoppages by 30% over a two year period.
- Responded to OSHA safety requirements with 92% efficiency for the production floor.

1990 - 1992      **QUALITY CONTROL SUPERVISOR**

Responsibilities included insuring that the final product at the packaging plant met the assigned specifications. Inspected all aspects of the high-speed packaging process, including line speeds, video jets, coders, cappers, box assemblers, pressure fillers, shrink wrappers and labelers. Promoted to the position of Production Supervisor.

*Major Accomplishments:*

- Instituted a program using electrical weight checking to insure proper fill height specifications within the aerosol filling units.
- Although this position was offered to me on a temporary basis while I was a union employee, my accomplishments warranted an opportunity to advance to Production Supervisor.

1981 - 1990      **GRADE A MACHINIST**

Responsible for line changeovers, which included the adjustments and changes of machine parts for valves, actuators, MRM fillers, Goldberger labelers, crimpers and automatic ferrel coders. Responsibilities also included 85% up-time on all running, filling and packaging machinery on the production floor.

*Major Accomplishments:*

- Instituted training program for new machinists within the company, using procedure guidelines developed by area directors under the advice of department personnel.
- Directed the use of safety gear on all filling lines within hazardous areas: protective glasses, robes and gloves. This reduced lost time accidents by 35% in one year.
- Trained area personnel on the use of hazardous propane and butane gasses used as a propellant in the filling of colognes and perfumes.

**EDUCATION:**      **BRECKENRIDGE SR. HIGH SCHOOL**, Breckenridge, New Jersey; Graduated 1981

## Operations/Manufacturing

### **JERRY L. MADISON**

841 Lumber Lane  
Kings Cove, ME 87955  
(410) 377-6438 Home  
(410) 495-1700 Office

#### **OBJECTIVE:**

Senior operations management position at a major operating facility for a growing pulp and paper or related company, where broad management skills in operations can be fully utilized.

#### **EXPERIENCE:**

1998            **AMERICAN PULP & PAPER CORPORATION**

to

Present

#### **Director, Pulping Operations - Portland Mill**

Report to Vice President & Resident Manager of this 1,200 TPD bleached kraft pulp mill. Direct staff of six department managers, 36 professionals and 157 hourly personnel (\$240 million operating budget). Functional responsibility for pulp manufacturing, utilities and environmental protection.

#### **Key Accomplishments:**

- Directed successful start-up of \$200 million power and recovery capital project with less than 24 hours lost mill production (American's largest capital project ever).
- Increased pulp production by 155 TPD in single year through improved utilization of existing capacity.
- Reduced pulp manufacturing costs by over \$24 per ton (8%) with resultant annual savings of \$12.7 million.
- Directed start-up of state-of-the-art lime mud dryer and kiln (first of its kind in North America).
- Achieved \$5 million additional annual cost savings in steam generation through optimization of fuel mix.
- Reorganized pulp and utilities department for better focus on multiple priorities.

1995

to

1998

#### **KRANSTON MANUFACTURING**

#### **Manager, Pulp Manufacturing - Kelsey, ME Mill**

Reported to Production Manager, Pulp, Power & Wood of this 550 TPD bleached kraft pulp mill. Managed staff of eight supervisors and 75 hourly employees (\$73 million operating budget). Functional responsibility for all pulp manufacturing.

Key Accomplishments:

- Key member of team responsible for planning, process design and equipment selection for \$275 million pulp mill modernization and expansion project.
- Increased existing pulp mill production by 27 TPD, despite planned mill obsolescence.
- Achieved \$1.8 million annual cost savings in pulp manufacturing costs.

1983  
to  
1995

**PORT CHARLOTTE PAPER COMPANY**

**Assistant Technical Director - Port Charlotte Kraft Mill** (1993 - 1995)  
Reported to Technical Director of this 1,500 TPD brown and bleached kraft pulp and paper mill. Managed staff of eight technical professionals and 20 nonexempt support personnel with functional responsibility for process engineering, pulp and paper quality control, testing laboratory and environmental compliance.

Key Accomplishments:

- Developed mill-wide process database and information system.
- Key member of bleach plant implementation core group (\$50 million bleach plant capital project).

<b><u>Pulping Area Supervisor</u></b>	(1992 - 1993)
<b><u>Technical Assistant to Paper Mill Superintendent</u></b>	(1991 - 1992)
<b><u>Pulp Mill Tour Supervisor</u></b>	(1988 - 1991)
<b><u>Technical Assistant to Pulp Mill Superintendent</u></b>	(1986 - 1988)
<b><u>Process Engineering Assistant</u></b>	(1983 - 1986)

**EDUCATION:**

M.B.A., University of Maine, 1995  
GPA: 3.4/4.0  
B.S., Pulp & Paper Science, Washington State University, 1983  
GPA: 3.2/4.0

**MILITARY:**

United States Navy, 1974 - 1980  
Petty Officer, 2nd Class  
Interior Communications Technician  
Honorable Discharge - September, 1980

## Operations/Manufacturing

### **BARTON R. JOHNSON**

543 Stoneybrooke Lane  
Atlanta, GA 50079  
404-529-9329

#### **CAREER SUMMARY**

Experienced general manager with significant P&L operations responsibility. Demonstrated ability in building and managing teams which improve profit performance, generating results in all facets of the operation. Contribute equally well in growth and turnaround environments, domestically and internationally.

#### **BUSINESS EXPERIENCE**

**JOHNSON SCIENCE INC.** A Wilson Laboratories Subsidiary  
**Vice President Operations**

**1996 to Present**

Responsible for operational profitability, plant management and engineering in five plants throughout North America for this \$32 million contract analytical chemistry subsidiary. Direct environmental efforts, customer service and support and material handling. Manage an \$18 million operating budget.

- Co-developed a critical joint venture company with another contract laboratory, generating \$4 million in sales annually from a key \$150 million customer.
- Negotiated the acquisition of a competitor whose combined sales will nearly double the East Coast business and position the organization for greater market penetration.
- Successfully directed the design and construction of a leading-edge, 75,000 square foot, \$5 million custom analytical laboratory facility, on time and within budget. Additional profits from incremental sales and elimination of shipping costs will exceed \$475,000 annually.

**AMERICAN LABORATORIES, INC.**  
**Vice President/General Manager**

**1992 to 1996**

Total P&L general management responsibility for two distinct businesses generating sales of \$20 million annually. Directed sales and marketing, manufacturing, R&D, finance, procurement, and manufacturing representative organizations.

- Turned around the business and reduced scrap an average of 25% for three major customers by developing and launching a sophisticated scanning device for Amatron, an \$8 million division manufacturing printing industry control devices.
- Increased national account revenues \$1.5 million annually for Microdyne, a custom sterilization division. Effectively accelerated the construction of a mega sterilization chamber, 25% larger than industry standard.
- Accelerated the availability of \$950,000 in revenue generation by successfully bringing a plant (60,000 square feet) on-line early while managing all operations of three other sterilization facilities.

**BANISTER, INC.**  
**Vice President Operations**

**1990 to 1992**

Managed the profitability and provided the strategic general management direction to worldwide production, corporate manufacturing engineering, distribution, purchasing, and business planning. Directed four manufacturing plants in the United States and Ireland with a worldwide staff of 100. Developed and managed the performance of \$65 million operating budget and \$10 million capital budget.



- Protected a \$50 million product line and saved \$1 million annually through innovative sourcing, negotiation of vendor contracts, and contingency plans.
- Saved \$500,000 in material costs annually by managing the launch of MRP II, including executive education, consultant selection, and company-wide implementation strategy.
- Eliminated \$800,000 annually in material spoilage by upgrading operational performance through "best demonstrated manufacturing practices" and comprehensive training.
- Averted increased operating costs of at least \$500,000 in key pilot plant with 90 employees by successfully turning aside an aggressive union organizing campaign.

**DEXTER, INC.**

**1980 to 1990**

**Vice President Manufacturing**                      1984 - 1990  
**Director of Manufacturing**                      1980 - 1984

Directed production activity, domestically and internationally, in seven plants in the United States, Puerto Rico, Dominican Republic and Singapore. Managed manufacturing, materials management, engineering, human resources, finance, and distribution. Developed and managed a budget of \$300 million and directed 5,000 employees.

- Contributed \$15 million in added profits annually by reducing standard costs 5% for five consecutive years. Gains were achieved through manufacturing efficiencies and off-shore sourcing of materials and production of finished goods.
- Eliminated \$3 million in operational costs by strategizing and closing a major Kansas manufacturing facility which improved system-wide plant utilization and product closing.
- Provided the strategic manufacturing and business direction for the successful start-up launch, and ongoing operation of highly profitable production plants in Singapore the Dominican Republic, and a key joint venture in Shanghai, China. Shipped 200 million units annually within five years.

**PREVIOUS BUSINESS EXPERIENCE**

As **Director of Manufacturing Engineering** at Victor, Inc. (1975 - 1980), was responsible for operational planning and analysis, engineering process controls, contract packaging, vendor negotiations and production. Installed inventory investment controls for seven divisions, reducing on-hand inventories \$70 million while optimizing manufacturing coverage.

While at Durrall Laboratories, Inc., held increasingly responsible technical management and manufacturing management positions from 1972 - 1975.

**EDUCATION**

M.B.A.      Industrial Management, 1972  
                  New York University  
                  New York, NY

B.A.            Economics, Boston University, 1970  
                  Boston, MA

## Operations/Services

### **KAREN R. SCHEINER**

32 Bunting Drive  
Grand Rapids, MI 82526  
(615) 746-8422

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Results-oriented manager with extensive experience in high pressure, time sensitive businesses and proven record of success in on time delivery of products/services. Innovator in logistics and scheduling for large, complex, 24-hour a day operation. Decision maker/leader with labor union, reengineering/restructuring, OSHA, and employee development background. Team builder/player able to prioritize and supervise employees. Excellent communication and training skills.

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#### **FEDERAL EXPRESS CORPORATION**

**1987 to Present**

#### **REGIONAL MANAGER**

**1995-Present**

*Manage entire operation (ten centers) with over 600 employees including hiring, inventory, and training for large division of this overnight delivery company.*

- \* Oversee daily operations of ten-center division with **50,000 customers** handling over **200,000 packages per day** and annual budget exceeding \$32 million.
- \* Restructured service operation to reduce management and supervisory personnel, saving company **\$250,000 per year**.
- \* Initiated changes in facility and handling procedures, reducing damage to packages and saving company **\$500,000 per year**.
- \* Developed relationships with staff resulting in contract approval with teamsters union by vote of over 80% and simultaneously cut staff by 20%.
- \* Managed training program which resulted in promotion of seven managers from supervisory staff.
- \* Retrained safety department and other staff in ongoing documentation of controls and procedures, gaining favorable audit from OSHA on an ongoing basis.
- \* Implemented company-wide computer delivery system one month ahead of schedule and became first in district to do so.
- \* Implemented new training program for operations managers to provide for resolution of customer problems.

#### **TRAINING MANAGER**

**1994-1995**

*A special assignment including intensive three month session as training instructor for newly promoted supervisors.*

- \* Trained supervisory personnel from all 52 states on controlling budget and costs.
- \* Scheduled other instructors and reported directly to Corporate Training Director.

Karen P. Scheiner

Page Two

**SORT MANAGER**

1993-1994

*Coordinated all phases of operational start-up for Scan Sort program in Grand Rapids, MI.*

- \* Planned and implemented **start-up** Scan Sort program which handled over 28,000 packages per day from its inception.
- \* Developed training program and wrote training manual for hourly and management personnel, insuring safety and a high level of customer satisfaction.
- \* Scheduled hourly staff, planned all volume and cost control.

**SCANNING COORDINATOR**

1991-1993

*Acted as region coordinator to control implementation of package scanning procedure throughout all of Michigan, Illinois, Ohio and West Virginia.*

- \* Implemented new high tech scanning procedure in 165 facilities in two months (ahead of schedule), training/directing 12 people who facilitated implementation process.
- \* Implemented three cost saving plans to be used in districts that recouped \$195,000 in excess labor costs annually.
- \* Completed project under budget for travel and associated costs.

**OTHER POSITIONS**

Center Manager, Supervisor, and Driver.

1987-1991

**EDUCATION/SEMINARS**

B.A., Business Administration, University of Toledo, Toledo, OH, 1991

Employee Relations Workshop

Labor Relations Workshop

Time Study Seminar

## Operations/Services

**JAMES R. SANDERS**  
33 Watson Way  
Columbus, Ohio 60331

Home: (613) 695-0822

Office: (613) 492-1307

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### SENIOR LEVEL OPERATIONS EXECUTIVE SUMMARY

Innovative operations executive with a strong background in logistics and customer service processes. A leader with profit and growth motivation who creates a spirited team and is experienced in distribution network, optimization, information systems design, customer consulting and efficient consumer response initiatives.

### PROFESSIONAL EXPERIENCE

**TRANSPORT TECHNOLOGY, INC.**, Columbus, Ohio **1997 - Present**  
Leading outsourcing company in logistics and distribution with sales of \$300 million.

#### **Director of Distribution**

Manage Distribution, Customer Service and Transportation for four major Household and Personal Products Manufacturers. Sales targeted to Grocery, Hardware and Mass Merchandiser accounts. Responsibilities include management of carrier, warehouse and customer service personnel, manufacturing and marketing support, customer process integration, systems design and associate development for personal growth and in support of teamwork. Responsible for \$120 million operating budget.

**COLGATE-PALMOLIVE COMPANY**, New York, New York **1990 - 1997**

#### **Distribution Network Operations Manager;**

#### **Transportation Manager; National Planning Manager**

Managed National Distribution Network for the Corporation (\$7 billion sales). Responsibilities included site selection, carrier selection and measurement, construction, hiring and training, system design, network inventory management, customer consulting and operating budget of \$300 million.

- Designed and constructed ten distribution centers including all negotiations of leases and purchases and hiring of entire operations staff.
- Designed distribution computer system resulting in significant savings and customer service improvements.
- Implemented RF terminal/scanner paperless warehouse operating system resulting in savings of \$6 million.
- Designed and implemented cycle count and inventory control system resulting in zero inventory loss in six years.

James R. Sanders

Page Two

- Motivated, through total employee involvement, distribution teams to virtual zero defect quality levels in shipping accuracy, inventory accuracy, accident prevention and attendance.
- Introduced customer consulting programs for key accounts.
- Designed and implemented a Supplier Quality Program for the Transportation Network resulting in benchmark performance levels in cost and service.
- Developed operating company measurement and reporting systems resulting in order fill rate improvements of 95%, out-of-service transportation cost reductions of \$3 million and inventory turn improvements of 6-9 weeks.

**LEVER BROTHERS COMPANY**, New York, New York

1979 - 1990

**Sales and Distribution Service Manager; Transportation Manager;  
Manufacturing Supervisor; Distribution Manager**

Managed customer service operations servicing one-half of the United States.

- Coordinated the design and implementation of ORACLE order entry system resulting in consolidated customer service, transportation and distribution.
- Implemented customer deduction system reducing claims from 1,000 to 200 in on-hand open files.
- Negotiated Teamster contracts resulting in job combinations from 22 job groups to three.

**EDUCATION**

B.A., Business Management  
Rutgers University, 1979

**CLAYTON B. SMITH**

32 Hemlock Lane  
Manheim, PA 18214  
(610) 852-2406

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**SUMMARY:**

Shirt sleeves manager with a record of consistent success in meeting profit objectives and in using quality management techniques. Focused experience in operations management, TQM, supply management, ISO 9001 and process improvement. Effective leader who creates a results-oriented team environment.

**WORK EXPERIENCE: York International Corporation, Lancaster, PA**

**Director, Quality Systems (1996-Present)**

- Reduced, by 25%, nonconformances in the contract review and design control areas through the use of process mapping and benchmarking.
- Led a company of 1000 employees through the ISO 9001 process and received registration. The undertaking was a major project and required proven project management skills.
- Trained personnel in the use of TQM, facilitated team building and benchmarking initiatives.

**Director, Supply Management (1993-1996)**

- Developed suppliers and negotiated terms for \$120M (annual) purchase of material.
- Reduced the number of approved suppliers from 2800 to 700.
- Managed a supplier quality control group and instituted a supplier certification program that resulted in an increase in on-time delivery from 82% to 93% and a decrease in defects by 22%.

**Plant Manager - multiple plants, Assembly & Distribution (1987-1993)**

- Increased gross margin 55% by consolidating operations and cutting overtime from 22% to 7% while directing a \$6M, 120-employee plant. Responsible for profit and loss, engineering, machining, purchasing, inventory control, building facilities and union negotiations.
- Boosted turns ratio from 2 to 3.5 on \$1.5M inventory by cycle counting.

**Project Manager, Air Conditioner Parts Operations (1982-1987)**

- Expanded sales from \$1.5M to \$4M by increasing direct customer contact and developing several supplier partnering agreements. Reduced cycle time of proposal and contract administration functions by introducing electronic documentation.

**Prior to 1982**

- Test engineering, R&D, mechanical and electrical design.

**EDUCATION:** B.S. - Mechanical Engineering, Lehigh University

**JENNIFER A. LARSON**  
**41 CANTOR LANE**  
**CAMBRIDGE, MA 04931**  
**(617) 942-1380**

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*An Operations professional with a demonstrated record of achievement in manufacturing management, material control, and quality. Results oriented with experience in planning and implementing production strategies and control projects that contribute to the bottom line. Team player, solid interpersonal skills, strong commitment.*

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**OBJECTIVE:** Executive manufacturing position with plant operations responsibility.

**PROFESSIONAL EXPERIENCE:**

**1983 - Present**      **AMERICAN HARDWARE COMPANY**  
**Fasteners Division, Boston, MA**

International manufacturer of hardware supplies with sales of \$700 million. Certified ISO 9001.

(1995 - Present)      **DIVISION MANAGER, TOTAL QUALITY**

Responsible for implementation and management of divisional strategy based on a system of prevention and continuous improvement utilizing employee involvement. Crosby concepts form the foundation of the process. Scope includes corporate, sales, R&D, as well as seven International and U.S. based manufacturing facilities. Certified Crosby instructor, trained ISO 9000 internal auditor.

- Planned and completed education of 6000 employees in the concepts of continuous improvement.
- Established requirements in concert with internal and external customers, vendors and supporting business units to eliminate non-conformance and improve business processes.
- Savings of \$14MM achieved by identifying and reducing non-conformance.
- Achieved reduction of divisional finished goods reject rate by 60%.
- Implemented cross functional corrective action and customer/supplier interface teams.
- Provided guidance and support to other divisions and international subsidiaries.

(1993 - 1995)      **PLANT MANAGER, FASTENERS**

Managed all administrative and manufacturing activities for this multi-functional, multi-facility operation of 740 employees.

## Quality

Jennifer A. Larson  
Page 2

Responsibilities included new product and equipment pilot trials, technology transfer, validation and new product launch interfacing with divisional groups of R&D, Advanced Engineering and Q.A. which reside at plant site. Responsibilities included manufacturing, quality control, materials management, safety and environment, human resources and engineering.

- Achieved annual cost reductions in excess of \$1.5 million.
- Implemented cellular manufacturing reducing lead time by 16% while improving productivity 10% within a four-month period.
- Held indirect operating cost budgets to a 4% increase over a four year time frame offsetting inflation and minimizing cost impact during a period of 20% growth in volume.
- Improved quality, reducing lot rejection by 66%.
- Implemented TQM and chaired the Quality Improvement Team utilizing the Crosby approach.
- Led five successful contract negotiations within an aggressive union environment.
- Managed global and multi-plant task groups to determine global production strategies and plant loading. Task group decisions estimated to save \$4 million annually.
- Participated in implementation of MRP and SFC. Trained in SPC. Responsible for compliance to FDA, OSHA, DEP and EPA regulations.
- Recognized as "Global Plant Manager of the Year" in 1994 (the first and only recipient).

(1989 - 1993) PLANT MANAGER, HAND TOOLS

Managed all hand tools production, shop floor scheduling, manufacturing, engineering, and safety for a 620 employee operation.

(1987 - 1989) OPERATIONS MANAGER

Responsible for all hand tools production and related components encompassing 550 employees.

(1985 - 1987) PRODUCTION MANAGER

Responsible for all hand tools assembly and packaging with operations consisting of 200 employees and an \$8M budget.

(1983 - 1985) PRODUCTION SUPERVISOR

### EDUCATION:

- Bachelor of Science-Mechanical Engineering  
University of Massachusetts, 1993
- Attended Boston University M.B.A. Program, 1991-1993

### PROFESSIONAL AFFILIATIONS:

- Health Industry Manufacturing Association (H.I.M.A.)
- American Society for Quality Control (A.S.Q.C.)



**KAREN A. SLOAN**

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8 Old Saw Road • Columbia, Maryland 06135  
Office: (301) 291-8281 • Home: (301) 442-8963

**SUMMARY:**

Technical Director having extensive quality, scientific and operations management experience with a continuous record of increased responsibility and demonstrated excellence in the pharmaceutical/chemical industry. Broad quality perspective, results oriented and technically current. Key strengths:

- Leader/manager of people, change, organizational units and projects from inception through completion to meet customer, quality and business expectations.
- Problem solver/innovator with the ability to comprehend and interpret the complex inter-relationships among customers, quality, regulations, processes, operations and technologies.
- Inventive scientist who delivers novel, cost-effective methodologies, equipment and facilities.

**PROFESSIONAL EXPERIENCE:**

**SHERMAN LABORATORIES, INCORPORATED - Baltimore, MD** **1995 - Present**

*Director of Quality Control*

Direct the Quality Control Department and six Lab Groups.

- Led operation into compliance with FDA expectations by restructuring the operations, implementing interlocked tracking logs, upgrading training, taking charge of the methods function, and upgrading the staff.
- Designed, equipped and staffed three new lab buildings, with a budget of \$4MM, to meet ISO 25 standards.
- Directed the development and validation of equipment, tests, methods and procedures in support of meeting CGMPs and GALPs.
- Defined the standard operating procedures for methods development and validation to address FDA concerns as well as to assist the R&D Department with their programs.

**BIOTECH LABORATORIES, INCORPORATED - Columbia, MD** **1988 - 1995**

*Director Laboratory Quality Assurance (1990-1995)*

Led the Laboratory QA function.

- Developed and implemented systems for lab operations, staffing and auditing including the design of labs (2). Budget \$3MM.
- Developed, implemented and managed systems for: sample tracking, raw materials, in process label control, CGMP compliance, stability testing and LIMS (\$1MM) as well as methods development and validation.

*Manager of Quality Control Laboratory (1988-1990)*

Directed the Bulk Chemical QC Laboratory.

- Brought laboratory up to FDA standards by structuring and adding defined procedures, and organizing the laboratory.

**KAREN A. SLOAN**

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Page Two

**BASF WYANDOTTE (NOW BASF AMERICA) - Fairfield, NJ** **1980 - 1988**

*Senior Research Chemist (1984-1988)*

Supervised a biocides residue/impurities lab and assisted in formulations development.

- Created a novel HPLC method for key impurities.
- Improved the formulation for two existing products.
- Led a computer selection project for the parent company.

*Research Chemist (1980-1984)*

**EDUCATION:**

**PENN STATE UNIVERSITY - State College, PA** **1978 to 1980**  
*Postdoc*

**UNIVERSITY OF PENNSYLVANIA - Philadelphia, PA** **1978**  
*Ph.D., Analytical Chemistry*

*M.S., Inorganic Chemistry* **1976**

**URSINUS COLLEGE - Collegeville, PA** **1974**  
*B.A., Chemistry*

**Additional Training:**

Technical courses on software auditing, various facets of pharmaceutical industry, QA for Labs (Statistics, QC Charting, SPC and Lab QA), Perkin-Elmer LIMS/CLAS System, Lab Automation and QC; In-House Xerox Course on Personnel Supervision; Home-Study Course on Management.

**PROFESSIONAL AFFILIATIONS:**

*American Society for Quality Control, American Chemical Society, AOAC International*

## BRENT B. BOWERS

18 Country Club Lane West Orange, New Jersey 08796 (908) 642-8246  
Office: (212) 470-9300

### PROFILE

*An accomplished professional with fifteen plus years of solid "hands on" background and "practical" experience, encompassing all aspects of package design and development. Well versed in a wide variety of packaging concepts and componentry with superior knowledge relating to primary and secondary manufacturing processes. Equally versed in a variety of project management techniques, with proven ability to effectively define, plan and implement and administrate all project related activity of substance. A pragmatic self-starter who can easily grasp corporate objectives and can respond to same in a most favorable and consistent manner.*

### PROFESSIONAL EXPERIENCE

**AVON PRODUCTS, INC.** - New York, New York (1995 - Present)  
A \$3.6 billion manufacturer of and direct marketer of cosmetic products.

#### *Manager - Technical Package Development*

*Focus: Provide technical direction for conceptual development of new packages (Skin Moisturizers). Define, plan, implement and manage all aspects of technical development from concept approval to first production, including initial performance and compatibility testing.*

#### Selected Accomplishments:

- *Developed 18+ new packages (1996) supporting Skin Moisturizer sales in excess of \$190 million.*
- *Reduced conceptual and final package development time frames 25% via Concurrent Activity Planning and timely follow-up.*
- *Reduced manufacturing costs \$500,000 (1996) via aggressive value analysis, planning and implementation of viable projects.*

**OPERATIONS CONSULTING GROUP, INC.** - Princeton, New Jersey (1993 - 1995)

An innovative, multi faceted group, structured to provide technical assessment, direction and administrative support to all major markets.

#### *President of Operations*

*Focus: Provide technical direction for the conceptual design and development of new packaging, including cost effective redesign of existing. Assist clients in evaluating/improving facilities, planning project objectives, developing time frames and cost structure favorable to marketing strategies. Manage contracted projects from conception to first production.*

#### Selected Accomplishments:

- *Participated in the evaluation of a Fortune 500 manufacturing facility. Increased production efficiencies 40%.*
- *Improved condition, integrity and efficiency of first generation production tooling (hair shampoo package) 30%.*
- *Directed the design, construction and qualification of second generation tooling, improving efficiencies an additional 20%.*

**JOHNSON & JOHNSON CONSUMER PRODUCTS, INC.** - Skillman, New Jersey (1990 - 1993)

A \$5.1 billion manufacturer of cosmetics and consumer products.

#### *Senior Tool Engineer*

*Focus: Provide technical direction for the design and development of general packaging and product delivery systems. Manage approved tooling projects obtaining desired part quality, performance and manufacturing efficiencies. Manage corporate asset base (custom tooling) maintaining condition, integrity and production capability throughout planned life.*

## Packaging

BRENT B. BOWERS

PAGE TWO

Selected Accomplishments:

- Analyzed tooling capacity of core product line. Developed/incorporated a comprehensive tool maintenance program, extending tooling life 50%.
- Developed/implemented a capital project reporting system. Eliminated unauthorized spending. Improved development time frames 20%.
- Evaluated supplier resources. Integrated selected activities with internal resource activities, reducing internal labor 15%.

**MARTINSON COMPANY, INC.** - Philadelphia, Pennsylvania (1985 - 1990)  
A \$500MM manufacturer of children's toys.

**Project Manager - Specialty Tooling**

Focus: Provide technical direction in the design and development of cost effective packaging and/or assembled activity products. Define, plan, implement and manage approved tooling projects in support of design objectives. Manage corporate asset base via timely assessment and direction for repair, refurbishment and/or replacement as needed to meet business needs.

Selected Accomplishments:

- Proposed aggressive Vertical Integration Plans. Utilized \$750,000 funding and reduced manufacturing costs \$800,000 first year. Coordinated project team focus and efforts second year and collectively reduced manufacturing costs an additional \$1,200,000.
- Proposed and implemented value added revisions to a failing product line, resulting in product resurrection and \$200,000 additional sales (patent awarded). Initiated development of a sister product and increased sales an additional \$150,000.
- Evaluated competitor product infringement. Developed alternate design recovering lost annual sales in excess of \$200,000 (patent awarded).
- Developed off-shore tooling support centers in Portugal, England and Switzerland. Reduced annual tooling investment 30%.
- Developed and incorporated a Specialty Tooling Data Base for accurate tracking of 300+ custom tools. Data Base instrumental in developing annual budgets and curtailing unnecessary spending on obsolete product lines.

**CONTINENTAL PRECISION CORP., INC.** - South Plainfield, New Jersey (1980 - 1985)

A respected leader in the design and construction of custom injection mold tooling used in plastic part fabrication.

**Senior Mold Engineer**

Focus: Assist client base in the design and development of complex plastic componentry. Recommend revisions where possible for most cost effective molding, decorating and assembly. Design custom tooling, coordinating efforts of engineering and contracted support services. Manage all aspects of construction, qualification testing and revision where needed to meet part design and/or tool performance objectives.

Selected Accomplishments:

- Participated in the design and development of a proprietary product line, contributing to corporate exposure, growth and profitability. Later, proposed/assisted in development of custom assembly equipment reducing manufacturing costs 20%.
- Developed a unique mechanical device to facilitate "in mold" closing of a complex fitment, reducing assembly costs 15%.
- Developed various in-house engineering standards, formats and procedures reducing mold development time frames 15%.

### EDUCATION

B.S., Packaging Engineering  
Michigan State University, 1980

**DAVID M. DeSANTIS**

203 Dakota Drive, Morrisonville, NJ 07748

Office: (212) 861-4874 Home: (609) 761-6083

Senior packaging/purchasing executive with extensive experience in developing and launching new products for the fragrance and cosmetic industry. Broad technical expertise in saleable and promotional packaging, point-of-purchase displays, manufacturing processes and supplier capabilities. Direct complex projects and coordinate effectively with marketing, design, sales, and operations. Develop strategic partnerships with global supplier base. Strong track record in managing staff & budgets.

## PROFESSIONAL EXPERIENCE

**DESIGNER COSMETICS CO.**, Division of Cosmair Company, New York, NY **1993-Present**

### Senior Director of Package Development

Oversaw and implemented all new brand introductions, seasonal promotional programs, and point-of-purchase displays. Led the development process from the brainstorming stage through final production. Worked closely with marketing/creative departments to determine the feasibility of all projects. Also provided project leadership and tracking for the operations teams.

- Directed the team that launched four of the most successful fragrances in the U.S. (*Ecstasy*, *Ecstasy for Men*, *Enrapture*, *Enrapture for Men*). Opened the Asian market to *Loving and Loving for Men*, which paved the way for the full roll-out of all other brands.
- Technical advisor to Chairman of the Board, his staff, and other recognized designers during the early design stages. This accelerated the process and enhanced the final package quality.
- Converted all saleable SKU's to a universal package design that is environmentally and legally acceptable worldwide. The universal package:
  - reduced corporate inventory by 30%
  - provided major administrative efficiencies in most departments
- Managed, within budget, the \$3.6MM capital account for tools, dies, molds, prep and separations for all brands. Controlled the packaging general ledger expenses of \$1MM.
- Initiated computerization that reduced development time and improved the accuracy of cost estimates and BOM's. Introduced electronically transmitted art work to graphic suppliers.

**REVCO COSMETICS CO.**, New York, NY

**1991-1993**

### Group Director, Group I Cosmetics

Developed, specified and coordinated the production of packages for 250 projects in Revco's core cosmetic business. Associated closely with new product marketing to develop patented products such as a nail enamel pen, three-in-one eye shadow palette and nail gel.

- Built and motivated a packaging team of five that controlled multiple new product launches and provided promotional support for those programs.

## Packaging

**DAVID M. DeSANTIS**

**Page Two**

- Engineered the redesign of the eye and face compact line to an open cell presentation which greatly improved the product merchantability.

**THE GLAMOUR GROUP, New York, NY**

**1986-1991**

Package Development Manager, 1988-1991

Controlled prestige fragrance and cosmetic development for designer brands (Caress, Embraceable, Pour Homme and Béaute). Introduced new product launches, seasonal promotions, point-of-purchase displays, and brand maintenance.

Purchasing Manager, 1987-1988

Managed supplier selection, purchase and delivery of all primary packaging (\$14MM) with a team of four.

- Negotiated annual contracts for major commodities (glass, pumps). Monitored performance against contracts on an ongoing basis.

Senior Purchasing Agent, 1986-1987

Responsible for the purchase and delivery of folding cartons and custom injection molding.

**NATIONAL CHEMICAL, Pinkerton, NJ**

**1981-1986**

Buyer of Packaging Components and Chemicals

- Purchased primary and secondary components and controlled subcontract filling/assembly for Sophia and Gatsby divisions.
- Bought 12 raw materials that were purchased under a corporate contract for use in all domestic factories.

**AJAX CHEMICAL CO., Middlebrooke, NJ**

**1979-1981**

Sales Representative

- Serviced major existing accounts and cold-called to develop new business for resins.
- Completed 12-month marketing/sales trainee program in nine months.

### EDUCATION

B.S., Business Administration, University of Vermont

1979

**DOUGLAS J. WARREN**

806 Patriot Lane  
New Hope, PA 19682  
(215) 692-8306

**PROFILE:** Results-oriented mechanical engineer with over seven years experience in project management, process engineering and project engineering with a technology leader. Accomplished project manager with ability to clearly define project goals and effectively use resources to achieve them.

**PROFESSIONAL EXPERIENCE:** *POLY TECHNOLOGY, INC.*, Princeton, NJ (1990 - Present)

**Project Manager**, Fibers Division (1995 - Present)

- Selected to serve as project manager for Johnson & Johnson. Work with J&J's Advanced Product Engineers on all aspects of launching a new category of surgical sutures including suture design, material selection, prototype design, failure mode analysis, field trial and production start-up.
- Managed development of new technology to streamline manufacturing process. Directed research efforts of Fiber Products Division to develop a super absorbent polymer structure. Worked with customers to refine the process. Applied for a patent on the streamlined process.

**Project Engineer**, Fibers Division (1992 - 1995)

- Championed the effort to prevent loss of \$3.2 million/year Kimberly Clark account due to severe product defects. Directed the efforts of KC's material development and manufacturing teams and designers to redesign the materials and manufacturing process. Verified improvements through field tests.
- Collaborated on the development of a patented fluid absorption test.

**Process Engineer**, Laminated Products Division (1990 - 1992)

- Led a team of 12 manufacturing associates in the start-up of a new fabric lamination production line. Determined process condition for 12 products. Standardized operating procedures to ensure products met specifications. Resulted in \$12 million annual sales.
- Designed and conducted a statistical experiment to study the effect of four process variables on polymer lamination. Identified key variable which had the most impact. Significantly reduced time and cost to isolate this variable.

**EDUCATION:** **Bachelor of Science in Materials Science, 1990**  
University of Pennsylvania, Philadelphia, PA

**PROFESSIONAL TRAINING:** Introduction to Designed Experiments and Data Analysis (1990)  
Strategy of Experimentation (1990)  
Theory of Manufacturing Constraints (1992)  
Leadership Effectiveness Training (1992)  
Critical Problem Solving (1993)  
Critical Problem Solving (1994)  
Effective Communicating (1996)

## Engineering

**WALTER C. CUMMINS**  
12 Mission Hill Drive  
Palos Verdes, CA 89522  
(414) 875-9281

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### SUMMARY

Senior Process Engineering Manager with over 15 years experience in chemical plant design and start-up in the chemical and pharmaceutical industries. Proven strengths in engineering and business management encompassing planning, staffing, scheduling and executing the conversion of product and processes into profitable ventures. Demonstrated expertise in chemical plant design and start-up, process flow diagrams - piping and instrument diagrams, polypropylenes, air laid equipment, precision cast parts, materials, tooling and machining, design layout and modification of castings, manufacturing process control, gas desulfurization, gas turbines.

### EXPERIENCE

**UNIVERSAL MEDICAL PRODUCTS INC., Los Angeles, CA**                      **1996-PRESENT**  
**Manager, Process Engineering**

Responsible for maintaining existing operations, quality of inventory maintenance and warehousing. As part of the Research and Development function, led the design group in the development of concepts into products and manufacturing processes. Report to Senior Director, Research & Development for this \$580MM manufacturer of surgical dressings.

- Improved prototype process for manufacturing of surgical dressings using existing equipment resulting in a five-fold increase in production.
- Improved equipment uptime to 95%.
- Supervised staff of 38 people, including plant maintenance operations, warehousing and engineering. Personally hired 60% of personnel.
- As Project Manger for a \$60 million absorbent dressing manufacturing operation, developed and installed integrated processes capable of producing 10 million cases per year.
- Managed various aspects of development and construction of \$30 million advanced Research & Development Facility.
- Improved reject rate from 15% to 2%.
- Led contract negotiations with engineering consultants.

**PRATT & WHITNEY, East Hartford, CT**    **1989-1996**  
**Mechanical Design Engineer**

Responsible for evaluating aircraft gas turbine engine hardware for fit and function relative to engine performance. Reported to Director of Engineering.



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- Performed analysis of discrepant jet engine parts and identified anomalies in design and/or manufacturing process.
  - Coordinated the redesign or modification of parts.
  - Evaluated tooling for high volume production of large and small castings to ensure machinability and proper function/fit in products.
  - Evaluated and approved all casting layouts provided by vendors, and served as the sole approving authority for all casting tools used at Pratt & Whitney.
  - Performed extensive interface with vendors and coordinated corrective action for defective casting and machining operations.
  - Audited mechanical design of jet engines.

**ARCO CHEMICAL COMPANY, Newtown Square, PA**  
**Project/Process Engineer**

**1985-1989**

Responsible for the design and installation of new equipment for a polypropylene extrusion manufacturing facility. Evaluated and modified existing equipment which resulted in significant cost reduction. Trained extrusion line operators. Responsible for two high volume polypropylene film extrusion lines.

**EPA SYSTEMS ENGINEERING, INC., Philadelphia, PA**  
**Project/Process Engineer**

**1983-1985**

Responsible for the design and development of a pilot flue gas desulfurization system including the design of PFD's and P&IDS. Accomplishments included the planning, coordination and startup of a pilot unit. Developed test program for the unit and provided training and supervision of the client company's plant personnel during the start-up phase. Also prepared the operating manual for the unit.

**EDUCATION**

**B.S., Chemical Engineering, Drexel University, Philadelphia, PA, 1983**

**DOUGLAS A. FULLER, P.E.**

**6 Mountain Top Road  
Stamford, CT 06132**

**Bus: (203) 521-1725  
Res: (203) 369-6116**

**OBJECTIVE:** Vice President or Director of Engineering position

**EDUCATION:** **M.B.A.**  
New York University, New York, NY (1989)

**B.S. - Mechanical Engineering**  
Bucknell University, Lewisburg, PA (1983)

**SUMMARY:** Fourteen years diverse engineering experience mostly with customer division of \$6 billion multinational consumer products corporation.

- Managed and provided strategic leadership for various Engineering organizations;
- Developed and implemented leading edge Computer Integrated Manufacturing (CM) systems;
- Designed, fabricated and developed proprietary, state-of-the-art high speed automated machinery;
- Developed and implemented strategic vision for engineering;
- Championed implementation of innovative technology;
- Demonstrated superior skills in managing technical people and projects;
- Design to Market champion with extensive project work and coordination.

**ATTRIBUTES:** Highly professional, organized and demanding management style. Strong leadership and conflict management skills. Proven technical and design competency. Broad-based, accomplished computer knowledge and skills. Outstanding track record for meeting goals and objectives through teamwork. Sound businessman. High energy. Results oriented. Decisive. Committed. Interface with all levels of management. Good listener and communicator. People oriented. Entrepreneurial, takes chances.

**PROFESSIONAL EXPERIENCE:**

**COLGATE PALMOLIVE, New York, NY**

**1983-Present**

**1996 to Present DIRECTOR OF ENGINEERING**

Responsible for all technical operations in support of eight manufacturing locations for this \$6 million consumer products manufacturer. Recruited, developed and managed 150 person technical staff. Accountable for \$200 million capital and \$60 million operational budget. Established organizational objectives and initiatives in line with corporate goals and strategies. Responsible for discovery and assessment of new product and process acquisitions. Evaluate technical capability and processability including level of automation through due diligence process. Managed facilities, energy programs, pollution prevention and environmental compliance efforts. Selected accomplishments include:

- Planned, developed and implemented strategic engineering, re-organization;
- Core team member for major new product launch. Exceeded all program goals.
- Established world-wide communication and team-building programs;
- Attained tenfold increase in knife life utilizing design of experiments, metallurgical and advanced FEA structural analysis;

- Reduced top consumer complaint quality problem by 40%;
- Reviewed and approved four pending product acquisitions;
- Consolidated three manufacturing operations to one location with no disruption to customer service.

1993-1996

**PROGRAM MANAGER, *Computer Integrated Manufacturing (CIM)***

Researched, designed and implemented integrated manufacturing software solutions in concert with company's World Class initiatives. Managed team of six direct reports and 30 outside consultants. The \$25 million project scope included hardware and software selection, vendor and subcontractor negotiations and project management and coordination. Selected accomplishments:

- Installed leading edge shop floor process control and material tracking system employing 90+ work stations, multiple file servers and LAN's in two manufacturing plants;
- Reduced downtime outages by 25% through accurate data capture and reporting;
- Achieved targeted cost savings via waste containment and obsolete parts reduction;
- Spearheaded academic/industry liaisons with MIT, CMU, Duke, RPI and Bellcore;
- Partnered with Microsoft (beta test site) while establishing advanced working knowledge of leading edge PC LAN technology and networking;
- Installed 20 seat file server-based networked CAD system using AutoCAD.

1989-1993

**PLANT ENGINEERING GROUP MANAGER**

Responsible for plant equipment performance, secondary development and maintenance plant-wide. Managed staff of 12 engineers and 85 craftsmen. Coordinated new product introductions. Implemented major operating cost reduction programs. Selected accomplishments include:

- Aggressively recruited and upgraded personnel to increase department capability. Redesignated job responsibilities and implemented measurable performance objectives;
- Managed \$2 million department budget. Reduced administrative spending by 10% each year while initiating aggressive operating cost cutting programs saving over \$100,000 annually;
- Established intensive PM program and repair part testing program reducing plant downtime;
- Attacked plant fire safety issues (fire rate reduction of 30%). Received Colgate Palmolive Achievement Award recognizing my department's machine safety guarding effort corporate-wide.

1987-1989

**SENIOR DESIGN ENGINEER**

Advanced rapidly from *Associate Engineer* position. Performed conceptual design of new products and processes. Managed and supervised the design, detailing and fabrication of \$10 million machine design program. Exceeded overall program requirements. Installed machinery at multiple international locations. Developed and implemented various process and productivity enhancements.

1983-1987

**DESIGN ENGINEER**

**OTHER:**

**Professional Engineer, NY License 37291, 1989**  
Colgate Palmolive Achievement Award Winner, 1991, 1993, 1995  
Member of the National Society of Professional Engineers

**MITCHELL COVENTREE**

421 Basking Ridge Road  
Whitehall, PA 15238  
(412) 336-6376

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**SUMMARY**

Twenty-five years of professional experience as an engineer and manager. Management and technical achievements in process and plant floor engineering; project management; sensors; measurement systems and methods; product and equipment development and engineering; and environmental technology. Significant experience in metals, chemicals, energy, and plastics industries. Results oriented with strengths in leadership, organization, and interpersonal skills; and the ability to drive implementation of manufacturing technology improvements.

**PROFESSIONAL EXPERIENCE**

**KEYSTONE BRASS & ALUMINUM COMPANY, Allentown, PA**

**1996 to Present**

**Section Head, Measurement Technology**

- Identified customer needs, managed programs, and provided leadership for the development and implementation of solutions involving: sensors, measurement systems, non-destructive evaluation (NDE) methods and instrumentation -- for plants throughout Keystone.
- Directed work of a diverse mix of technologists: material, electrical, mechanical, and chemical engineers; physicists; and consultants -- to the resolution of historically difficult industry-wide problems and implementation of the technology in Keystone plants (e.g., automated ultrasonic plate inspection, in mill plate temperature measurement, non-contact sheet flatness measurement).
- Commercialized instrument products/technology; some marketed and sold worldwide.

**PACIFIC OIL AND GAS, Dallas, TX**

**1987 to 1996**

**Senior Engineering Associate, Process Engineering**

**1994 - 1996**

**Program Director, Process Engineering**

**1990 - 1994**

**Senior Research Engineer, Process Development**

**1987 - 1990**

- Saved over \$3MM annually with developed natural gas processing technology. Provided engineering and tech support to field sites processing natural gas and refinery fuel gas.
- Conceived and championed through approval, a \$18MM program designed to ready Pacific Oil and its venture partner, Houston Oil, for the commercialization of oil shale conversion and to develop the design data for a commercial plant.
- Built and managed a multi-company team for the resulting program, including the logistics and relationships between Houston Oil, Pacific Oil and representatives of Euro-oil of France, the licensee of the technology. The results-oriented team peaked at well over 100 people and successfully executed the above program.
- Served as Project Manager for the design and construction of the \$8MM grass roots processing facility. It was the first-of-its-kind and was completed on time and within budget.

MITCHELL COVENTREE.... page two

## PACIFIC OIL (cont'd)

- Designed and installed an integrated process control and data management system with feedback from many instruments and sensors, monitoring process and stream conditions, quantities, and compositions.
- Developed chemical products and processes; e.g., indene and vinyl toluene.
- Reduced catalyst consumption by developing a process that was implemented in refineries for removing impurities of oxygenated compounds from HF alkylation feedstock.

## FOSTER NATIONAL LABORATORIES, Oklahoma, City, OK

1984 to 1987

### Research Engineer

- Reduced SO<sub>2</sub> sorbent requirement in fluidized bed combustion (FBC) coal boilers by at least 60% with developed high temperature sorbent regeneration process. Received Foster Recognition Award in 1986.
- Developed several instruments for FBC coal boilers.

## ROCHESTER INSTITUTE OF TECHNOLOGY, Rochester, NY

1982 to 1984

### Instructor and Consultant

- Consulted on air pollution control and taught undergraduate engineering mathematics.

## FORD MOTOR COMPANY, AUTO BODY DIVISION, Dearborne, MI

1980 to 1982

### Engineer

- Provided engineering design, testing, and technical support for injection molding, extrusion, and other fabrication processes for plastic components. Conceived and developed new application of molded glass-filled polyolefin mechanical body components which was commercialized by Ford Motors.

## EDUCATION

Ph.D., Chemical Engineering, Michigan Technological University - Houghton, MI - 1980

B.S., Chemical Engineering, Michigan State University, East Lansing, MI - 1976

## HONORS & AWARDS

- Honorary Engineering Member of Tau Omega Pi, 1971.
- Outstanding Employee Contributions Award, Pacific Oil, 1989 and 1994.
- Honorary Scientific Member of Sigma Pi, 1995.
- Keynote Speaker, 1996 International Engineering Association Conference, Berlin, Germany.
- 4 Patents, 17 Publications.

## Technical Services

### CHRISTOPHER J. BACH, P.E.

24 Blue Ridge Road  
Nashville, TN 42755  
(810) 642-9351

#### OBJECTIVE:

Management position utilizing extensive experience in manufacturing, engineering and project management.

#### CAREER SUMMARY:

Fourteen years of progressively responsible positions in Engineering and Operations Management with expertise in design, start-up, project management, system optimization, productivity improvement, organizational design/development, manufacturing, inventory control and distribution.

#### BUSINESS EXPERIENCE:

**COLGATE-PALMOLIVE COMPANY**, Nashville, TN 1989 to Present

##### ***Technical Services Manager*** (1995 - Present)

- Responsible for Site Engineering, Maintenance, Quality Control and Sanitation.
- Developed and implemented programs to improve QC Department effectiveness and response time.
- Utilized team-based methodology to upgrade site OSHA and GMP compliance.
- Delivered significant cost reductions (\$1M) through electric rate savings and packaging line automation.
- Utilized TOM principles to improve utility department efficiencies and emergency preparedness.
- Managed site SARA Title III programs.
- Developed and executed water and sewer contracts with the local municipality.

##### ***Group Engineering Manager*** (1994 - 1995)

- Multiple plant responsibility.
- Reduced natural gas costs by 35%.
- Developed and installed automated material handling system which reduced costs by \$400K annually.
- Developed a team-based manufacturing organization.
- Implemented programs which reduced equipment downtime by 30%.
- Developed and installed equipment Vision Systems and automation which reduced costs by \$200K annually.
- Automated the plant's finished goods inventory control system (4m cubic foot warehouse).

CHRISTOPHER J. BACH, P.E.

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**Plant Engineering Manager** (1991 - 1994)

- Managed department of 35 professional and 60 hourly employees.
- Developed and implemented manufacturing line improvements which increased output by 37%.
- Converted manufacturing equipment to PLC controls.
- Sourced equipment from Korea and Japan to reduce costs and improve deliveries.
- Responsible for \$30M capital budget.

**Engineering Supervisor** (1989 - 1991)

- Managed department of five professional and 75 hourly employees.
- Responsible for \$4M annual fixed budget and \$8M capital budget.
- Managed major facility expansion.
- Implemented automated work order and maintenance management system.

**CARR INDUSTRIES**, Memphis, TN

1988 to 1989

**Operations Manager**

- Multiple plant responsibility.
- Managed all aspects of window and door manufacturing, warehousing and distribution operation.
- Developed and implemented a bonus program based on team performance.
- Improved customer service and product quality using TQM principles.
- Reduced manufacturing cost per unit by 10%.

**INTERNATIONAL PAPER COMPANY**, Purchase, NY

1983 to 1988

**Project Manager** (1987 - 1988)

**Field Engineer** (1985 - 1987)

**Systems Engineer** (1983 - 1985)

**PROFESSIONAL CERTIFICATE:**

Registered Professional Engineer, State of Tennessee.

**EDUCATION:**

Master of Business Administration, S.U.N.Y. 1983

Master of Science, Mechanical Engineering and Metallurgy  
Cornell University 1982

Bachelor of Science, Mechanical Engineering, Cornell University 1980

## Research & Development

**Rhonda V. Ferguson, Ph.D., D.A.B.T., R.A.C.**

1042 Willow Street  
Elgin Park, IL 90821  
(716) 246-8015 (residence)  
(716) 547-2013 (office)  
(716) 547-2014 (fax)

### **QUALIFICATIONS SUMMARY**

Extensive experience evaluating the safety of drugs including biologics and a major fat substitute; training/experience writing INDs, NDAs, PLAs, ELAs and food additive petitions; received regulatory concessions from FDA for approval of new drugs and a fat substitute where test requirements were in a state of flux; obtained funding and managed multi-million dollar safety/toxicity test programs; achieved time/cost savings via competitive bidding and strategic placement of study "packages". Board certified in toxicology and regulatory affairs. Based on this training and experience, a position managing drug safety and/or regulatory affairs at a small- to medium-sized biopharmaceutical/pharmaceutical company would be a good fit.

### **PROFESSIONAL HISTORY**

[1994-present] **Abbott Laboratories, Abbott Park, IL**

#### **Director, Preclinical and Clinical EPG Safety Test Program**

- Direct the design and conduct of all IND/NDA type preclinical and clinical safety studies to obtain worldwide approval for a low- to no-calorie fat substitute. Responsible for the toxicologic/histopathologic interpretation of data. Manage 12 professionals/five clinical consultants who supported safety studies.
- Successfully influenced FDA and Canada's HPB regulatory approval policy for novel foods/macro additives through private meetings as well as industry activities: publications, FDA/industry sponsored workshops to review/resolve technical issues. Obtained project compliance with GLPs, GCPs, and GMPs.
- Obtained multi-million dollar funding for the safety test program of a new fat substitute working with the executive management of Abbott Laboratories and, most recently, a major chemical company.
- Negotiated and managed a total of over \$20 million in contracts at seven outside research facilities. Through competitive bidding and strategic placement of preclinical and clinical safety studies, saved over \$3 million and 1-3 years off a 4-6 year program.

[1992-94] **Toxico, Inc., Atlanta, GA**

#### **Toxicology Consultant/Expert Witness**

- Successfully resolved technical issues in Products' Liability, Workmen's Compensation, and DUI cases.

[1990-92] **Merck Research Laboratories, Drug Safety Evaluation Department, West Point, PA**

#### **Group Leader - Toxicology**

- Served on interdisciplinary project teams for the development and safety evaluation of numerous pharmaceuticals and biologics.
- Set up the in-house GLP-compliant toxicology laboratory for dog, rabbit, mouse and rat studies.
- Managed eight professionals as Group Leader in General Toxicology.
- Directed the planning, scheduling and conduct of in-house and most contract lab drug safety studies.



**Rhonda V. Ferguson, Ph.D., D.A.B.T., R.A.C.**

**Page 2**

- Authored numerous preclinical summaries for INDs submitted to FDA in support of new drugs while at Merck Reviewed INDs and NDAs prior to their filing. Negotiated safety test programs for various drug candidates with FDA's CDER.
- Reviewed safety data on new drugs for several potential acquisitions.
- Designed and reviewed protocols and data from clinical studies with particular drug safety issues.

[1984-90] **Duke University, School of Pharmacy, Durham, NC**

**Assistant Professor of Pharmacology & Toxicology** - Tenure granted

- Established and administered this graduate toxicology program which maximally had an enrollment of 25 students. Chairman or co-chairman of doctoral committees for nine graduate students.
- Managed five technicians in a NIDA research program on narcotic drug toxicity related to metabolism.
- While at Duke, Toxicology Consultant/Expert Witness in FDA Food Adulteration, Products' Liability, and Medical Mal practice cases.

[1982-83] **Richter Laboratories, Ann Arbor, MI**

**Staff Toxicologist and Study Director**

- Managed three technicians in conduct of various toxicity/safety studies.

## ***EDUCATION and TRAINING***

[1982-84] **NIH Post Doctoral Trainee in Toxicology** - Schools of Medicine, Public Health and Pharmacy, University of Michigan, Ann Arbor, MI.

[1982] **Ph.D. in Toxicology** - NIH Predoctoral Trainee, University of California, Department of Pharmacology & Toxicology, School of Medicine, San Francisco, CA

[1976] **B.S. in Biochemistry** - Department of Biochemistry, University of Pennsylvania, Philadelphia, PA  
East Lansing, MI

## ***PROFESSIONAL CERTIFICATION***

[1995] **Regulatory Affairs Certification [R.A.C.]** - Certified by the Regulatory Affairs Certification Board for biologics, drugs and medical devices.

[1990] **Diplomate, American Board of Toxicology [D.A.B.T.]** - Recertified in 1990 and 1995.

[1985-present] **Expert in Toxicology** - Recognized by various State and Federal Courts.

## ***MEMBERSHIPS in PROFESSIONAL ORGANIZATIONS***

- Society of Toxicology
- American College of Toxicology
- International Society of Regulatory Toxicology and Pharmacology
- International Society of Ecotoxicology and Environmental Safety

## Research & Development

### **THOMAS R. GRANT, Ph.D.**

3016 Hidden Valley Drive  
Chesterfield, CT 70131

(203) 922-2284 Home  
(212) 449-1300 Office

### **SUMMARY**

Manager with over 17 years experience in plant start-up, product development, process development and business development. A troubleshooter with broad range of contributions spanning process technology, new business development, marketing, and strategic planning. B.S., M.S. and Ph.D. degrees in Chemical Engineering from University of Wisconsin.

### **EXPERIENCE**

**WITCO CORPORATION, New York, New York** **1996 - Present**  
A \$1.5 billion chemicals and petroleum refining company.

#### ***Manager, Development***

- Responsible for process design, process development, and manufacturing assistance at R&D center.
- Manage 42 professionals. Member of the new business development strategy team.

**THIOKOL CORPORATION, Ogden, Utah** **1980 - 1996**  
Diversified manufacturer of chemicals and propellant systems for the aerospace and defense industries. Annual sales \$1.3 billion.

***Manager, Aerospace & Defense Products*** **1994 - 1996**

- Assumed P&L responsibility for a \$200 million/year business segment with a pre-tax profit of \$25 million.

***Manager, Business Development*** **1991 - 1994**

- Responsible for R&D, manufacturing and marketing new products with a focus on aerospace and defense applications.
- Managed a proposed joint venture to manufacture and market rocket propellant with a minimum of \$40 million annually.
- Responsible for a \$20 million government contract to develop a liquid gun propellant. Full deployment could result in a new \$200 million/year business for Thiokol by end of decade. First orders obtained in 1994 and 1995 exceeded \$6 million.
- Headed a joint development program for a leading new candidate for advanced bomb fill as part of the Department of Defense's mandate for insensitive munitions. Sales exceeded \$2 million through 1994; could grow to \$100+ million annually by 2005.

THOMAS R. GRANT, Ph.D.

Page Two

***Manager, New Product Development***

1987 - 1991

- Transferred to the Technology Center, which was established to focus on new strategic businesses in specialty chemicals. Successfully managed the following programs:
  - Test marketing of residential water treatment systems.
  - Test marketing of revolutionary new electronic coating.
  - Commercialization of an automatic chemical feed system for the electronics industry.

***Manager, Process Technology***

1985 - 1987

- Organized and staffed a new department and led a development effort in a newly-acquired polymers additive business. Directed a \$2 million R&D budget. Constructed a multi-million dollar semi-works unit to commercialize new products. Successfully commercialized four new specialty chemicals increasing sales by 25% annually.
- As Technology Representative on a long-range planning task force, identified potential new thrust areas for Thiokol. As a direct result, in 1986, Thiokol acquired Thompson Chemical Corporation, an electronic chemicals company.

***Senior Group Leader***

1983 - 1985

***Project Leader***

1980 - 1983

**EDUCATION**

**University of Wisconsin, Madison, Wisconsin**

Ph.D. in Chemical Engineering

1980

M.S. in Chemical Engineering

1978

B.S. in Chemical Engineering

1976

## Research & Development

**LINDA P. WATKINS, Ph.D.**

1401 Collegiate Way

(908) 655-0987

Princeton, NJ 80932

### SUMMARY

A research chemist with international experience in process development and synthetic chemistry. Specific research activities include development and scale-up of crop protection and specialty chemicals from lab to pilot plant. Special expertise in analytical methods such as IR, UV, NMR, GC and HPLC. Strong ability in conducting technical analysis, project management and problem solving.

### PROFESSIONAL EXPERIENCE

**AGRI-CHEM, INC.**, Newark, NJ

**1995 - Present**

A chemical company involved with the manufacture of agricultural and specialty chemicals. Annual sales are \$95M.

Research Associate, Process Development

- Synthesized and developed specialty chemicals and processes
- Developed oxidation process for a herbicide intermediate with potential production of several million pounds per year.
- Improved a process in a photoinitiator resulting in potential savings of \$44 million per year.
- Generated customer lab samples for evaluation.

**ICI AMERICAS, INC.**, Wilmington, DE

**1989 - 1995**

*Agricultural Chemicals Division*

A leading specialty chemicals company involved with the development and manufacture of agricultural chemicals and intermediates. Annual sales are \$4 billion.

Research Scientist, Process Development

- Managed, coordinated, scheduled and executed laboratory and pilot plant experiments. Economical evaluation of competitive and in-house technologies.
- Coordinated and executed process development of five step process for a herbicide with potential sales of \$60M annually.
- Reduced toxic impurities in major chemical to less than 1 ppm during production resulting in a \$2.1M savings.
- Developed a co-catalyst system resulting in a potential savings of \$2 million per year.
- Developed stripping process for key intermediate resulting in potential reduction of cycle time by 25% at 98% efficiency.
- Implemented toll manufacture of major crop protection chemical with annual sales of \$7M.
- Managed Crop Protection Process Development Group supervising 18 scientists, engineers and technicians. Activities involved more than 35 projects having an annual budget of \$3.4M.

LINDA P. WATKINS, Ph.D.

Page Two

SCOTT PAPER COMPANY, Philadelphia, PA

1980 - 1989

A \$5 billion manufacturer of consumer and commercial paper products.

Senior Research Scientist, Corporate Research and Development (1983-1989)

- Carried out laboratory and pilot plant experiments.
- Performed development research on TMP pulping process.

Research Scientist, Corporate Research and Development (1980-1982)

### EDUCATION

University of Delaware, Ph.D., Organic Chemistry, 1980

University of Delaware, M.S., Organic Chemistry, 1978

Penn State University, B.S., Organic Chemistry, 1976

### ASSOCIATIONS

Member, American Chemical Society since 1980

### PATENTS

8 U.S. Patents (3 pending)

## Research & Development

### MARLENE DAWKINS, Ph.D.

803 Sunset Circle  
Ocean Beach, CA 82113  
(414) 271-3526 (Home)  
(414) 725-0883 (Office)

#### PROFESSIONAL SUMMARY

Results-oriented technical professional with experience solving both research and development problems. Experience organizing, managing and implementing technical projects. Can successfully function in a supervisory capacity, as an individual contributor or in a team environment.

#### PROFESSIONAL EXPERIENCE

- 1990 to Present      **GENERAL POLYMERS, INC.** - San Diego, CA  
R&D Associate                      (1993 to Present)  
Senior R&D Chemist                (1990 to 1993)
- Consult and collaborate with project scientists on task teams. Collect, analyze and interpret technical data. Develop new analytical methods and supervise laboratory technicians in areas of X-Ray Photoelectron Spectroscopy (XPS), X-Ray Diffraction, Electron Microscopy and Particle Characterization.
- Managed and supervised Slippery Surfaces Evaluation Task Force. Developed polyurethane coating with 30% less surface friction.
  - Conceived, designed and developed a data logger to monitor polyurethane coated surfaces on conveyor system slide. Technology enabled business group to increase slide durability and reduce manufacturing costs by 20%.
  - Co-conceived and co-developed a new PVC resin that could be spray-painted on to metal surfaces to increase surface slip.
  - Co-conceived and co-developed a new coating for pigment filler for PVC resin. The coated filler reduced manufacturing costs of PVC siding 20%.
  - Conceived and developed a new quality control procedure for manufacturing polyurethane foam which reduced analysis time and cost by 35%.
- 1986 to 1990      **JOHNSON MATTHEY** - Malvern, PA  
R&D Chemist
- Analyzed and interpreted technical data obtained from test reactors to evaluate performance of developmental and competitor's catalysts. Synthesized and developed experimental catalysts. Technical consultant to plant personnel. Designed and built a fixed bed reactor system for catalyst evaluation.
- Developed test reactions (slurry phase and fixed bed) and analytical methods, GC and LC (gas and liquid chromatography) for catalyst analysis.
  - Supervised the work performed by two technicians in areas of GC and LC.
  - Identified key variables in production of new proprietary catalysts in bench-top experiments and modified manufacturing process.
  - Supervised the technology transfer of modified manufacturing process into the manufacturing plant increasing production by 150%.

*Marlene Dawkins, Ph.D.*

Resume - Page 2

- 1984 to      **UNIVERSITY OF MICHIGAN** - Ann Arbor, MI  
1986      Research Fellow, Center For Advanced Polymer Research  
Collected, analyzed and interpreted technical data obtained on experimental polymers using surface science (XPS). Supervised and directed graduate students and had research budget responsibility.
- Synthesized and characterized properties and performance characteristics of experimental polymeric materials using test reactors, chemisorption and XPS.
  - Designed and supervised construction of portions of the Center's Polymer Analysis Laboratory.
  - Consulted for Dow Chemical in polymer testing and evaluation.
  - Consulted for Chevron and Mobil Oil in polymer research, testing and data analysis.

#### **EDUCATION**

- 1984      University of Pennsylvania, Philadelphia, PA  
            Ph.D., Physical Chemistry
- 1980      University of Pennsylvania, Philadelphia, PA  
            M.S., Physical Chemistry
- 1979      University of Delaware, Newark, DE  
            B.S., Chemistry

#### **PROFESSIONAL SOCIETIES**

- Member, American Vacuum Society, American Physical Society, American Chemical Society, Society for Applied Spectroscopy, Eastern Electron Spectroscopy Society.

#### **PATENTS AND PUBLICATIONS**

- Eight U.S. patents.
- Eleven publications in professional journals, books and trade papers.

## Research & Development

### ALBERT J. HARDING, Jr.

819 Plymouth Avenue  
Fairfield, MI 36553  
(207) 552-9566

**Objective:** Senior Chemical Engineer or Consultant

#### Professional Profile

Seasoned senior engineer with record of solving tough technical and environmental problems for Dow Chemical Company. Effective communicator across cultural, organizational and skill-level lines. Diverse and successful research and development background with particular expertise in:

- Lab-to-plant scale-ups
- Flowsheets, simulations, statistics
- Economic evaluations
- Polymerizations, separations, mixing
- Plant start-ups
- Physical and chemical analytical methods
- Experimental (Taguchi) designs
- Electronic searching for information

#### Professional Experience

**Dow Chemical Company, Inc.**, Midland, MI

**1966 to Present**

**Intellectual Properties and Regulatory Affairs, Consultant**

(1995-Present)

- Communicated effectively with Koreans to interpret and influence modification of importation laws without exposing proprietary product information
- Solved information-flow problem delaying product shipment by up to three weeks
- Established product composition database and computer program to determine composition of regulated substances
- Prepared Material Safety Data Sheets (MSDS) for over 3,000 polymer products, using electronic searching to find latest toxicological and regulatory information
- Searched electronically for patent and research prior-art for use by Legal and Research
- Compiled five years of import data on over 1200 products for Canadian and Philippine inventories

**Polymer, Engineering Research, through Research Associate**

(1989-1995)

- Led team in completing two lab-to-plant transfers of major product lines more than ten percent ahead of schedule and twenty percent under budget; included planning and scheduling, assembling design basic data, interfacing with design and construction, training operators and leading both start-ups
- Initiated independent research in mixing, waste incineration, polymer stability, films and foams; each study met the goal of significantly improving product and process performance or lowering operating cost
- Designed and conducted experiments and computer simulations to identify crucial chemical principles or four process development teams -- two fluorelastomers, one polyester and one polyether-ketone product line, make all supporting economic evaluations and serve as interface for analytical and process instrumentation

**Plant Technical, Manufacturing and Planning, through Senior Engineer**

(1979-1989)

- Developed a sophisticated purification procedure to recover and sell a by-product from acrylonitrile plant that launched a very profitable new Dow product within two years of my arrival at the site
- Solved start-up problem in two weeks that had delayed new line of TiO<sub>2</sub> flame reactor for months by applying self-authored computer program and statistical process control analyses
- Rotational assignments at four sites with monomers, TiO<sub>2</sub>, polymers, textile fibers and elastomers
- Supervised operators of semiworks and commercial continuous and batch processes in day-to-day operations, plant tests and cost control

#### Education

MS, Chemical Engineering, University of Pennsylvania, 1979  
BS, Chemical Engineering, Old Dominion University, 1975



## MICHAEL SWIFT

965 Ashland Avenue  
Portland, Oregon 45385

Residence: (206) 772-3662  
Messages: (206) 433-7950

### CAREER OBJECTIVE

Innovative research/customer oriented problem solving targeting composite/materials concepts and solutions involving project conception, time line development, personnel and equipment allocation.

### BACKGROUND SUMMARY

Extensive and diversified technical/customer interaction experience in the application of composites to the consumer and aerospace industries. Particularly effective in developing and implementing novel ideas solving unmet materials requirements. History of success implementing technical accomplishments from laboratory experimentation to production scale. Experienced in cost analysis and process/materials comparisons. Excellent technical, written, verbal, and interpersonal communication skills.

### CAREER HISTORY

**RICHFIELD CHEMICAL COMPANY, Portland, Oregon** 1986-Present

**Project Leader - Special Projects** 1994-Present

- Served as international technology liaison transferring \$20MM of intellectual property to foreign companies. Specified equipment, suppliers, tolling sources, markets and cost analysis.
- Conceptualized and commercialized high density foam composite. First year sales of \$1MM with an ROI of greater than 40%.
- Played an instrumental role in the development process of thin film, spiral wound membranes for specific gas/liquid phase reactions with a potential market of 1000MM pounds.
- Served on technical team responsible for integrating pulp and staple derivatives of a novel aramid-like fiber into the competitive markets of printed wiring boards, abrasive applications, fire retardant uses and wet processing aids.

**Senior Research Engineer** 1989-1994

- Served as technical expert in non-woven wet process development/troubleshooting and scale-up of composite materials for specific customer applications.
- Interacted with numerous aerospace companies for commercialization of structurally reinforcing composite foams for radar absorbing applications having a potential market value of \$10MM/year.
- Designed, set up and specified equipment for a Resin Transfer Molding (RTM) laboratory. Supervised and trained five people on theory, principles and operation of equipment. Studied in-mold flow characteristics of resin/pre-form geometry.
- Developed magnetic composite materials for frequency dependent electromagnetic response. Established program for manufacture of basic materials and fabrication of functional products.

## Research & Development

**MICHAEL SWIFT**

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### **CAREER HISTORY (Continued)**

#### **Research Engineer**

1986-1989

- Optimized fiber reinforced composite materials for fast compression molding. Studied blank size distribution and placement, in-mold flow studies, thermal stability and optimization of physical properties in relation to geometric shape.
- Designed, set up and specified equipment for a Reaction Injection Molding (RIM) laboratory. Supervised and trained six people on theory, principles and operation of equipment.

### **EDUCATION**

<b>MS</b>	Polymer Chemistry and Materials Science	Ohio State University, Columbus, OH	1986
<b>BS</b>	Chemical Engineering	Ohio State University, Columbus, OH	1982

### **ASSOCIATIONS/RECOGNITIONS**

Society for the Advancement of Materials and Process Engineering  
Special Recognition Award for Excellence in Research

### **PATENTS/PUBLICATIONS**

Holder of 25 U.S. Patents.  
Wrote 20 internal technical papers for Richfield Chemical Company.

**HOWARD W. ROTHSTEIN, Ph.D.**

317 Langston Court  
Collins, IL 71542  
216-444-2404 (H)  
216-717-4039 (O)

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**OBJECTIVE:** A senior management position in the Research and Development area of a pharmaceutical, related health care or chemical company.

**SUMMARY:** A pharmaceutical executive with extensive experience in the identification and management of Research and Development Programs. Management and scientific experience includes:

- Developed and implemented new and ongoing discovery research programs.
- Transferred technology of candidate drugs to kilolab and pilot plant scale.
- Reviewed and submitted CMC documents to INDs and NDAs.
- Developed regulatory strategy for Candidate Drugs.
- Effectively managed \$3.7 million chemistry department budget to support \$5 million research and development effort.
- Lectured extensively on original research and topics in medicinal chemistry.
- Served as Adjunct Professor of Bio-Chemical Engineering at the University of Chicago, College of Pharmacy.

**PROFESSIONAL EXPERIENCE:** PROMEDICO, INC., PHARMACEUTICAL PRODUCTS DIVISION  
Bakersfield, IL (1990 - Present)

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**Director of Chemistry**

Report to Vice President, Research and Preclinical Development with responsibility for discovery chemistry and chemical development projects, including four direct reports and a staff of 32, 17 of whom are Ph.D.'s. Approximately one-third of the staff was recruited during the last four years. Together with the Director of Pharmacology, organized and managed discovery teams, reviewed progress with senior management and consultants and recommended initiating of clinical trials on discovery compounds.

- Established programs to maintain and increase professionalism: dual ladder career path, seminar programs, scientific meeting presentations.
- Served as permanent member of Preclinical Research and Development Management Team, Patent Strategy Committee and Research Council.
- Led the Inhalation Anesthetic Discovery Team that synthesized novel structure classes of new chemical entities that are in advanced preclinical testing.
- Organized a receptor-based approach to antiemetics that led to a recommendation for clinical testing of a promising compound.
- Managed an intravenous Anesthetic Program that led to clinical trials of five Candidate Drugs.
- Worked with Licensing and Acquisition group to evaluate potential in-license drug candidates.

## Research & Development

HOWARD W. ROTHSTEIN, Ph.D.

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- Discovered a novel neuromuscular blocking agent that began clinical trials.
- Hired ten Ph.D. and M.S./B.S. chemists for discovery and development.
- Developed synthesis for new chemical entities that were scaled up to kilolab and pilot plant.

PHARMCO LABORATORIES, Waukegan, IL (1980 - 1990)

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### **Assistant Director of Regulatory Affairs (1988 - 1990)**

Reported to Senior Director of Regulatory Affairs, with responsibility for developing regulatory strategy for development projects. Reviewed and submitted documents to INDs and NDAs. Attended FDA Advisory Committee meetings.

### **Section Head, Central Nervous System Research (1980 - 1988)**

Started as a laboratory scientist synthesizing new chemical entities in the gastrointestinal, cardiovascular and central nervous system disease areas. Led a section of 12 chemists (mostly Ph.D.'s) in discovering analgesic and anti-ischemic compounds. With biology section head, developed and implemented research plans.

- Personally conceived and synthesized three Candidate Drugs that entered clinical trials.
- Organized and chaired a symposium on New Initiatives in Central Nervous System Research

### **EDUCATION:**

**Ph.D. - Biochemistry**, Michigan State University (1979)

**M.S. - Medicinal Chemistry**, Michigan State University (1977)

**B.S. - Pharmacy**, University of Illinois (1975)

### **Postdoctorals**

Drexel University - Peale Sabbatical Program (1983)

Georgetown University, NIH Fellow (1979 - 1980)

Ongoing professional development courses

### **PATENTS:**

Awarded 24 US Patents

### **PUBLICATIONS:**

Published 12 articles in refereed journals

### **MEMBERSHIPS:**

American Society of Chemical Engineering

American Association for the Advancement of Science

New York Academy of Sciences

American Pharmaceutical Association

**CERTIFICATIONS:** Registered Pharmacist

## Vincent A. Giordano

23 Basking Ridge  
West Huntley, Michigan 12492

Tel. 619-555-7157

**Summary** An accomplished Engineering and R&D Manager with over ten years of management experience in product and advanced technology development. Broad experience planning, organizing and guiding programs in ceramic materials and process R&D for high technology applications. Technical expert in the field of glass and advanced ceramic technology.

### Experience

1997-present *Consultant*, Independence Glass & Ceramic Corporation  
Operate an independent engineering consultancy in the field of advanced glass and ceramic technology. Clients are primarily in high technology and materials based industries.

1989-1997 *Manager Materials Development*, Corning Glass, Inc.  
Held a variety of increasingly responsible technical, staff and management positions. Developed a broad base of skills leading engineering and R&D work on novel glasses, ceramics, and processes for state-of-the-art applications in electronics. Applications have spanned a diverse array of technologies including flat panel computer data displays, magnetic data storage, microelectronics packaging, fiber optics and precision specialty materials. Accomplishments include:

- Pioneered an innovative materials system that led to the commercialization of a new flat panel data display product which generated \$100 million per year new business revenue.
- Established and staffed a state-of-the-art laboratory facility for the development of sophisticated glasses, glass-ceramics, metals, composites and thin/thick film materials.
- Developed materials and processes meeting performance, reliability, and cost objectives which were key to attainment of business strategies.
- Managed a one million dollar operating budget.
- Supervised an advanced degree R&D staff of 12 people.
- Transferred and commercialized technology from R&D to manufacturing which enhanced competitiveness and productivity.
- Established and administered industrial and university R&D contracts.
- Fostered collaboration, teamwork and innovation that led to numerous inventions and technical breakthroughs.

## Research & Development

### Vincent A. Giordano

1986-1989      *Project Engineer*, Brockway Glass Co., Brockway, Ohio  
Member of the engineering staff at a corporate RD&E center. Initiated and conducted projects in glass science and manufacturing technology for cathode-ray tubes, scientific apparatus and electronic devices.

**Education**      B.S., Chemical Engineering, Princeton University, Princeton, NJ, 1986

**Patents & Awards**

- Holder of four U.S. patents
- Recipient of Corning Glass' "Outstanding Innovation Award" for U.S. patent 5,932,070 that enhanced the performance and manufacturability of plasma flat panel data displays.

**Professional**

- Registered Professional Engineer, New York and Ohio
- Member, American Society of Chemical Engineers
- Member, Materials Research Society

Eileen B. Marks  
12 Border Avenue  
Bellvue, WA 80617  
Home: 206 897-5191

**SUMMARY:**

Senior executive/general manager with extensive experience in marketing/sales and profit and loss responsibility and graduate of Harvard Business School.

**EXPERIENCE:**

**Martin Equipment Company, Inc. (1996 - Present)**

Vice President - Direct the sales and marketing of three divisions which total \$118 million with 18 direct sales people and four manufacturing representative organizations. Assist the President with strategic planning. Product lines include automated manufacturing equipment, precision machining, precision stamping and contract manufacturing. Markets served are mainframe computers, telecommunications, semiconductors, medical instrumentation automotive and disk drives.

- Grew sales to OEM market \$5 million in one year and quoted over \$60 million in potential new business over five years.
- Member Corporate Quality Council - implemented "Sigma Program" throughout the company to improve quality three orders of magnitude in three years.
- With \$750,000 in capital, justified a rapid prototyping facility that delivers over 70% ROI per year.
- Justified capital investments with ROCE of 25% or greater, e.g. CAD/CAM, Wire EDM, Machining Centers, etc. Over \$2 million invested in 24 month period.
- Chairman Corporate Rewards and Recognition Committee.

**General Instrument Corporation (1992 - 1996)**

Business Manager - Supervised direct staff of six with total organization of 20 including product managers, application engineering, pricing and program management functions. Product responsibility included broad-band network products, high-speed cable assemblies, RF connectors, "Thin-Net" LAN tap.

- Charged with responsibility for \$150+ million of bookings; a 50% increase over the previous year at 20% gross margin.
- Improved sales from \$100 million to \$145 million for a 45% increase. Chairman of the acquisition committee which developed a strategy for RF connectors. Implemented forecasting by part number which improved lead times from 12 weeks to three weeks on high volume components.
- Served on several committees including premise network, electronic distribution, competitive analysis.

## Marketing

Eileen B. Marks

Page 2

Director of Business Planning - Supervised staff of two product managers and an application engineer.

- Implemented cable assembly strategic plan which focused on high-speed assemblies in the computer, instrumentation, medical and automatic test equipment markets.

### Universal Engineering, Inc. (1989 - 1992)

Director of Marketing - Supervised staff of five with a total marketing organization of 25 people including product managers, industry marketing, customer service and order entry. Products included commercial connectors, ribbon connectors, cable assemblies and cable. Markets served were telecommunications, industrial, computer and peripherals and commercial and military.

- Charged with sales of \$50 million; a 20% increase over previous year, at a 28% gross margin.
- Introduced nine new products in 1990 that produced \$4 million sales first year with a \$12 million potential in five years.
- Implemented distributor policies to improve part number turnover and increase gross margin.
- Increased exports and imports 80% (\$6MM) and 40% (\$6MM) respectively.
- Negotiated private label agreements with Asian suppliers to address \$500 million market not served.
- Developed strategies for commercial products for investment of \$2 million which would generate sales of \$15 million at 40% gross margin.
- Coordinated marketing for commercial products worldwide; including Europe, South America, Far East, Japan and United States.

### Ameritech, Inc. (1985 - 1989)

Product Manager (1987 - 1989)

Marketing Manager (1985 - 1987)

Responsible for the computer and electronic interconnect products for board-to-board, wire-to-board and wire-to-wire applications which included investment justification, managing the programs through engineering, pricing, manufacturing and sales organizations.

- With a capital investment of \$1.9 million, developed seven new products that generated sales at a rate of \$12 million annually with ROI of more than 50%.
- Directed the development of 16 new products that have \$30 million potential in sales producing a divisional growth rate of 25% annually with ROI of 80% - 100%.
- Developed 18 additional products, incorporating robotic insertion, surface mounting and automated discrete wire cable assembly systems.

### **EDUCATION:**

M.B.A., Harvard Business School, 1985

B.S., Electrical Engineering, Rochester Institute of Technology, 1983



**WINSTON W. SPOONER**

20 Billings Road  
Manhasset, NY 18242

Res: 212 246-8957  
Bus: 212 846-9212

**OBJECTIVE:** Managerial position in Marketing Consumer Products or Services.

**SUMMARY:** Broad consumer marketing experience with major corporations, the last four years with Lever Brothers. Demonstrated ability to develop and implement advertising and promotional strategies, increasing share and ROI (return on investment). Strong written and verbal communication skills, with ability to interface effectively at all levels. Computer literate and aggressive user of spreadsheet, word processing and graphic software packages, including Lotus/Excel, Harvard Graphics, Power Point, Word for Windows and ProWrite.

**WORK EXPERIENCE:**

1995-Present **LEVER BROTHERS COMPANY, New York, NY**

**Marketing Manager - Military Sales**

Recruited to assume line marketing responsibility for developing and implementing plans and programs for worldwide military retail sales of \$40 million annually of Lever Brothers consumer products. Frequent interface with sales and marketing management in three divisions in development of sales/expense forecasts as well as implementation of strategic and tactical marketing and promotional plans.

- Reduced marketing expenses 25% and maintained sales volume in the face of a 20% contraction in the military market.
- Developed and implemented an integrated marketing approach that built established brand to a record 52% share.
- Streamlined development and delivery of sales and marketing communications and support materials on accelerated schedules at reduced costs.
- Introduced special pack promotions to highly resistant military market generating incremental volume through increased display support.
- Designed and initiated "government required" forms utilizing shared computer technology, allowing sales to customize presentations for headquarter accounts.
- Increased productivity of critical manager's meetings by restructuring the format into logical, easily digested segments.

## Marketing

**Barbara A. Krug**

page 2

### EXPERIENCE (cont'd)

- Effectively coordinated resources and activities with nationwide IBM marketing teams to provide solutions across all CoreStates business units.
- Negotiated special contracts for volume bids with internal Compaq headquarters management.
- Consistently achieved 100% of quota.
- Received *Branch Managers Award for Excellence in Line of Business* for contributions to marketing effort.

#### Senior Technical Buyer, Compaq Research Center

(1990 - 1993)

- Responsible for evaluation and purchase of optical and laser systems for research community, including specification, analysis, negotiation, and installation planning.
- Negotiated and reviewed purchase contracts, service contracts, and software license agreements.
- Functioned as liaison between research community and external vendors and organizations.
- Successfully developed pc-based database of vendor information to streamline buying process.
- Scheduled and hosted technical talks and seminars for research community members.
- Represented Compaq at various technical shows and exhibits.

#### Technical Buyer, Compaq Research Center

(1987 - 1990)

### EDUCATION

Bachelor of Science - Physics, 1987  
Cornell University

### ADDITIONAL SKILLS

*PC Environments:* DOS, MacIntosh  
*Applications:* Excel, Word, Lotus 1-2-3, Persuasion, Harvard Graphics, Paradox, DBase IV



## Marketing

Winston W. Spooner

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1983-1995

### **FLORSHEIM SHOE COMPANY, Chicago, IL**

#### **Retail Brand Director (1993-1995)**

Established marketing objectives and strategies, integrating all advertising, point-of-sale, and promotional plans and programs for 200 + retail outlets accounting for \$150 million in annual sales. Frequent interface with advertising agencies, vendors and field sales force. Supervised three-person brand team.

- Initiated and implemented consumer targeted radio station in-store, enhancing the audio environment, allowing for promotional messages, and generating revenue by selling air time to vendors.
- Developed retail color coding system that simplified shopping, visually reinforced store positioning and energized the environment through effective use of point-of-sale strategy.

#### **Advertising Manager (1990-1993)**

Developed creative and media placement strategies in support of grand openings, promotions, image advertising and ongoing campaigns. Acted as communication liaison among management, agencies and sales. Supervised TV and print media production.

- Initiated first co-op advertising effort that generated \$500,000 + in media exposure at a cost of \$100,000.
- Increased advertising effectiveness by adapting TV advertising to point-of-sale through creation of video programs nationwide.

#### **Merchandise Distribution Manager (1987-1990)**

Frequent interface with Sales, Buying, and Manufacturing with responsibility for establishing sales forecasts and assignment of inventory to 200 retail outlets. Also trained associate merchandise managers, and provided in depth sales analysis for buyers.

**Associate Merchandise Manager** (1985-1987)

**Management Training Program/Store Manager** (1983-1985)

### **COMPANY SPONSORED TRAINING:**

- Kellogg Graduate School of Management: "Consumer Marketing Strategies"
- American Management Associates: "Management in a Team Environment"
- David Bootnick Associates: "Improving Communication Effectiveness"
- Karras Associates: "Effective Negotiating"

### **EDUCATION:**

**CITY COLLEGE OF NEW YORK, New York, NY**  
B.S., Business Management, 1983

**WILBUR B. MARSHALL**

8 Lewis Road  
Wilmington, DE 19898  
Voice/Fax (302) 644-3492

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**Summary:** General Management/Marketing executive with 13 years domestic and international chemical industry experience.

Specific expertise: Sales, Marketing and Marketing Research, Strategic Planning, Acquisitions, Joint Ventures, and Business Strategy development and implementation.

**Professional Experience:** **HERCULES, INC.**, Wilmington, DE (1998 to Present)  
(\$5.2 BILLION CHEMICALS MANUFACTURER)

**Vice President Marketing & Sales-Paper Chemicals Division**, Wilmington, DE

Worldwide P&L responsibility for marketing and sales of paper chemical lines manufactured in four countries with sales in 60 foreign countries, sold through direct sales forces in major markets and distributors/agents in other countries. Promoting sale of starch-based chemical system (SBCS) manufactured at new plant is top priority project. (Sales: \$15 million, Operating Budget: \$1.5 million; Staff: 20)

- Initiating empowerment culture in stifled environment.
- In first year achieved 25% Sales and Volume growth in SBCS 10% overall products.
- Evaluating strategic product line additions, with possibility of significantly changing entire character of division through growth and acquisitions.

**WALDO CHEMICALS, INC.**, Pittsburgh, PA (1996 to 1998)  
(\$60 MILLION, INTERNATIONAL SPECIALTY POLYMER COATING MANUFACTURER)

**Vice President, International Specialty Group**  
**President, South America**  
**Member, Board of Directors, Europe**

Established new business unit to support manufacturing, marketing and sales of specialty finishes in South America. (Operating Budget: \$3 million; Staff: 35)

- Achieved \$3.1 million in annual sales and cumulative profit of \$1.2 million in three years.
- Established two wholly-owned operations in France and Germany.
- Converted JV in Spain to 100% owned subsidiary.
- Formed JV in Netherlands, adding \$3 million in sales revenues in second year.

**NORTON CHEMICALS, INC.**, New York, NY (1984 to 1996)  
(\$6.3 BILLION WORLDWIDE MANUFACTURER OF COMMODITY AND SPECIALTY CHEMICALS)

**Director of Marketing & Sales, Coatings Division** (1994 - 1996)

Profit and Loss responsibility for worldwide marketing and sales of paper coating product lines. (Sales: \$30 million; Operating Budget \$2.5 million; Staff: 60)

## Marketing

**Carol W. Davis**

**Page Two**

- Directed the development of an internal new products forecasting model which was significantly more accurate than simulated test market services.
- Served as strategic advisor to the President's Staff on such issues as changing consumer lifestyles and overall market trends.

**QUAKER BAKERIES, Philadelphia, Pennsylvania**

**1987 to 1991**

**Manager of Marketing Research Department**

Responsible for marketing research support on all retail and food service product line including new and established brands.

- Significantly enhanced brand management analysis and planning capabilities by developing a state-of-the-art computer-based marketing decision support system.
- Significantly improved forecast accuracy through development of a model-based forecasting system.
- Reviewed and helped develop long range plans and annual operating plans.

**NABISCO INTERNATIONAL, INC., New York, New York**

**1983 to 1987**

**Research Manager (1985-1987)**

**Research Supervisor (1983-1985)**

Performed a broad range of marketing research studies on assigned brands including concept and product testing, advertising, packaging and name testing, A&U's and test marketing. Recipient of Chairman's Award for business analyses and econometric modeling on Krunch-Berry cereal which led to development of marketing plan resulting in record sales and profits.

**THE MARKET PARTNERSHIP, New York, New York**

**1979 to 1983**

**Senior Analyst**

Progressed from Analyst to Senior Analyst with responsibility for three of the company's largest clients: Nabisco Foods, General Foods and Scott Paper Company. Responsible for the design, analysis and presentation of consumer research findings to client management

### EDUCATION

- M.B.A.** Harvard Business School, 1979  
Graduated third in class of 105. Full tuition scholastic scholarship
- B.A.** University of Pennsylvania, Psychology Major, 1977  
Graduated tenth in class of 1200

### PROFESSIONAL ASSOCIATIONS

American Marketing Association  
Association of National Advertisers

## SANDRA R. BERNARD

15 Pheasant Run  
West Chester, PA 19382

Residence: (610) 431-2544  
Office: (610) 631-8989

### OBJECTIVE

A senior level sales and marketing position requiring demonstrated skills in leadership, planning and communication which result in increased profitability.

Qualified by 16 years of experience in positions of increasing responsibility for the profitable marketing of products within the consumer products industry. Background includes consistent record of achievement in the following areas:

- Sales & Marketing Management
- National Account Management
- Advertising
- P&L Management
- Sales Promotion
- Product Development
- Market Research
- Strategic Planning

### PROFESSIONAL EXPERIENCE

#### **PFIZER INC., CONSUMER GROUP**

1995 - Present

Direct all marketing functions including consumer advertising and promotion, marketing services, account marketing programs, and special product development for Pfizer's top 75 accounts (sales volume - \$940MM). Manage budget of \$6.3MM and staff of 36.

#### *Vice President Sales & Marketing*

##### Accomplishments:

- Directed effort to expand and reorganize Account Marketing department. Increased staff from 18 to 36 members. Reassigned accounts by dollar volume and geographically.
- Produced an additional \$25MM in sales from account specific product development. Expanded this service to cover Pfizer's top ten accounts.
- Developed national promotional strategy to compete with competing shaving products companies. Promotions produced \$4.8MM in increased profit.

#### **THE GILLETTE COMPANY**

1981 - 1995

Fourteen years of results-oriented experience within this \$1.9 billion manufacturer of consumer shaving products. Experience includes directing all sales and marketing functions for assigned accounts (or region) covering all consumer trade classes (mass merchant, food, drug, deep discount, catalogue, specialty, etc.)

#### *Senior Sales Manager, National Accounts*

1994 - 1995

Created and executed marketing and sales programs for WalMart Corporation. Coordinated activities and provided direction for 150 sales representatives with regards to WalMart. WalMart sales volume - \$300MM.

##### Accomplishments:

- Produced 20% increase at WalMart versus previous year.
- Introduced first promotional pack featuring free audio cassette with purchase.
- Directed and managed the inventory of all WalMart products at their 105 distribution centers.
- Secured distribution for triple track razor at WalMart.

## Marketing

WILBUR B. MARSHALL - P 2

- Improved sales efficiency and customer coverage by 30%.
- Resolved three complex claims saving \$500,000.
- Negotiated new two-year contract, increasing sales 15%.
- Rewrote agent/distributor contracts reducing company's liability exposure by \$1.3 million.

**Manager, Strategic Planning, Pulping Chemicals Division** (1992 - 1994)

Determined internal consistency of strategic plans for two pulping chemicals divisions and submitted recommendation to senior corporate management; reviewed joint venture projects and made further recommendations for international acquisitions. (Staff: four)

- Analyzed over 150 companies and recommended ten international acquisition candidates.
- Developed and presented additional value criteria to acquisition specifications for European investment bankers, resulting in identification of three candidates.

**Region Sales Manager, Southeast Region** (1990 - 1992)

Turned around sales and profits for 30 industrial chemical products (Sales: \$15 million; Operating Budget: \$2.0 million; Profit: \$1.7 million; Staff: three)

- Achieved 20% growth in sales and profits.
- Concluded sales of \$3 million to three new business areas.

**Product Sales Manager - Paper Chemicals Division** (1987 - 1990)

Responsible for marketing, sales and overall business operations for this \$60 million product line as it moved from order control to active selling mode. (Budget: \$500,000; Staff: three)

- Developed and implemented strategic marketing plan for Europe and contributed to global strategic plan.

**Sales Representative, Southwest Region** (1984 - 1987)

Accountable for \$5 million sales for 30 industrial chemical products serving eight industries in Texas, Arizona, California and Nevada.

- Increased sales and profits 15% per year in recessionary period.
- Negotiated exclusive contract resulting in annual sales of \$400,000.
- Launched three new products resulting in \$750,000 additional revenue.

**Education:** B.S., Chemistry, University of Delaware, 1984



**DONALD J. BORKERT**

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31 Rock Creek Lane, McAllister, TX 39415

Office 715/497-5151 • Home 715/697-4331

**CAREER SUMMARY**

Seasoned sales and marketing professional with extensive experience in the areas of:

- Pricing
- Product line P&L
- Competitive analysis
- Forecasting
- Sales force management
- Market research
- Strategic planning
- Distribution channel design
- Contract negotiation
- New product commercialization
- Competitive acquisitions
- Customer service

Results-oriented, self-motivated team contributor with a proven ability to lead efforts in the areas of account acquisition, competitive strategies, market segmentation and profitability improvement.

**BUSINESS EXPERIENCE AND ACCOMPLISHMENTS**

**Electro-Laminates, Inc., Houston, TX**

**1985 to Present**

A \$100 million global business providing specialty engineered laminates to the electronics industry.

**Marketing Manager** (1996 - Present)

Report to the Director of Sales and Marketing with key responsibilities in national and international coverage of end use OEM accounts, applications development and new product launch. Directly supervised a staff of six marketing and technical professionals.

- Led a successful customer-linked commercialization effort from which a new product category was launched, capturing more than \$2 million in sales in the first year.
- Established product application teams within the industry supply chain, achieving cost containment and cycle time reduction at all levels.
- Facilitated an alliance with a major OEM, resulting in exclusivity for product qualification testing in a computer application. Successful testing will lead to more than \$10 million in new product sales annually.
- Formulated programs, working with sales teams and regional managers, to initiate and introduce new products and productivity options to customers and distributors.

**Sales Manager** (1993 - 1996)

Responsible on a national basis for all sales activities, pricing policies, sales contracts, competitive analysis, forecasting, customer and technical service associated with a \$40 million network of 11 distributors at 22 locations. Reported to the Director of Sales and Marketing.

- Analyzed markets and prepared accurate sales forecasts with distributors' senior management.
- Implemented a mix-driven, volume-based incentive rebate plan increasing sales by 30% in 1995.
- Prospected, recruited and secured long-term arrangements with new distributors resulting in revenue increases exceeding \$9 million.
- Planned and initiated distributor training programs.
- Established requirements for distributor certification to comply with MIL-SPEC and other institutional approval ratings.
- Promoted and applied Total Quality Leadership techniques to streamline distributor policies and reduce overall bureaucracy, with regard to claims, special pricing requests and transportation.

## Marketing

### *District Sales Manager*

1992 - 1994

Managed, motivated, and directed 14 sales representatives in the Boston, Massachusetts district. Was held accountable for quota achievement, P&L management, promotion, advertising activity, and forecasting as well as career development of team members.

#### Accomplishments:

- Number one ranked district (nationally).
- Number two ranked district (nationally).
- Three marketing representatives were promoted to managerial positions.

### *Major Account Manager*

1991 - 1992

Created and executed marketing and sales programs for the following national accounts: Rite Aid, CVS, Acme and Super Fresh.

#### Accomplishments:

- Received Performance Excellence Award signifying Number One Sales Manager in nation.
- Achieved 30% increase in sales at assigned accounts.

### *Special Markets Manager*

1991

Managed and directed eight (8) food brokers accountable for all Supermarket business located in the Northeast region.

#### Accomplishments:

- 100% quota achievement in all product categories.
- Secured new distribution for the Flex Trac razor at Shop Rite (only supermarket chain to carry this product).

### *Marketing Representative*

1986 - 1991

Met and exceeded sales quotas at assigned accounts through the planning and execution of account specific marketing programs and promotions.

#### Accomplishments:

- 1991 - Excellence Award winner signifying the nation's number one marketing representative.
- 1990 - 100% quota achievement in all product categories.
- 1989 - 100% quota achievement in all product categories.
- 1988 - Ranked number two marketing representative nationally.

### **RJR NABISCO COMPANY**

**1981 - 1986**

*Account Manager*

*1983 - 1986*

*Account Supervisor*

*1982 - 1983*

*Account Representative*

*1981 - 1982*

## EDUCATION

**VILLANOVA UNIVERSITY, Villanova, PA**

B.S., Marketing

1981

Continued professional development includes participation in programs in the areas of leadership, coaching, presentation, interviewing, and writing skills.

**BRUCE T. HARTZ**

25 Croft Lane  
Devon, PA 19087

Work: (215) 422-6571  
Home: (215) 431-2135

**SUMMARY:** Senior Marketing executive with strong leadership skills and a proven track record of profitably growing both large national brands and smaller niche products. Strengths include strategy development, consumer marketing and team building. Successful career includes marketing, business development, strategy and finance assignments.

**PROFESSIONAL EXPERIENCE:**

**NATIONAL HOME PRODUCTS COMPANY, Philadelphia, PA**

**1996 - Present**

**Category Director - Cleaning Products Unit**

Report to Vice President of Marketing with overall responsibility for three major brands: WONDER CLEAN, AMAZE AND GLORY SHINE. Received additional responsibility in 1997 for WIZZARD Glass Cleaner, the company's largest brand. Manage existing base business, new product development and Marketing organization's total quality roll-out. Supervise staff of nine.

- Led Floor Wax business turnaround through aggressive in-store promotion focus and product improvement. Additionally developed and launched one new product into test market. Grew volume and increased profits 30%.
- Initiated AMAZE new products program and launched AMAZE PLUS premium product to regain category leadership. Increased share and profits 20% and 12%, respectively.
- Developed and implemented GLORY SHINE EDLP sales strategy which has significantly exceeded payback requirements.
- Revised WIZZARD Strategic Plan to address emerging competitive issues and new product opportunities. Managed advertising development process which delivered superior copy.

**BEATRICE FOODS, Chicago, IL**

**1983 - 1996**

**Brand Manager - Spread Fast Peanut Butter** (1994 - 1996)

P&L responsibility for Beatrice's largest brand representing \$500MM in sales. Duties included managing a \$60MM advertising and promotion budget and staff of four.

- Established successful long-term category/brand volume growth strategy.
- Developed record testing advertising designed to reposition the brand and extend product usage.
- Implemented aggressive short-term sales and consumer programs to stabilize share.
- Led development of innovative market level event sponsorships designed to address local consumer and trade opportunities.
- Led development of several value-added spreadable products for test market.

**Brand Manager - Red Hot Barbecue Sauce** (1992 - 1994)

Managed P&L for this \$30MM brand, including a \$6MM advertising and promotion budget and one Associate Brand Manager.

- Successfully defended brand against a major new competitive entry and achieved best volume growth (25%) of any Beatrice brand.
- Developed three new television ads designed for use in regional/seasonal copy strategy.
- Designed and implemented a local marketing program to enhance national consumer events, including USTA and professional horse show sponsorships.
- Developed several new Meat Sauce products for test market and successfully introduced Bull's-Eye Hot-N-Spicy nationally.

## Marketing

DONALD J. BORKERT

Page Two

### District Sales Manager (1991 - 1993)

Reported to the National Sales Manager, responsible for \$25 million in sales throughout the Northeastern U.S. and Mexico via an organization of three directly reporting salespersons, four distributors and two manufacturer's representatives.

- Exceeded regional sales quotas by 10% in 1991 and 15% in 1992 while maintaining a 5% price premium over competition.
- Re-established Mexican sales base, growing sales from \$2 to \$6 million.
- Mobilized cross-functional teams to capture new accounts.

### Market Research Manager (1989 - 1991)

Responsible for establishing and maintaining product line pricing to meet corporate profitability goals on a national basis. Also responsible for conducting research for competitive and strategic purposes. Reported to the Director of Marketing. Directly supervised four employees.

- Implemented pricing mix strategies enabling price increases exceeding 3%, resulting in profit gains of \$4.2 million.
- Managed and negotiated all pricing and contracts for \$60 million SBU on a national basis.
- Successfully prepared and justified appropriations requests for capital expenditures in excess of \$4 million.
- Led competitive analysis efforts in all segments of market in order to develop and implement appropriate business response.

### Product Manager (1988 - 1989)

Reported to the Marketing Manager, responsible for management of three basic product lines. Primary focus included: P&L, market share, forecasting and product line rationalization.

- Organized product rationalization effort in the aftermath of a business acquisition.
- Assisted in the commercialization of new products.
- Focused efforts on the assimilation of the acquired business into the existing one.

Contracts Manager (1987 - 1988)

Sales Associate (1985 - 1987)

### EDUCATION AND PROFESSIONAL TRAINING

B.S. Business Administration - Texas A&M, 1985  
Graduated Magna Cum Laude - Major: Marketing

#### - Company-Sponsored Professional Training -

Management Development Conference • Total Quality Leadership Training  
Strategic Pricing Seminar • Value Selling Workshop  
Total Quality • Middle Management Training • Leadership Training Workshop

**BERNARD W. REGAN**

3588 Connestoga Road, S.E.  
Blissfield, Michigan 49585

Home: (606) 234-2887  
Office: (606) 454-4397

**BACKGROUND SUMMARY**

Fifteen years proven experience in international marketing and business development. Experience in country, regional and global business units. Demonstrated ability to improve sales and profits. Assertive, motivated results oriented. Innovative problem solver with ability to implement. Trilingual - Spanish and German.

**WORK EXPERIENCE**

**NU-QUEST ENTERPRISES** - Detroit, Michigan **1995 to Present**  
A worldwide, \$7 billion+ manufacturer and marketer of consumer products.

**Manager, International Marketing** - Primarily responsible to develop and market the soap and shampoo product lines in all international markets. Manage a staff of six professionals to ensure that appropriate strategies and product launch goals are developed and implemented. Hire, train and conduct performance evaluations.

Accomplishments:

- Provided necessary management that has increased current divisional sales to more than \$300 million annually
- Personally developed the soap line and broadened the scope of soap and shampoo business.
- Introduced new shampoo line into Japan that generated an increase of over \$20 million in business.
- Successfully introduced new scented soap line into Europe.

**GERBER PRODUCTS, INC.** - Philadelphia, Pennsylvania **1990 to 1995**  
A \$50 million+ manufacturer and distributor of infant goods.

**International Marketing and Sales Manager** - Hired with specific objective to establish an international presence for Gerber Products infant goods business.

Accomplishments:

- Established markets in Canada, U.K., Germany and Spain, resulting in a four-fold increase in sales.
- Negotiated and developed distributor contracts and established international pricing policies.
- Initiated trade/consumer advertising campaign in the U.K., resulting in 1500 new sales outlets and establishing a foothold with major retailers such as Beall's and J.C. Penney's.
- Initiated and implemented bilingual packaging program for Canada which allowed the company's entry in that market.

**PHOTO MART CORPORATION** - Baltimore, Maryland **1983 to 1990**  
A worldwide manufacturer and distributor of consumer/industrial photographic and imaging products.

## Marketing

BRUCE T. HARTZ - Page 2

### Brand Manager (1990 - 1992)

Managed P&L for this \$80MM business (ice cream) and supervised one Assistant Brand Manager.

- Repositioned Beatrice Ice Cream as "fantasy" dessert and increased sales 10%.
- Increased distribution during key periods through special packaging and targeted trade/sales incentives.
- Aggressively managed and increased Toppings profits through developing low cost copacking relationships and short-term sales incentives.
- Recommended and implemented Beatrice's Pineapple Ice Cream market withdrawal.

### Manager of Business Development - Grocery Products Group (1988 - 1990)

Reported to the Vice President of Marketing & Strategy with responsibility for developing a growth plan, including acquisition, for the Frozen Foods Group.

- Developed five category-specific growth strategies and prioritized internal and external development activities.
- Established Frozen Foods Group Acquisition Plan and coordinated the strategic planning process.
- Purchased Porter Foods retail brands for \$100MM in 1989.
- Led several acquisition studies and coordinated both internal analysis and outside consulting/investment banking teams.

### Senior Analyst - Marketing Strategy (1987 - 1988)

- Assessed financial and strategic implications relating to the uncoupling of Wilson Company and Beatrice Foods.
- Provided Chairman and Chief Executive Officer with operating group performance analysis.

### **PREVIOUS POSITIONS** (1983 - 1987)

Held a series of increasingly responsible assignments in Finance and Strategy which included an 18-month field assignment working on cost and capital planning at a major manufacturing facility; a traditional financial planning and reporting assignment in an operating division; and financial/strategic planning for a divested business unit.

### **EDUCATION:**

- MBA, Wharton Business School, 1983
- BBA, Finance, University of Pennsylvania, 1981

### **ACHIEVEMENTS:**

- Received President's Award (1995)
- Received Beatrice Frozen Foods Leadership Award (1993)
- Received Beatrice's Creativity Award (1991)

**EZRA N. WICKERSHAM**

**14 Darlington Drive  
Newark, DE 19898**

**Home: (302) 597-8325  
Office: (302) 694-8381**

**SUMMARY**

International sales, marketing and business development executive serving Fortune 250 chemical companies. Specific responsibilities in large account management, staff recruitment and motivation, new product introduction, pricing and profitability. Demonstrated successes in European and Asian cultures in joint venture companies.

**PROFESSIONAL EXPERIENCE**

**ICI AMERICAS**

**1996 - Present**

**Director, New Business Development** (Commercial Development)

- Created, staffed and led Commercial Development group.
- Developed market focus Mission, Goals and Strategy for the CD group.
- During initial four years, generated project opportunities providing \$400 million in revenue. Provided three year return on \$95 million of investment.
- Presented a plan for the global manufacturing synergy for new key intermediates.
- Utilized \$7 million R&D budget for new product development and pilot plant operations.
- Administered \$2.8 million operating budget.
- Managed total project including sales and marketing, contract negotiations and investment proposal preparation for a new specialty intermediate product (\$8.5 million revenue, high margin).
- Supervised development of lube additive replacement for a major component of engine oils for both automotive and industrial users. Negotiated a contract with a major oil company to supply their total requirements on a take or pay basis.
- Delivered market opportunity for new herbicide intermediate family of products (\$200-300 million annually, \$55 million investment). Single source position for 10 million pounds with newly developed account.
- Directed the plan preparation for market entry into remediation chemistry (\$60 million revenue \$29 million investment).

**DOW CHEMICAL COMPANY**

**1980 - 1996**

**Manager, Marketing Development**

**1992 - 1996**

- Established a group of new pesticide intermediate products from zero base to \$30 million sales in two years.

## Marketing

Bernard W. Regan

PAGE 2

**Marketing Manager - Worldwide Export Operations (1989-1990)** - Promoted to direct worldwide export sales and marketing programs for all consumer photographic and video products. Developed marketing plans, strategies, budgets, pricing strategies, sales promotion campaigns and advertising program for export markets.

Accomplishments:

- Directed marketing programs for worldwide offices in Hong Kong, Paris, London and Florida.
- Redesigned Wide Lens camera system to reduce cost per unit picture.
- Successfully entered export market with profitable new video products.
- Shifted advertising strategy from national media to more localized advertising and sales promotions. Increased sales while reducing advertising budget by \$500,000.

**Regional Marketing Manager (1985-1989)** - Originated and implemented sales and marketing strategies in Columbia, Ecuador, Panama and Venezuela to increase market share. Responsible for developing sales programs, distributor relations/contracts and advertising campaigns.

Accomplishments:

- Conceived, planned and implemented new street photography program in Latin America, increasing market share by 35%.
- Redirected industrial marketing programs which doubled hardware and film sales.
- Negotiated, administered and monitored distribution contracts to ensure exclusivity of product sales.
- Significantly increased amateur camera sales through creative sales promotions and advertising campaigns.

**Resident Marketing Director - Germany (1983-1985)** - Hired, trained and directed a staff of seven professionals, all German nationals. Increased sales by \$1.2 million.

**WARRING DRUG INC.** - New York, New York

1980 to 1983

Warring Drug is a worldwide \$2.0 billion diverse manufacturer of ethical, OTC and household products.

**Various Assignments in New York, Mexico and Columbia** - Joined the company in the Marketing/Product Management area and was assigned to various marketing functions (i.e., marketing research, product management for new products) and overall orientation to subsidiary operations in Mexico and Columbia. In 1978, reorganized regional sales territory in Columbia, which was completed without a reduction in sales. Promoted to National Sales Manager for Columbia.

**JOHNSON & JOHNSON** - New Brunswick, New Jersey

1978 to 1980

Worldwide manufacturer of ethical pharmaceutical products.

**Medical Sales Representative** - Awarded Regional Salesman of the Year in 1975, ranking second in the nation in overall sales.

### EDUCATION

American University, Washington, DC  
Master in International Management, 1978

Lehigh University, Bethlehem, PA, B.A., Economics, 1976



**CAROL A. BORMAN**  
70 Willow Drive  
Freeport, Pennsylvania 15404

707/434-0653 (Residence)

707/922-6565 (Business)

**SUMMARY**

Fourteen years' experience in consumer packaged goods marketing and sales, with an emphasis on business strategy and new product initiatives. Functional experience includes business planning and profit delivery, television, print and radio advertising development; promotion concepts and execution; brand repositioning; new products exploration/launches and personnel recruiting and development.

**EMPLOYMENT HISTORY**

1987 to Pres., **BARLOW FOODS, INC.**, Scranton, Pennsylvania

1996 - Pres.            *General Manager - New Business Ventures*

Responsible for new product strategy and execution; trade marketing start-up and personnel development of eight marketing professionals and three support staff. Responsibility for \$40MM in sales and \$8MM in marketing spending; \$400MM G&A. Report to Vice President - Retail Marketing Division.

- Restarted new products function for retail marketing, led venture teams on new products/acquisition efforts (including Mexican food category); launched Gravy Master line.
- Repositioned Far East brand noodles with business and product strategy improvements.
- Successfully developed the trade marketing function.

1994 - 1996            *General Manager - Vinegar, Sauces and Gravies*

Responsible for Vinegar, Steak Sauce, Barbecue Sauce, Specialty Sauces, and Gravy business planning, strategy and execution and personnel development of six marketing professionals and four support staff. Responsibility for \$300MM in sales and \$80MM in marketing spending; \$2MM G&A. Reported to Vice President - Consumer Products Division.

- Improved departmental profitability by +16%; formed a "sauces" business unit.
- Initiated new media usage with co-op radio on Gravy during peak season; drive leadership share.
- Repositioned Barlow Vinegar as "the good food vinegar"; initiated Barlow Cleaning Vinegar Spray as a new product idea.

1993 - 1994            *General Manager - Ketchup and Sauces*

Responsible for Ketchup, Steak Sauce and Specialty Sauces business planning, strategy and execution and personnel development of seven marketing professionals and three support staff. Responsibility for \$250MM in sales and \$75MM in marketing spending; \$500MM G&A. Reported to Vice President - Consumer Products Division.

- Initiated and developed proposal to launch new recyclable, unbreakable, clear Ketchup bottle.

## Marketing

**EZRA N. WICKERSHAM**

**Page Two**

- Developed applications for existing products for specialty uses resulting in \$50 million of additional sales.
- Structured marketing and sales function, as a director of this \$25 million joint venture company with Honshu Chemicals (Japanese company) and served as Corporate Secretary/Treasurer (officer) of the joint venture.
- Negotiated contracts for this joint venture company to include; JV agreement, plant services contract, land lease agreement, technology licensing contract, utilities agreements.

### **Marketing Manager - Organics**

**1990 - 1992**

- Developed and executed global marketing plan and strategies for \$180 million specialty herbicide intermediate business. This activity included joint venturing with companies in Italy and the U.K. plus worldwide pricing responsibility.
- Negotiated supply contracts with key executives at major customer overseas locations.
- Improved profitability in a declining price market by lowering manufacturing costs 20 percent.
- Designed and implemented a "special accounts" program yielding \$8 million additional revenue during decline in the agricultural chemicals business.

### **International Marketing Manager**

**1989 - 1990**

- Completed market development for \$62 million joint venture intermediates plant in Mexico.
- Increased Mexican market share in inorganic chemicals business from 20% to 45% in 24 months, without reducing prices and with domestic competition.
- Developed European sales opportunities from U.K. joint venture for Dow herbicide intermediates businesses.
- Discovered and developed \$18 million of new organic and inorganic product business in Australia.

### **Account Manager**

**1986 - 1989**

### **R&D, Technical Service Purchasing**

**1980 - 1986**

## **EDUCATION**

B.S., Chemistry, University of Delaware, 1980  
Finance and Accounting Courses, University of Delaware, 1993

**MARK B. GRUDEN**  
1401 Sycamore Lane  
Bellingham, Washington 80220  
(505) 796-4132

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**PROFESSIONAL SUMMARY**

Management Professional with significant experience building and leading high-volume, high-profit sales, marketing and product management teams. Combines sales, marketing and technical expertise with an excellent knowledge of industrial markets and products to gain a competitive advantage and win major market share. Successful in driving forward innovative product development programs into new and expanding business markets. Expertise includes:

- Strategic Business Planning
  - Budgeting/Product Pricing
  - Market Research/Analysis
  - Advertising/Marketing Programs
  - Sales Management
  - Manufacturing Support
  - Sales Training/Incentive Programs
  - Acquisition Investigation
- 

**PROFESSIONAL EXPERIENCE**

**WAYERHAEUSER COMPANY**

**1986-Present**

*A worldwide leader in the forest products industry (\$9 billion sales).*

**Product Manager-Plywood & Lumber**

**1995-Present**

Broad-ranging authority for developing strategic business plans, innovative product offerings, training field sales teams, developing product pricing and distribution channels, launching nationwide advertising/marketing campaigns, investigating acquisition alternatives, generating a TQM program and implementing all phases of the business plan. Led the entire new business product development cycle from initial concept and management approval through full-scale roll-out.

- Increased sales 45% and profits 20% within two years.
- Spearheaded the development of a nation-wide network of over 30 distributors during a two-year period which accounted for over 50% of product sales.
- Developed and introduced eight new products and systems in 1996. Five year sales are projected to exceed \$95 million with a solid 18% gross profit margin.
- Initiated a new job title, job description and incentive program for specialty products sales representatives which helped fuel aggressive growth.

**Product Manager-Lumber**

**1992-1995**

Promoted from field sales management to key position leading product management activities for core product line (annual sales of \$700 million and gross profits of \$105 million). Focused efforts on extending leadership position in a highly competitive industry. Responsible for developing new products, implementing creative sales incentive plans and leading high-profile marketing communication programs. Reported to Vice President, Marketing.

## Marketing

Carol A. Borman

Page 2

- Initiated and coordinated NFL event sponsorship; representing Barlow in a "60 Minutes" interview with Harry Reasoner and an "NBC Nightly News" segment on the NFL.
- Repositioned steak sauce as an "adult ketchup" to build new usage; improved household penetration by +3.5%; increased volume +10%.

1992 - 1993      *Group Product Manager - Ketchup*

Responsible for Ketchup business planning, strategy and execution; administration of \$65MM in marketing spending and personnel development of three marketing professionals and one secretary. Reported to Vice President - Consumer Products Division.

- Developed, tested and nationally expanded a new award-winning advertising campaign targeted to teens. Helped reverse category consumption and share declines.
- Coordinated the addition of a consumer-friendly handle to the 32 oz. plastic container.

1990 - 1992      *Product Manager - Baby Food Products*

Responsible for assessing the potential, planning and executing the national launch of Barlow's baby food product line. Reported to General manager - Marketing.

- Planned and participated in the national sales meeting; took the show "on the road" for broker visits; helped sell-in on various account calls; introduced shelf management to Sales.
- Developed the consumer 800 line and coordinated the first medical marketing program at Barlow.
- Achieved 99% ACV nationally (only one holdout account) and sold 2.9MM cases year one.

1987 - 1990      *Associate Product Manager - New Products, Baby Food*

1984 to 1987, UNITED BRANDS, INC., Cincinnati, Ohio

1985 - 1987      *Brand Assistant - Cake Mixes*

1984 - 1985      *Sales Representative - Case Food Division*

### EDUCATION

M.B.A., Marketing Concentration, University of Michigan, (1984)

B.S., Marketing, Ohio State University (1982)

### RELATED INFORMATION

- Total Quality Management Training, Crosby and Juran.
- Recognized in various publications (e.g., *Fortune*, *Business Week*, *Executive Report*, *USA Today*, *Savvy Woman*, *Executive Female*) as a "person to watch".

**STERLING B. DAVIES**  
12 Fuller Circle  
West Chester, PA 19382

Residence: 610/431-2424

Office: 610/826-4005

## QUALIFICATION SUMMARY

Client-oriented executive with over 18 years of senior management responsibilities in product management, client and technical training, and technical support for two computer companies. Consistently recognized for exceptional organizational and planning abilities, balanced with excellent interpersonal and people-development skills, with staffs of up to 100 people and annual budgets to \$5 million. A strong record of proactive problem-solving, program innovation and high achievement of financial performance goals.

## EXPERIENCE PROFILE

### **SHARED MEDICAL SYSTEMS, INC. (Malvern, PA)**

**1987 - Present**

A \$180 million company which develops, markets, and services automated systems for the health care industry in the United States and Canada.

#### ***Director, Product Management (1995 - Present)***

Responsible for planning and implementing product strategies to complement national marketing strategies for the health care industry. Researched, defined and managed the development process for computer-based products and services marketed to the U.S. health care channel.

- Developed executive relationships within health care companies, leading to joint product planning agreements and shared investments in software development; resulting products had shorter development cycle and were produced at lower cost.
- Planned and implemented expansion of primary product initial line from MacIntosh to IBM-based systems, thus realizing significantly wider market penetration.
- Defined and acquired "super processor" product to penetrate health care conglomerate account not previously serviced by SMS. First year sales netted in excess of \$4.2 million.
- Chaired divisional time-to-market improvement team which exceeded first-year objectives in product introduction processes by 20 percentage points.
- Raised staff morale and accountability through new communication programs, training assignments and formalized position descriptions; also converted department managers to MBO-based evaluation program. Earned rating in top 5% of Division for personal managerial effectiveness.

#### ***Director, Client Training Services (1993 - 1995)***

Responsible for developing and delivering full-line product training for clients and technical support personnel through classroom programs and on-site seminars. Provided telephone "help desk" support across all product lines for U.S. clients and SMS field staff.

- Significantly improved group profitability and productivity by consolidating staffs and facilities while raising department rating to "exceeds expectations" level on annual client satisfaction survey.
- Consistently exceeded services revenue and student activity objectives while lowering costs; final year accomplishments included 130% of training revenue objective, 112% of service billing objective and 10% under budget.
- Defined and initiated a client training service for HMO's as an incremental revenue source to SMS. First year revenues were 128% of plan.

## Marketing

Page 2

Mark B. Gruden

- Developed award-winning product which generated \$1.2 million in revenues within first two years.
- Received several prestigious "best read advertisement" awards from various trade publications.
- Generated \$600,000 gross profit in 1994 by implementing an innovative sales incentive program.

### Regional Sales Manager

1990-1992

Directed all sales and business development activities for Southeast Region (\$250 million sales). Recruited and led a team of 12 sales representatives calling on contractors, residential builders and other channels in the building materials market. Established sales plans and objectives, identified target accounts and niche markets for focused development efforts, and managed sales/product training.

- Received the 1991 Sales Management Award for outstanding performance.
- Successfully penetrated Home Depot during account's entry into market.
- Achieved significant 15% sales improvement during a period with flat market opportunity by capitalizing upon specific markets with demonstrated growth potential.
- Trained and sponsored a sales representative who received the 1992 President's Club Award.

### Sales Representative

1986-1990

Sold/marketed the complete line of company products throughout the Orlando, Florida market. Sold to both design professionals (for specification) and dealers/contractors (for material).

- Sales volume was largest in the region at more than \$100 million with results earning several special recognition awards.

## EDUCATION

**Bachelor of Science** - Civil Engineering, 1986  
GEORGIA TECH, Atlanta, Georgia

**RUSSELL W. GRANT**

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**OBJECTIVE:** Senior level Corporate Advertising position in a consumer products corporation or a major division, depending upon size of company and job content.

**SUMMARY:** Over thirty-six years of hands-on experience directing the planning, budgeting, media, production and control of Noxel's advertising.

**EXPERIENCE:**

**1987 - Pres. NOXEL, INC. NEW YORK, NY**

1995 - Pres. VICE PRESIDENT, ADVERTISING SERVICES

1992 - 1995 DIRECTOR, ADVERTISING SERVICES

Responsible for development, management and control of 42 brand advertising budgets totalling more than \$70 million. Supervision of outside agencies and in-house agency planning and executing of print and broadcast media. Managed Noxel's in-house advertising agency. Responsible for the administration of the entire Advertising Department.

*Major Accomplishments:*

- Achieved significant prime positioning of company's advertising in major magazines and on network television.
- Produced all the *Charlene* fragrance and hair care commercials from the brands' introduction in 1992 until 1997. *Charlene* was world's #1 selling fragrance and country's #2 selling hair care product during that period.
- Conceived and implemented the first and only tie-in promotions with the Miss America Pageant beginning in 1994.
- Successfully negotiated more than 20 major super models/actresses/actors exclusive contracts. Worked with them and supervised the production of the advertising in which they appeared.
- Supervised a 16-person in-house advertising agency handling over half of company's annual media and production expenditures.
- Negotiated a significant reduction in agency compensation, saving \$2 million a year.
- Managed and controlled all expenditures without ever exceeding a budget/forecast.

1990 - 1992 MANAGER, ADVERTISING ADMINISTRATION

*Major Accomplishments:*

- Coordinated media and creative presentations between agencies and marketing/sales personnel.
- Managed the entire advertising budget on a quarterly/annual basis, reporting regularly to senior management.
- Conceived and set up Noxel's in-house advertising agency in order to be more efficient and more responsive to specific brands.

## Marketing

STERLING B. DAVIES - Page Two

### *Director, Educational and Consulting Services (1990 - 1993)*

Responsible for developing and delivering all product training and documentation services for clients and SMS technical support personnel. Planned and managed product certification and field-release processes for the SMS Service organization.

- Defined, staffed and implemented a systems consulting group to provide product optimization services to clients, and a new revenue stream for SMS; this has since become a major internal profit center with multimillion dollar annual sales.
- Initiated contractual training services for health care companies to absorb excess staff capacity and generate incremental revenue; independently acquired and fulfilled contracts worth more than \$500,000 in first year.
- Organized and staffed the first centralized documentation services function within the company; established standards, formats and processes which significantly improved quality and product image, reduced costs and earned national awards for the materials.

### *Director, Product Training & Support (1987 - 1990)*

Responsible for providing all product training for clients and for SMS technical support personnel, plus all sales training for systems sales representatives. Defined and established all educational policies and procedures for internal and external representation.

- Proposed, planned and successfully managed transition of client training services from a cost-center to a profit center operation; annual revenue level exceeded \$500,000 within three years.
- Designed and implemented centralized inquiry and enrollment system to streamline administrative processes; saw immediate payback in reduced costs and increased class attendance.
- Restructured Sales Training organization to streamline programs, reduce costs and focus industry-specific sales knowledge; resulted in improved sales-call success ratio and employee retention.
- Initiated standardized sales techniques training and first interviewing skills training for field sales organization.

### **UNIVERSAL SYSTEMS, INC. (Boston, MA)**

1979 - 1987

An international organization which develops, manufactures, and markets computers, peripherals and communications systems and services to worldwide markets.

### *Manager, Client Educational Services (1983 - 1987)*

Responsible for managing a staff of computer education specialists providing technical instruction for client and corporate personnel involved in the programming, operations, and installation activities of USI products and systems; responsibilities evolved from local line manager to functional direction for eight geographic centers.

### *Instructor, Marketing Educational Services (1979 - 1983)*

Responsible for conducting computer systems classes for client and USI personnel; course content ranged from logic fundamentals to file design to languages and executive seminars.

## EDUCATION

Drexel University, Bachelor of Science, Computer Science, 1979



**BARBARA A. ALTHOUSE**

1201 Sunset Circle  
Berkeley Heights, CA 89731  
(810) 694-3020

**SUMMARY**

A results-oriented sales professional with experience in medical equipment and chemical product sales. Performance areas include sales and marketing, relationship management and staff training and development. Proven ability to select, develop and promote motivated employees within an organization. Consistent outstanding record of exceeding personal and corporate sales objectives. Awarded company's top sales award six times.

**PROFESSIONAL EXPERIENCE**

**SMITHKLINE BEECHAM, Philadelphia, PA** **1984 - Present**  
*(A multi-division international pharmaceutical and chemicals company with sales of \$5 billion.)*

**Regional Accounts Manager - West Coast** (1996-Present)

Responsibilities include all major accounts in Arizona, California, Washington and Oregon. Directed sales efforts for four different product areas - imaging systems, nuclear medicine, anesthesiology and catheterization - for selected institutions.

- Managed a business area and 12 regional sales specialists. Area had combined sales of \$55MM.
- Liaison with national accounts buying groups, regional purchasing networks and hospital affiliated networks.
- Achieved top volume sales nationally out of 12 regions.

**Regional Sales Manager - Imaging Systems** (1991-1996)

Responsible for imaging systems operations in the mid-west region, which had sales in excess of \$25M. Geographic area included Wisconsin, Illinois, Michigan, Indiana and Ohio.

- Managed 14-person sales force whose responsibilities included both direct sales and sales through distributors.
- Grew the region assigned by approximately 150% over a five-year period. Sales grew from \$10MM to \$25MM.

**Regional Manager - Imaging Systems** (1987-1991)

Managed the south-central region which consisted of Texas, Oklahoma, Arkansas and Louisiana. There were nine sales representatives servicing this area in 1987.

- Sold imaging systems products including cardiac catheterization equipment, chest x-ray units and ultra sound devices.

## Marketing

**RUSSELL W. GRANT**

**PAGE TWO**

1987 - 1990 TELEVISION COORDINATOR

*Major Accomplishments:*

- Supervised the production of eight live television commercials a week on two different networks.
- Unified the television production work of five different advertising agencies under one direction, bringing order and cost control.

1980 - 1987 **GRANT ADVERTISING** NEW YORK, NY

1983 - 1987 TELEVISION PRODUCER  
Produced live commercials for beer, ice cream, luggage and health care products.

1980 - 1983 ASSISTANT TELEVISION PRODUCER  
Arranged studio facilities and assisted in casting talent for television and radio commercials.

**EDUCATION:** **RUTGERS UNIVERSITY**  
Bachelor of Business Administration, 1980

**CONTACT:** 2920 Merrick Drive (516) 774-1951  
Pittsfield, NY 10661

## NANCY R. TURNER

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32 Windmill Road • Charlotte, NC 40334 • Telephone (701) 927-3433

**PROFILE:** Results-oriented General Manager with strong sales and marketing background. Demonstrated ability to build winning organization, establish trade relations with key customers and grow brands into market leaders. Recognized innovator with strong analytical and strategic planning skills.

**PROFESSIONAL EXPERIENCE:** THE BALDWIN COMPANY, Charlotte, NC (1995-Present)

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**Vice President, Sales & Marketing**

Revived flagging \$325MM franchise. Within six months, built strong sales and marketing team, developed and implemented new advertising campaign, revitalized brand sales, and reorganized for market driven focus.

- Launched new product line, increasing retail sales 40% over test market.
- Directed and motivated 220-man, DSD sales force and distributor network.
- Improved media efficiencies 35% over previous year.
- Achieved \$500MM annual savings on market research suppliers.
- Reduced days of supply and set program to eliminate short-dated inventory.

Direct Reports: VP Sales, Marketing Directors, Marketing Services, Public Relations, Shops and General Manager Canada/Mexico/Latin America.

WILSON LABORATORIES, Atlanta, GA (1979-1995)  
*Consumer Products Division*

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**Vice President, General Manager (1992-1995)**

Responsible for long-range strategic plan and short term operating results of \$150MM consumer health products division.

- Increased division sales 15% over prior year.
- Increased division operating profit 19% over prior year.
- Successfully defended against competitive threat.

Direct Reports: VP Marketing, VP Sales, Market Research, Business Development, Training, Medical, Regulatory and Clinical Development.

**Vice President, Marketing (1990-1992)**

Responsible for strategic direction of all brands and new product development.

- Continued sales and market share growth on all key brands.
- Implemented new products program, including an Rx to OTC switch.

Direct Reports: Products Group Directors and Media Director.

## Sales

BARBARA A. ALTHOUSE

Page Two

**Sales Trainer - Corporate Marketing** (1985-1987)

- Responsibilities involved training new sales people in all product groups sold by SmithKline Beecham.

**Sales Representative - Imaging Systems** (1984-1985)

- Sold imaging systems to hospitals and clinics.

**CHEMCO, INC.**

1982 - 1984

*(Manufacturer of biological reagents.)*

**Sales Representative**

- Sold chemical reagents and chemicals to hospitals, independent labs and clinics. One of the top three producers out of the 35-person sales force in the country.

### **EDUCATION**

B.S., Biology, Clemson University, 1982

### **COMPUTER SKILLS**

- Microsoft Word
- WordPerfect
- Lotus Notes and E-Mail
- First Choice
- Microsoft Power Point
- Microsoft Access and Excel

**JULIA B. STERLING**

804 Brookthorpe Blvd.  
Ocean Grove, CA 08135  
(416) 694-3080, Fax (416) 872-2135

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Results-oriented sales professional with proven record of success in route sales and account management. High energy, innovative, and self-directed marketer/salesperson with experience in large and small corporate environments. Seeking position in which I can use marketing, sales, and management skills to help a company grow.

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**SELECTED ACCOMPLISHMENTS**

**SALESPERSON/CUSTOMER LIAISON**

1995-Present

Frito-Lay, Inc.

*A \$4 billion snack food corporation, largest such corporation in the world, employing approximately 50,000.*

- \* Generated over **\$350,000 per year** in sales by managing customer relationships and increasing shelf space and promotional efforts.
- \* Planned daily inventory, sales estimates, store displays, and relationship management for multiple store client base in fast-paced supermarket environment.
- \* Consistently **exceeded prior year sales** by 10% and sales projections by 3-4%.
- \* Received several **awards** for maintaining highest percentage above prior year in specialized promotions and overall sales performance.
- \* Trained prospective sales staff in techniques of sales and account management.
- \* Served as troubleshooter for accounts where problems developed, **saving division \$175,000** in two years.

**SALES/MARKETING REPRESENTATIVE**

1993-1995

San Francisco Bottling Company

*Soft drink bottling/distribution company employing approximately 200 in San Francisco area and serving large and small store customer base.*

- \* Opened 24 new accounts within **first six months** increasing revenues by over \$31,000 per year.
- \* Re-established/strengthened customer relationships and improved customer service increasing sales in **excess of 10%** over prior year for an average sized account.

## Sales

NANCY R. TURNER

Page 2

### **Product Group Director (1988-1990)**

Responsible for all nutritional and OTC products.

- Launched Slim-Cal, achieving the second leading brand position in category.

Direct Reports: Product Managers and Assistant Product Managers.

### **Senior Product Manger (1987-1988)**

Responsible for Slim-Cal, Vitatabs and Fibertabs.

- Turned around declining Vitatabs franchise into second leading brand in category.

### **Product Manager (1985-1987)**

Responsible for Slim-Cal.

- Turned around declining Slim-Cal franchise into #1 brand in category.

### **National Sales Merchandising Manager (1984-1985)**

Responsible for trade class specific programs.

### **District Sales Manager (1983-1984)**

**Coordinator, Sales Training (1981-1983)**

**Territory Sales Manager, Pharmaceutical Division (1979-1981)**

**EDUCATION:**      **UNIVERSITY OF DELAWARE**  
B.S., Biology, 1979

**EXECUTIVE**      **COLUMBIA UNIVERSITY**  
**EDUCATION:**      General Management (1979)  
Marketing Management (1986)

**DUKE UNIVERSITY**  
General Management (1993)

**DARTMOUTH COLLEGE**  
Marketing Management (1984)

**FRITZ A. LUDWIG**

1201 Lazy Lane  
Stone Mountain, GA 40615

Home: (404) 492-6105  
Office: (404) 493-8333

**BACKGROUND SUMMARY**

A creative, goal oriented Sales Manager with broad experience in the consumer products packaged goods industry. Successful in the analysis and planning needs for strategically developed business building programs. A history of progressively increasing responsibility for effectively managing personnel, operations and sales performance.

**PROFESSIONAL EXPERIENCE**

**WAGNER FROZEN FOODS, Orlando, FL** **1992 - Present**  
A \$500 million frozen foods processor and marketing company.

**Managing Director - Eastern Region** (1994 - Present)

- Manage \$230 million sales, marketing and customer support operation extending from Virginia through New England and New York State. Responsible for all business activities including P&L, systems support, financial reporting, logistics and personnel development.
- Developed regional strategies involving product mix, promotional spending and merchandising activities that exceeded profit objective by 4%. Region is the most profitable in the company (\$132 million).
- Redesigned regional workforce into multi-functional core and dedicated customer teams in order to efficiently meet customer systems, research and product supply needs while designing and implementing profitable volume building promotional opportunities.
- Directed category management planning processes with our customers. Typical result was the implementation of a revolutionary "Store within a Store" program, strategically designed to attract retailer's targeted consumers of frozen meals. Increased weekly sales by 23%.
- Developed and delivered in-house software application training program in order to improve the effectiveness of a division wide roll-out of computers.
- Implemented cost containment measures to achieve savings of \$1 million from a fiscal 1995 operating budget of \$7.7 million. Identified further cost savings opportunities to produce a 1996 operating budget 11% lower than the 1996 actual spending (-\$720,000).

## Sales

Julia B. Sterling

Page Two

- \* Managed relationships with customers to **maximize growth** and product visibility.
- \* Developed **new marketing/sales strategies**, increasing shelf space and promoting product lines using a variety of techniques.
- \* **Attained or exceeded goals** in each period, significantly increasing overall sales over prior year.

### **MANAGEMENT TRAINEE/MACHINE PLACEMENT SALESMAN**

1989-1993

Pepsi Bottling Company of San Diego

*Division of second largest soft drink manufacturing company in the world with sales in excess of \$7 billion.*

- \* Placed 750 vending machines in previously untapped market sites, resulting in increased revenues of **\$3.1 million per year**.
- \* Scouted territory, made cold calls, and followed up leads in new construction and office buildings.
- \* **Negotiated new contracts** for sale and lease of machines as well as ongoing service agreements.
- \* Planned for inventory use, possible sales, and revenues in preparation for calls in buildings where tenants were changing.

### **EDUCATION**

San Diego State University, 1989  
B.A., Marketing



**WILLIAM C. CAREY**

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102 Sutton Drive • Deerfield, MI 62150  
(816) 924-0135

**SUMMARY:**

Fast track achiever in sales/sales management with 16 years experience in medical testing services and equipment. Extensive, in-depth expertise in medical technology and research including degree credentials and registration as Medical Technologist (ASCP). Proven leadership, organizational and communication skills with ability to sell both services as well as products.

**PROFESSIONAL EXPERIENCE:**

**BAXTER HEALTH CARE CORPORATION - Deerfield, IL** **1996 to Present**

National Accounts Manager, Testing

Responsible for the consultative sale of clinical laboratory and substance abuse testing. Prepare proposals and presentations, bids and contracts. Present laboratory services to corporate medical personnel and other groups and individuals using various video materials.

**Results:**

- Focused on Fortune 1000 corporations as well as small and medium size private and public companies requiring NIDA and Forensic Drug Testing as well as clinical testing.
- Developed Michigan/Illinois area into a \$1.6 million territory in two years for Industrial/Corporate Testing.

**CARTER INSTRUMENTS - Indianapolis, IN** **1994 to 1996**

Territory Manager

Responsible for training of distributor representatives, as well as for direct sales of blood analyzer product line. Participated in distributor sales meetings, conventions and functions involving end-user relationships.

**Results:**

- Developed 12-state territory achieving 185% of quota in first six months.
- Established close working relationship with sales and management personnel of Medical Scientific, Inc.
- Successful in identifying key independent laboratory distributors in 12-state territory and negotiated contracts to sell new analyzer system to end-users.

**CHEM-METRICS CORPORATION - Richmond, VA** **1992 to 1994**

Capital Equipment Representative

Sales specialist for the direct sales of chemistry analyzers in the southeast territory. Arranged and guided client tours and instrument demonstrations at corporate headquarters. Prepared presentations, competitive cost analyses and proposals for groups and individuals.

**Results:**

- Successfully introduced K-1, K-2 and R-4 Chemistry Analyzers.

## Sales

FRITZ A. LUDWIG  
Page Two

### Manager - Sales Development Group (1992 - 1994)

- Developed product variations targeted at wholesale membership club business. Involved in packaging design, pricing and business forecasting.
- Devised alternate promotional program on items to generate merchandising support through convenience store channels of distribution.

**FORT HOWARD PAPER COMPANY**, Green Bay, WI  
A \$1.5 billion manufacturer of consumer paper products.

1987 - 1992

### Divisional Sales Manager

- Managed sales operation in seven state area including personal accounts and a three person sales team. Exceeded assigned sales quota every year.
- Secured new customers through cold calling, business analysis and demonstration of products and support benefits. New customer examples include Schnuek's Markets, St. Louis; Venture Stores, St. Louis; Dillons Supermarkets, Springfield, MO; Malone & Hyde, all divisions; and Wetterau, all divisions.
- Grew business base of existing customers through the development of strategically targeted line extensions.

**SCOTT PAPER COMPANY**, Philadelphia, PA  
District Sales Manager

1985 - 1987

**PROCTER & GAMBLE DISTRIBUTING COMPANY**, Cincinnati, OH  
Unit Manager - Coffee Division

1983 - 1985

### EDUCATION

B.S., Economics, University of Cincinnati, 1983

### INTERESTS

Athletics, Flying, Computers  
Habitat for Humanity  
Little League Coach  
Sunday School Teacher

**KEITH F. FRANKLIN**

1205 Warner Avenue  
Allentown, PA 18266  
(215) 425-6161 (H) or (215) 340-9010 (O)

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Problem solving, top-performing, results oriented sales/marketing leader with ten plus years of comprehensive sales management, sales/marketing and operations experience...Spearheaded significant sales and profit growth, built strong teams, motivated employees, and initiated cost effectiveness programs...Hands-on manager with proven operations, P&L, start-up, business development and customer service achievements.

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**SELECTED CAREER ACCOMPLISHMENTS**

**SENIOR SALES MANAGER                      Service Concepts, Inc.                      1992 - Present**

- \* Exercised complete sales, operational and P&L responsibility for a start-up service company.
- \* Increased sales from \$0 to \$1.5 million/annum, trained sales teams and cultivated partnerships.
- \* Opened key national accounts, led entry into new markets, built sales/marketing team, instituted strong customer service program and organized operational team.
- \* Instituted productivity improvement and cost reduction programs, subcontracted services and built working relationships with financial institutions, fleet leasing and insurance companies.
- \* Developed/implemented strategic and tactical business and sales/marketing plans.

**REGIONAL SALES MANAGER                      Redmond Consulting Group                      1983 - 1992**

- \* Built sales tenfold from \$150,000 to \$1.5 million/annum.
- \* Developed customer service/sales support teams and marketing infrastructure to support a \$20 million business.
- \* Instituted business plans, established functional responsibility, directed supervisory team and managed three department heads with 40-50 employees and a sales team of seven.
- \* Developed/implemented flexible rate/pricing schedule and fostered cost effectiveness programs that saved more than 25%.
- \* Regional sales team ranked #1 or #2 based on highest percent of sales growth from 1987 to 1991.

**SALES MANAGER                      Consolidated Insurance Co.                      1981 - 1983**

- \* Built Life/Health Insurance sales force that increased sales revenues 40% in first year.

**Other employment:** Department Manager (Montgomery Ward), District Manager (Golden Petroleum)

**EDUCATION**

B.A., Business, Penn State University, 1980

## Sales

**WILLIAM C. CAREY**

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Page Two

**WELL-TEST, INC. - Atlanta, GA**

1987 to 1992

District Sales Manager, 1990-1992

\$8 million sales district. Responsible for all forecasted sales and management of district sales organization. Sold program for wellness testing at large corporations.

**Results:**

- Reorganized sales force with 35% new hires in one year.
- Implemented new training program focusing on account management, goal setting, feedback systems and educational meetings.
- Sales force achieved or exceeded quota each quarter.

Sales Representative, 1987-1990

Responsible for selling clinical laboratory testing to physicians, hospitals and researchers.

**Results:**

- Doubled Georgia territory sales volume in 18 months.
- Sales Representative of the Year, 1988.
- Ranked in "Top 10" sales performers and promoted to Sales Manager.

**KLINE LABORATORIES - Greenville, NC**

1982 to 1987

Medical Lab Technologist

**EDUCATION:**

GEORGIA INSTITUTE OF TECHNOLOGY - Atlanta, GA

*B.S. Medical Technology (Honors), 1982*

**PROFESSIONAL MEMBERSHIPS:**

*American Society of Clinical Pathologists*

Detroit, MI 1987-1991  
5 million sales territory, managing the largest DuPont polyethylene account film market and increasing sales volumes of resins at major extrusion and

- ~~negotiated~~ and signed a three-year, \$40 million contract at the largest disposable film account under extreme competitive pressures producing 20% additional sales volume and limiting competitor participation.
- Initiated relationship; focused on technology fit; and closed sale to a new injection molding customer leading to \$25 million sales in four years.
- Sold a specialty food packaging account generating \$3 million of new business in the first year.
- Exceeded sales plan in 1987, 1988, 1989 and 1990, earning sales achievement and cash awards.

Senior Sales Specialist - Philadelphia, PA 1980-1987  
Responsible for polyolefin, polystyrene, and engineered resin sales to new and developmental accounts in the Ohio, Pennsylvania and New York areas and New England States.

- Generated \$1 million per year in new business from a new specialty blow molding account.
- Managed a new product introduction at a specialty roto molding account yielding \$3.2 million of new business over three years.
- Grew territory sales volume 120% in six years.

Sales Representative - Philadelphia, PA 1979-1981

**EDUCATION**

Bucknell University (1979)  
Bachelor of Business Administration

**PROFESSIONAL AFFILIATIONS**

Member S.P.I. (Society of Plastic Industries)  
Member S.P.E. (Society of Plastics Engineers)  
Committee Member EMAA (Envelope Manufacturers Association of America)

## Sales

### WALTER F. THOMPSON

12 Logan Street  
Fort Worth, Tx 09244  
(209) 375-0928 Home  
(209) 365-9031 Office

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#### SUMMARY

A results-oriented professional sales and account manager with a proven track record managing national accounts in the plastic resin and plastic film industries for a major Fortune 100 chemical company and a regional plastic converting company. Key successes in penetration, issues/service management and developing new business and increasing market share.

#### PROFESSIONAL EXPERIENCE

##### **POLY-PAC CORPORATION - Dallas, Texas**

**1996-Present**

##### General Sales Manager - Films Division

Responsible for the marketing plan, sales implementation and consumer base for the films division of a newly-organized polyethylene plastics operation.

- Directed all management efforts to establish the creation of a new polyethylene film division including resin selection, quality control parameters and equipment utilization.
- Grew the film customer base from 0-31 customers taking them from development status to commercial status in the first year of operation (\$6 million sales).
- Generated new business opportunities in the second year which increased business by 150%.

##### **E.I. DuPONT COMPANY, Wilmington, Delaware**

**1979-1996**

##### Account Manager - Philadelphia, PA

**1991-1996**

Responsible for \$40 million polystyrene and polyethylene film territory managing the business issues and relationship with the largest distributor (\$12 million) of polystyrene film sold into the envelope window market and increased direct sales of specialty polymer film products in the Northeast region.

- Exceeded sales plan in 1992, 1993 and 1994 by 8-10% per year.
- Initiated and managed a Quality Task Force utilizing the Continuous Improvement Process to improve product quality - reducing returns from 2.8% to .3% with annual savings of \$250,000.
- Instituted and chaired an innovative "make and hold" program to overcome lengthy lead time problems generating 100% supply positions at three major olefin film customers and an additional \$400,000 in sales revenue per year.
- Reduced collection time of past due receivables saving over \$500,000 annually.

Increased sales volume by 20% the first year through a revamped outside force. This \$18 million increase exceeded the first year sales budget returned \$2.7 million in profit.

Successfully led the first focused national account sales effort, selling \$4 million to six national accounts. This generated \$600,000 gross profit.

**PILLSBURY FOOD SERVICE COMPANY**, Minneapolis, Minnesota  
A \$200 million subsidiary of the \$4.5 billion Pillsbury Company which manufactures and sells ready-to-eat convenience foods to the food service industry.

**Director of Chain Sales** 1990-1994  
Managed eight Regional Account Executives; three Marketing Professionals; four Research and Development Scientists. Reported to Vice President of Sales & Marketing. Sold wide range of ready-to-eat cereals and convenience foods (i.e., waffles, sauces, gravies, food bases, etc.) to large national restaurant and food chains.

- Reorganized and restructured the national account department to be "account targeted". Increased sales from \$30 million to \$65 million in three years.
- Developed first multi-functional business team (Sales, Marketing and Research & Development) devoted exclusively to the growth of National Account sales. This change allowed National Account sales to grow by \$25 million in three years.

**Regional Sales Manager - West** 1989-1990  
**District Sales Manager** 1987-1989  
**Sales Representative** 1986-1987

**EDUCATION & AFFILIATIONS**

B.A. - Business Management, University of Wisconsin, 1986  
Completed numerous IFMA workshops and seminars on management, selling (Development & Managing Brokers; Developing a National Account Department); segment sales courses. How to sell different sales segments such as: mid-size chains; growth chains; contract feeders; specialty chains; Cash N' Carry.

**SALES AWARDS**

- Regional Sales Manager of the Year, 1989, 1990
- District Sales Manager of the Year, 1988
- Sales Rookie of the Year, 1986

## Sales

**WAYNE L. LUTHER**  
22 Ridge Road  
Fullerton, California 08622  
(416) 692-4102

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### SUMMARY

Accomplished sales executive with 12 years of experience in managing, selling and marketing with food service companies in a high profile role directing the sales success of an organization. Previous background includes both operational and sales management in the Food Service Industry.

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### PROFESSIONAL EXPERIENCE

1996 to Present      **SPECIALTY FOODS, INC.**, Los Angeles, California  
A \$120 million international manufacturer of specialty foods and food ingredients.

**Vice President - Chains**

Developed and led the first national account sales effort for the company. Report to the Senior Vice President, Marketing & Sales. Responsible for \$2.1 million sales budget which contributed 20% gross profit for the company, selling specialty foods and seasonings.

- Instituted sales and marketing program directed towards national account business which successfully sold 15 major national restaurant chain accounts within the first two years.
- Grew the department's sales from start-up to \$1.4 million in four years, contributing \$350,000 in company profits.
- Trained and directed the chain account efforts of the 53 Regional Sales Managers. In the first two years, company added 12 new regional chains increasing annual sales by \$750,000.
- Developed national account marketing and promotional programs which stimulated the addition of seven national account purchasing contracts. These contracts added \$500,000 in sales annually at a gross profit of \$125,000.

1994 to 1996      **WALDEN FOOD PRODUCTS CO.**, Atlanta, Georgia  
\$90 million manufacturer and distributor of gravies, sauces and food seasonings.

**Vice President, Sales & Marketing**

Responsible for sales budget of \$90 million dollars, \$14 million in profits; managed staff of six Regional Sales Managers and three R&D scientists. Reported to the President.

- Directed team which developed 20 new products to be sold to food companies. These new items achieved \$2 million in sales within first two years.



TYLER W. BRADLEY Page Two

**WARNER CONTROL SYSTEMS**, Boston, MA & Berlin, Germany 1990 - 1993  
Division of Warner Technology, a \$500M U.S. manufacturer of computer control systems for the industrial, defense and aerospace markets with manufacturing operations in the U.S., U.K., Germany, France and Japan.

*Director, International Sales, Warner Control Systems and General Manager, WCS AB*  
Reported to President. Responsible for managing and growing business worldwide.

- Restructured international organization. Created, staffed and managed WCS, a sales/marketing company for Europe, Africa and Middle East. Achieved 78% sales growth to \$32M between 1990-1993. P&L responsibility for WCS.
- Personally led breakthrough of in-tech product line by winning contracts with aircraft OEM's in Italy, India and France. Negotiated five major aerospace contracts.
- Established/managed sales network for Pacific, the Americas and the Far East.
- Restructured European organization in 1992 to be consistent with new management's philosophy.

**POWER DYNAMICS, INC.**, Boston, MA 1985 - 1990  
U.S. manufacturer of industrial gas turbine power and compression systems for the oil/gas, petrochemical and industrial markets.

*Director of Engineering Services*

- Recruited to develop and manage all technical functions in major expansion of company activities in Europe. Reported to Vice President and Managing Director.
- Established/staffed technical group engineering, project management and procurement.
- Won/completed two major turnkey projects (\$40M) in Sweden, Germany and the U.K.

**STONE & WEBSTER ENGINEERING**, Boston, MA 1982 - 1985

*Project Manager*

#### EDUCATION

BSME, University of Massachusetts, 1982

#### LANGUAGES

Fluent French and German; Knowledge of others.

## Sales

### **TYLER W. BRADLEY**

814 Bay View Drive  
Portland, ME 02166  
(605) 433-9172

#### **OBJECTIVE**

Senior management position requiring international sales and marketing expertise.

#### **SUMMARY**

Fifteen plus years of increasing responsibility in sales, marketing and general management.

- Extensive multi-national experience
- Strong leader and team builder
- Strong technical background
- Expertise in licensing joint ventures and start-up operations

#### **EXPERIENCE**

**VACU-PUMP, INC.**, Portland, ME 1995 - Present  
\$65M U.S. manufacturer of industrial pumps for the rubber, petrochemical and plastics industries with manufacturing operations in the U.S. and Germany and sales offices worldwide.

##### *Director, International Sales*

Report to Vice President - Sales & Marketing. Responsible for managing and growing business for the Corporation in the Pacific Rim (Latin and South America, the Far East/Asia-Pacific).

- Established and managed international sales management and coordination department at corporate headquarters.
- Restructured international field sales organization for Far East and Latin America. Reorganized and relocated Vacu-Pump Asia from Hong Kong to Singapore. Staffed and managed Vacu-Pump Asia, a sales/marketing company for the Far East and Asia.
- Increased new equipment sales from \$6M in 1995 to \$20M in 1992.
- Restructured/managed sales representative network for the Americas and Asia Pacific. Personally led breakthrough in Far East by winning contracts in petrochemical, plastics and rubber sectors. Negotiated major contracts in China, Taiwan, Korea, Thailand and Mexico.
- Concluded license arrangement with Westinghouse joint venture for pump repair and overhaul in Singapore.

##### **INDEPENDENT CONSULTANT**

1993 - 1995

Awarded contracts in defense, aerospace and industrial markets sectors in U.S. and Europe.

- Introduced new rust inhibitive chemical intermediate achieving sales of \$4 million in first year.
- Launched new line of environmentally safe mold release intermediates that grew business to \$3.2 million over a three year period.
- Marketed and negotiated exclusive rights for sale of a paint mixing system. Sales grew to \$2 million at 30% gross profit in first year.

**National Sales Manager** (1986-1990)

Grew sales through industrial distributors using three regional managers working, closely with manufacturer's reps. Worked closely with marketing to assist in relabeling, cross reference charts, fine-tuning sales/policies and timely promotions on key products.

- Increased sales 32% in 1989 and all regional managers and national sales manager won the President's Circle Excellence award.

**Regional Sales Manager** (1985-1986)

Managed \$3 million in sales and \$3.1 million in regional manufacturing sales.

- Established network of 12 master distributors resulting in increased sales of 35% annually since 1986.

**Regional Sales Manager** (1983-1985)

Managed \$1.2 million, one direct sales rep, and ten manufacturing reps covering three territories.

- Received award for largest dollar gain in 1984.

**Inside Sales** (1980-1983)

Worked closely with manufacturing, technical and outside sales as well as assisting industrial distributors.

**EDUCATION & TRAINING**

B.A., Marketing, S.U.N.Y. - 1979

## Sales

### **DONNA T. SCHULTZ**

12 Duckling Road  
Cortland, NY 12906

Home: (315) 286-4407

Office: (315) 386-9162

#### **SUMMARY**

Experienced sales professional with 16+ years of proven performance selling to industrial distributors.

- Hiring & Training
- End-user Penetration
- Evaluating, Local Markets
- New Product Introductions
- Local/National Marketing Programs & Promotions
- Competitive Analysis & Sales Strategies

#### **PROFESSIONAL EXPERIENCE**

**CORTLAND PAINT & CHEMICAL COMPANY** **1980 - Present**  
Industrial chemical and paint manufacturer with annual sales of \$135 million.

##### **Director of Industrial Sales** (1994-Present)

Sell complete line of industrial paints (both aerosol and bulk), electronic coatings and specialty products with sales of \$85 million. Manage national sales manager, three national account managers, three regional managers and 25 manufacturer's reps. Products sold through 900 industrial, contractor and specialty distributors.

- Increased sales 15% in 1996 and exceeded all budgeted goals on top and bottom line, as well as reducing selling expense. Increased sales 10% in 1995.
- Combined the selling of Easy Way and Spread Right from two rep forces to one allowing greater opportunity for distributor to consolidate product lines.
- Negotiated exclusive membership with large independent contractor marketing group, increasing sales from \$500,000 to \$1.6 million.
- Negotiated exclusive agreement with West Coast Distributors overcoming competition from RustOleum. Projected 20% sales increase with members and growth of business from \$750,000 to \$5+ million over a two year period.
- Developed special incentive structure for manufacturers reps by combining financial and sales recognition award, which increased enthusiasm, motivation and fostered a 20% sales growth for 75% of reps.

##### **Manager of Sales & Marketing** (1990-1994)

Managed sales and marketing functions worldwide.

- Introduced first international sales meeting with classroom breakout sessions for training and developed forum for the exchange of information between sales force and top management.
- Introduced new line of mold inhibitive paint called Clear Flow. Sales grew to \$2 million in three years.

**TYLER W. BRADLEY**      Page Two

**WARNER CONTROL SYSTEMS**, Boston, MA & Berlin, Germany      1990 - 1993  
Division of Warner Technology, a \$500M U.S. manufacturer of computer control systems for the industrial, defense and aerospace markets with manufacturing operations in the U.S., U.K., Germany, France and Japan.

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- Won/completed two major turnkey projects (\$40M) in Sweden, Germany and the U.K.

**STONE & WEBSTER ENGINEERING**, Boston, MA      1982 - 1985

*Project Manager*

**EDUCATION**

BSME, University of Massachusetts, 1982

**LANGUAGES**

Fluent French and German; Knowledge of others.

## Sales

### HOWARD F. KAUFMAN

1240 Valley Stream Road  
Detroit, Michigan 82142  
(313) 695-0871

**OBJECTIVE:** A position in Product/Brand Management or Marketing

**SUMMARY:** Six years Marketing and Sales experience in the consumer product industry. Expertise in marketing research, competitive and trend analysis, merchandising strategies, category management and new product launches. A track record of growing market share and sales volumes with focus on the most profitable items.

#### **EMPLOYMENT HISTORY:**

##### **National Foods, Inc.**

**Sales Accountant Representative, Brewmaster Coffee Division** 1995 to Present  
Manage accounts generating \$30 million in annual sales. Responsible for increasing distribution points, sales volume and profit margins. Manage \$250,000 merchandising budget. Supervise two field assistants.

- Grew market share 38% in the first three quarters of new product roll-out. Directed a market research program that resulted in the highest district rate of growth.
- Doubled annual growth rate of Brewmaster flavored coffees by introducing special packaging and shipper programs. Improved product loyalty and recognition.
- Increased category sales 20% and product turns 20% for a major retail chain.
- Focused merchandising dollars and marketing campaigns on the most profitable brands. Resulted in 20% sales increase of products with a 30% or higher profit margin.
- Introduced eight new items in one year through effective business planning and strong customer relations. Held the highest rate of new item introduction in the district.
- Provided quarterly volume estimates for production planning. Consistently proven accurate within 3-5%

##### **Field Merchandiser**

1992 to 1995  
Developed and sold account programs and designed shelf layouts for 75 stores in the Cleveland territory. \$1 million annual sales.

- Ranked #1 in the district due to superior display sales and in-store merchandising. Led to job promotion.

**MARIAN F. CLARKE**

**Page two**

**PROFESSIONAL HISTORY**

**KAUFMAN TECHNOLOGY, INC. (Continued)**

**District Sales Manager** **1992 to 1993**

Accountable for staff of 13 sales and support personnel and \$6 million in revenue. Promoted to National Sales Manager of Kaufman subsidiary in 1993.

**Sales Representative** **1990 to 1992**

Responsible for key accounts in New York area. Doubled territory revenue in 18 months. Promoted to District Sales Manager in 1992.

**ORTHO DIAGNOSTICS** **1987 to 1990**

Medical supplies division of Johnson & Johnson, Inc.

**Sales Representative**

Consistently recognized in "Top Ten" of company. National "Sales Representative of the Month" three times.

**EDUCATION**

**UNIVERSITY OF PENNSYLVANIA**

Bachelor of Science - Biology, Chemistry - 1987

**DREXEL UNIVERSITY**

M.B.A. in process - 1995 to Present

**REFERENCES**

Furnished Upon Request

## Sales

### **MARIAN F. CLARKE**

144 Devon Road  
Valley Forge, PA 19832  
(610) 447-9283 Residence  
(610) 386-4927 Business

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### **PROFESSIONAL SUMMARY**

Sales and Marketing Executive with strong leadership skills and track record of proven results. Twelve years of broad, in-depth experience in management, P&L, restructuring, team building, employee development and succession planning. Consistently exceed profitability, productivity and sales objectives.

### **PROFESSIONAL HISTORY**

**KAUFMAN TECHNOLOGY, INC.**, Valley Forge, PA **1990 to Present**  
A leader in the field of services and instrumentation for the biotechnology and medical markets.

**Regional Director**

**1996 to Present**

Responsible for all aspects of sales, service, local marketing, administration, office management and employee development. Accountable for \$32 million in revenue and 75 employees. Full P&L responsibility.

- Highest sales growth in 1997/1998.
- Overall profitability/employee highest in corporation.
- Reorganized entire division into multi-functional work-teams, dramatically improving customer service quality and response time, and empowering employees to "take risks".
- Developed and implemented key programs in marketing and sales management resulting in increased business at targeted accounts. Key account business increase by 25%.
- Implemented targeted selection interviewing process.

**National Sales Manager**

**1993 to 1996**

Laboratory Automation Software Systems Division of Kaufman. Accountable for sales force, tactical marketing programs, promotional and advertising programs.

- Profit increase of 65%.
- Improved market share 10%.
- Headed task force responsible for 25% reduction in product development time.
- Promoted to Regional Director in 1996.

Continued...



**CATHERINE B. SIMON**

5121 Paxon Chase  
Malvern, PA 19433

Home: (215) 955-0978

Office: (215) 934-7040

**OBJECTIVE**

A position in healthcare field sales that allows me to take advantage of a successful career in Customer Service

**PROFESSIONAL EXPERIENCE**

**CENTURY HEALTHCARE**, Blue Bell, PA  
Scientific Products Division

**1991 - Present**

Customer Support Supervisor

1996 - Present

Report to Area Customer Service Manager with responsibility for coordinating activities of seven Customer Support Representatives handling \$4.9 million in capital equipment purchases, \$7 million in sales contracts, \$7 million of Century's Quality Assurance Program (QAP), and \$10 million in vendor rebates.

- Responsible for selection and training of all department members.
- Developed a protocol that increased customer phone service levels by 30% within twelve months.
- Ongoing program implemented to reduce QAP inventory write-offs.
- Decreased department operational overhead by 14% within six months.
- Direct multi-functional interface with Sales, Sales Management, Area Vice President, Marketing, Finance, customers and Manufacturing.
- Instrumental in assisting with the consolidation of the New Jersey and Pennsylvania regions.

Capital Equipment Coordinator

1995 - 1996

Pioneered new position within Scientific Products Division. Responsible for all capital leases and purchases in the northeastern region totaling \$5 million annually.

- Implemented new lease control system. This approach was adopted by Scientific Products nationwide.
- Developed program to consistently implement price increases of all lease agreements. This was also adopted by Scientific Products nationwide.
- Coordinated equipment shipment and installation with both field sales and customers.
- Trained sales force throughout northeast region on capital equipment leasing procedures.

Customer Service Representative

1991 - 1995

Coordinated activities for key accounts in greater Philadelphia area involving 80,000 products.

- Directly handled orders and special pricing for accounts generating annual revenue of \$12 million dollars.

## Sales

**MICHAEL B. MacPHERSON**  
8211 Hastings Drive  
Somerset, PA 19380  
(610) 431-4055 (H)  
(610) 431-0021 (O)

### SUMMARY

Sales professional with the ability to communicate well with clients who are primarily sophisticated, well-educated and wealthy entrepreneurs, CEOs, doctors, lawyers and other executives, as well as those from other professions who are purchasing "big ticket" items.

### WORK EXPERIENCE

Regional Sales Manager, Dream House, Inc., Philadelphia, PA **1990 - Present**  
Responsible for sales of pre-engineered, single family contemporary homes to a wide variety of affluent customers throughout Pennsylvania, New Jersey, Delaware and Maryland.

- Sold over 300 individually designed pre-manufactured homes for years on a 100% commission basis.
- Established trust, confidence and rapport with individuals and couples who were about to spend an average of \$500,000 on a new single-family home -- their dream house.
- Marketing and sales strategies I developed in New Jersey were so successful over a five year period that my territory was split. I trained the new sales staff.
- First to market and advertise Dream House in major home shows throughout Pennsylvania and New Jersey which increased regional business by 25% annually. Emphasis on home shown was then duplicated in all other regions of the country at the insistence of the corporate marketing department.
- Designed custom contemporary single family homes as a modification of the standard architecture. this "Masters in Architecture through Experience" was achieved on my own (no-corporate training) by hard work and self-study.

Owner - Residential Painting and Home Repair Business, Scranton, Pennsylvania **1987 - 1990**

Director - Scranton Youth Program, Scranton, Pennsylvania **1985 - 1987**  
Responsible for creation, organization and implementation of all youth commission programs. Responsible also for writing funding proposals to state and federal government agencies. Interviewing, employment of staff, community relations and solicitation of funding was part of the job.

### EDUCATION

B.A. Sociology, 1983, Plymouth University, Laconia, New Hampshire  
M.Ed. Psychological Services, 1985, Westminster College, Westminster, Massachusetts

### OTHER ACTIVITIES

State of New Jersey, Racquetball Champion, Singles, 1995  
East Loveland Township Recreation Commission, Planning Committee

**BARBARA F. FLEGAL**

Tower Place, Apt. 141-C  
1015 Champion Drive  
San Francisco, CA  
(207) 246-1945 (Res.)  
(207) 336-4210 (Bus.)

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**PROFILE:** Customer Service and Sales Manager with 14 years of varied experience with a major financial institution. Particular expertise in:

- Centralized customer service/staffing/phone volume management
- Training employees and monitoring results
- Quality control development and implementation
- Complaint management tracking and follow-up implementation
- Strategic business planning, budgeting and expense control
- Inbound Telemarketing/Sales

**PROFESSIONAL  
EXPERIENCE:**

**COMMERCE BANK, San Francisco, CA (1997-Present)**

**Assistant Vice President, Loan/Telemarketing Services**

Manage staff of 16, personnel budget of \$415,000. Direct phone volume tracking, full and part-time hiring, product and office equipment training, sales goal tracking, evaluation and incentive planning, and multiple telemarketing project implementation.

Selected Accomplishments:

- Successfully managed Loan/Telemarketing Unit that produced \$65 million in booked credit outstandings through 1997. This produced \$1.5 million in margin income to the bank.
- Created and trained a team of senior sales consultants to test telemarketing of a high-end specialized bank product to existing clientele. As a result of this test, the bank's multi-product customer base increased 20% when overall telemarketing was completed by branch personnel.
- Designed and implemented a monthly evaluation for all sales consultants which produced individual improvement prior to annual review and increased unit productivity.

**FIRST CALIFORNIA BANK, San Francisco, CA (1985-1997)**

**Assistant Vice President, Centralized Customer Service (1991-1997)**

Managed staff of 15, personnel budget of \$350,000. Directed personnel hiring, customer service and sales skills training, bank product training, complaint management, development of quality control standards, and staffing in conjunction with phone/time management.

## Customer Service

**CATHERINE B. SIMON**

**Page 2**

- Direct responsibility for Abbott Laboratories, the largest reference lab in the northeast.
- Voted Employee of the Quarter for Eastern Regional Office.

**DIAGNOSTICS LABORATORIES, INC., Wayne, PA**

**1989 - 1991**

Customer Service Representative

Managed 200 accounts for manufacturer/distributor of medical instruments and supplies.

- Duties expanded to include 40 home dialysis patients by monitoring inventory of supplies.
- Additional responsibility added to include inventory management for Wilmington, DE distribution center.
- Participated in the training of new employees.

**DUNHILL-BUSH, INC., Falls Church, VA**

**1988 - 1989**

Product Controller/Expeditor

Developed work order schedules for parts and materials for manufacturer of Heating, Cooling and Refrigeration units. Expedited raw materials and forecasted completion date of finished goods to sales. Served as a liaison between management and production.

### EDUCATION

Bachelor of Business Administration - 1988  
**ANDREW JACKSON UNIVERSITY, HARRISONBURG, VIRGINIA**

**ALAN J. DOUGHERTY**  
380 NW 14th Street  
Norwalk, CT 74355  
(203) 668-7201

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**SUMMARY**

Professional with 20 years of management experience in bringing state-of-the-art high tech products to national and international markets. Broad experience in program/project management, marketing, merchandising, development engineering, manufacturing, financial analysis and operations management. Exceptional communication, interpersonal and leadership skills. Excellent background in staffing professional teams, OEM, trade shows, foreign negotiations, semi-conductor process/manufacturing, equipment and tool design.

**PROFESSIONAL EXPERIENCE**

AMERICO COMPUTER CORPORATION, Norwalk, CT 1978-Present

**OEM PROGRAM MANAGER/SENIOR PLANNER** 1997-Present

Developed OEM executive accounts; negotiated comprehensive technical requirements and developed non-Americo logo solutions. Negotiated OEM contracts; provided lines of delivery to meet supply/demand, manufacturing and delivery. Developed a working team to assure customer quality and satisfaction.

- Planned and implemented the infrastructure for new OEM business opportunity within PC company which generated sales revenue of over \$150M/per year.
- Established generic OEM contract that became corporate standard.
- Provided turnkey implementation for customer quality satisfaction while maintaining profit margins.
- Planned and implemented team building training sessions that formed a cohesive unit from teams located at four different geographic locations.
- Bid Manager for large airline account that resulted in millions of dollars of revenue.

**PROGRAM MANAGER** 1994-1997

Developed and implemented strategic direction that provided technical, marketing and merchandising assistance to all vendors developing Anstar hardware for PC systems. Managed over 25 trade shows worldwide and special events activities, planning, staffing, show venues, demonstrations, logistics and PR after show activities (Asia, Pacific Rim, South Pacific, Europe and Russia).

- Demonstrated to the industry that Anstar Architecture was a viable PC platform which generated a 10% increase in sales.
- Received Excellence Award.
- Planned, developed and implemented the infrastructure to technically support over 500 hardware developers of personal computer adapters/cards.

**SENIOR ENGINEERING MANAGER** 1992-1994

Managed project office team of professional engineers who provided design criteria to Americo-related products utilizing the PC as a development base. Also designed customized solutions to meet special bid requests for quotations from different industries.

- Developed and implemented requirements and specifications for innovative PC hardware technology.
- Negotiated multiple industry solutions and generated sales revenues in the multiple of millions of dollars.

## Customer Service

**Barbara F. Flegal**  
**Page Two**

### Selected Accomplishments:

- Utilized innovative hiring practices to create a quality team of customer service consultants to respond to the needs of both internal and external customers. As a result, this team consistently out-performed competitors in areas of customer service and sales, as measured by an independent Customer Service Shopper's Study.
- Expedited new employee training by creating a "mentoring" program and developing a self-taught training manual. These techniques increased trainee confidence and enabled them to assume customer service responsibilities faster.
- Successfully developed and implemented career pathing within unit. This innovation coupled with creative staffing led to a turnover percentage of under 2%, well below the customer service industry average. Overtime expense was also eliminated.
- Created quality control standards to enhance service provided to internal and external customers. This reduced errors in work forwarded to other units.
- Created a management process to follow up on customer complaints. The utilization of this process enhanced the customers' image of First California Bank.
- Successfully controlled expenses within planned budget allocations throughout the history of the unit.

### **Assistant Vice President, Banking Officer, Teller (1985-1991)**

Various staff sizes and asset, liability and personnel budgets. Directed teller operations, training of tellers and platform personnel, audit controls, customer servicing, budget control, new business planning, staffing, and marketing and sales objectives throughout the retail branch system.

### **EDUCATION:**

California State University, San Francisco, CA  
B.A., Accounting, 1984

American Institute of Banking  
Principles of Banking, Commercial Law, Marketing and other courses

### **PROFESSIONAL DEVELOPMENT COURSES:**

Power and Influence  
Effective Business Writing  
Interviewing Skills  
Sales Management

Performance Appraisal Development  
Coaching and Counseling  
Interpersonal Relationships  
Customer Service Management

**IN L. CARTER**

0 Beasley Circle  
bia, Maryland 90322  
202) 875-9052

EXPERIENCE

DEVELOPMENT - Martin Development Co. Baltimore, MD  
1-person Residential Development Department; work out of  
entire development process through design, construction,  
agement.

unit golf course community.  
...on defaulted bond issue in Federal Court.

DEVELOPMENT MANAGER - Rancore Properties, Inc. Washington, DC  
Responsible for: All multi-family development, marketing, leasing, property management and  
asset management; all financial and feasibility analyses; selection of development team. Design  
sequence and liaison with construction management.

- Developed one of the finest institutional grade, 20-story apartment buildings in the DC area.
- Consistently leased above market rents for the residential and office component.

1990-1992 DIRECTOR OF DESIGN & CONSTRUCTION - Manheim Contractors Baltimore, MD  
Responsible for: Implementation of new project, site selection and master plan, pricing;  
contract control in selection of design team and general contractor; managing product design;  
project construction; leasing and property management support.

- Saved \$18 per square foot during development of company's typical office product.
- Reduced the development schedule on each project by six months.

1986-1990 VICE PRESIDENT OF DEVELOPMENT - Bay Front Development Essex, MD  
Responsible for: Entire development process for \$30 million of residential property; project  
viability, land acquisition, design, construction and permanent financing, marketing, sales and  
supervision of construction management.

- Obtained over \$22 million in acquisition and construction financing in 18 months.
- Founded a real estate company, mortgage company, and construction division to maximize internal profits.

1982-1986 PROJECT MANAGER - Faulkner Construction Company Baltimore, MD  
PROJECT MANAGER - Essex Construction, Inc.  
Responsible for: Construction of multiple retail projects from bid through completion;  
subcontractor and purchase contracts; cost control; liaison with developer, tenant, architect, and  
engineer; scheduling document submittal/approval.

- Simultaneously managed seven separate projects in three different states on-time and under budget.

EDUCATION

1982 B.S., Civil Engineering, North Carolina State University

## Program Management

Alan J. Dougherty

page -2-

- Implemented controls and processes which resulted in reducing turnaround time and increasing productivity.
- Managed R/3 development engineering project office for Model 3A; 3B; 3C; and 3D. Released from development engineering to manufacturing all systems within schedule and cost objectives.

### **LASER PRINTER DIVISION (LPD) PRINTER MANAGER**

1989-1992

Managed a \$150M Personal Computer Printer Program with a team of 15. Responsible for worldwide profits, tactical/strategic planning, development engineering, quality and customer satisfaction.

- Directed technology development and financial requirements for PC printers, negotiated with vendors worldwide to establish the first vendor printer for PC usage within America.
- Succeeded in establishing LPD into a profitable PC printer business.
- Received Division Excellence Award.

### **VENDOR TECHNOLOGY**

1986-1989

Directed worldwide off-shore development and procurement activities of products for early PC hardware development which includes power supplies, motherboards, keyboards, displays and printers.

- Negotiated and contracted various products that established a savings of both dollars and resources in developing early PC hardware.
- Implemented the first vendor purchased products for internal PC hardware.

### **POWER-MISER DEVELOPMENT**

1985-1986

Development Engineer responsible for mechanical design and implementation of power supplies.

### **SEMI-CONDUCTOR PROCESSING EQUIPMENT DEVELOPMENT**

1980-1985

Development/Manufacturing/Process/Equipment Engineer for semi-conductor devices.

- Co-founder of Americo Corporation's Contamination Control Committee which established clean room standards.
- Received Contamination Control Award.

### **Prior to 1980**

Design Engineer/Quality Engineer

- Mechanical design engineer for upper atmosphere sounding devices (Government Contract).
- Mechanical design engineer for oceanographic calibration facilities and installation (U.S. Navy contracts).

### **EDUCATION**

Columbia University, New York City, NY  
Graduate Studies in Business and Finance

New York University, New York City, NY  
B.S., Mechanical Design



Officer

1986-1990

company specializing in office buildings.

involving assets of \$50 million, preparing transactions.

ust funds consistently achieving a high level

for accounting department and installed computerized account system, negotiating with vendors and providing for training for accounting staff.

Senior Accountant  
Accountant  
Price Waterhouse

1983-1986  
1982-1983

A Big Six public accounting and management consulting firm.

- \* Implemented new inventory system for major retail client.
- \* Directed audit for firm's largest publicly held regional client.

**EDUCATION/CERTIFICATION**

University of Texas, 1982  
Bachelor of Science in Business and Accounting

Certified Public Accountant

**PROFESSIONAL AFFILIATIONS**

American Institute of CPA's  
Texas Institute of CPA's  
International Council of Shopping Centers

## Real Estate

### DAVID W. LITTLE

911 Concord Way  
Houston, TX 74136  
(205) 951-4370

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Results-oriented entrepreneurial leader with extensive experience in full service commercial real estate development and management. Certified Public Accountant/CFO with successful track record in transaction structuring, acquisition, financing, asset management, investment maximization and raising equity. Significant expertise as a growth strategist through the use of intensive management, building renovation/expansion, financial structuring and opportunistic acquisition.

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#### SELECTED ACCOMPLISHMENTS

##### Executive Vice President/CFO

1990-Present

Houston Ventures Management, Inc.

Founding principal of \$215 million full-service real estate company providing property acquisition, management, leasing, asset management and management consulting services. Portfolio includes office buildings, shopping centers, apartments and industrial facilities.

- \* Structured real estate investment trust (REIT) including negotiation with investment bankers, overseeing audits on over 20 partnerships, and preparation of prospectus.
- \* Supervised management of 26 properties owned by Houston Ventures Management, resulting in annual revenues of over \$24 million and attaining an occupancy rate of 94%.
- \* Renovated, repositioned and developed 20 properties.
- \* Created and developed accounting department, planning/implementing new systems and procedures as company grew.
- \* Developed and built seven projects, overseeing site acquisition, preparing bid packages, processing and verifying financial transaction during construction.
- \* Secured all financing for company and over 30 related partnerships, originating, negotiating and closing over \$300 million in real estate debt.
- \* Negotiated and structured an innovative three year fixed premium on insurance policy, saving over \$150,000 per year.

Victoria A. Styer  
Page Two

ating systems/procedures to improve cost effectiveness;  
and customer response times.

Comptroller of the Currency and National Association  
define impacts for federally mandated compliance  
company-wide implementation of new standards.

89-1993)

ment of an eight-brokerage office system. Oversaw all phases which  
outfitting, staffing, budgeting, and development/execution of each respective  
ing plan.

**SHEARSON LEHMAN/AMERICAN EXPRESS, San Francisco, CA (1986-1989)**  
**Financial Consultant**

Provided continuous Financial Management and Portfolio Analysis for a large retail and institutional  
customer base. Established customer's goals and objectives, then made appropriate product and service  
recommendations.

**EDUCATION:** B.A., Finance & Accounting, Oregon State University, 1986

Numerous financial services industry related conferences, seminars and  
workshops.

**LICENSES:** Series 7, National Association of Securities Dealers, General Securities Series 63,  
Uniform Securities State Law  
Series 24, National Association of Securities Dealers, Principal  
Series 53, Municipal Securities Rulemaking Board, Principal

## Financial Services

### VICTORIA A. STYER

12 Bay Vista Road  
Berkeley, CA 90714  
(206) 696-4071 (Res.)

**SUMMARY:** Take-charge sales management executive with 11 years of management and marketing experience in the full service brokerage, banking and public sectors. Successfully parlayed leadership/interpersonal skills into proven record of accomplishment. Particular areas of expertise include:

- Recruiting, training and developing sales teams that consistently exceed production objectives.
- Designing and creating strategically positioned branch office delivery systems.
- Improving customer service by managing development and deployment of innovative relationship-building strategies.

**PROFESSIONAL EXPERIENCE:** SAN FRANCISCO NATIONAL BANK, San Francisco, CA (1993-Present)

#### **Vice President - Securities Marketing**

Manage 18-member sales team responsible for the active distribution of a diversified investment product menu to clients and prospective customers throughout California. Sales credits increased 130% from \$3.1M to \$7.1M.

#### **Selected Accomplishments:**

- Motivated sales staff members to increase average individual sales performance by 200% from \$120,000 in 1994 to \$360,000 in 1995.
- Developed and delivered an extensive in-depth internal sales training program, which resulted in the complete acquisition of product knowledge and selling strategies for all new hires.
- Successfully implemented a marketing plan for the introduction of SFNB's California Tax Exempt Income Fund, which, since inception in 1993, has grown to over \$60 million.
- Delivered frequent presentations to consumer bank employees to heighten awareness of products and services capabilities. Resulted in significant sales increases.
- Successfully diversified product menu by adding Brokerage Services and Collateralized Mortgage Obligations.
- Significantly expanded sales strategies and reduced dependence upon Tax Free Municipal Bonds as primary revenue source by more than 30% in four years.

Joan A. Swanson

Page Two

- Closed **over 48,000 files** which had been inactive to decrease backlog and focus office on most profitable business. Total review was accomplished within 20 days.
- Developed system to insure contract compliance, **increasing compliance rate to 99%** with CoreStates USA, leading to significantly higher collection rates and an increase in business.

**NATIONAL OPERATIONS MANAGER/EASTERN REGION**

1990-1995

Federated Credit, Inc., New York, NY

*Primary responsibility included ensuring compliance with company policy by all branch offices in Eastern United States.*

- Wrote/implemented weekly inventory tracking system which was reported to top management resulting in hiring of 30 new personnel and increase in **profitability to over 10%**.
- Streamlined monthly review process for senior management, decreasing report of essential information from **200 to 10 pages** and highlighting situations in which special attention was needed.
- Wrote new company training program and set up pilot training sessions which resulted in **25% increase** of average size of payment per collector.

**EDUCATION**

B.A., Accounting  
University of Rhode Island

1980

## Financial Services

### JOAN A. SWANSON

1401 Lake Drive  
Alexandria, VA 82751  
(210) 642-9105

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Results-oriented, entrepreneurial leader with proven record of success in start-up, turnaround and growth of profit centers. Skilled relationship builder/manager with extensive experience in rapid and sustained growth of fast paced, high pressure businesses. Major strengths include strategic planning/implementation, team building and development new market segments.

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### WORK EXPERIENCE

#### BRANCH MANAGER

1996-Present

American Financial Services, Washington, DC

*Start-up manager for East Coast office of American Financial Services, one of the largest credit services in the U.S. with annual sales in excess of \$400 million.*

- Built east coast operation, hiring and training staff of 35 and producing annual sales in excess of **\$90 million** within three years.
- Increased market share of First National Bank business from **5% to 50%**, or \$2.0 million per month.
- Created innovative competition among collectors, leading first team to exceed Bank of Boston quota by **\$30,000 in first month** of assignments.
- Developed and implemented call accounting software, causing **revenue increase of \$150,000**.
- Developed office budget and achieved 10% profit by third quarter of operation.

#### ASSISTANT BRANCH MANAGER

1995-1996

Federated Credit, Inc., Philadelphia, PA

*Promoted to help lead turnaround situation for branch office of large, privately-held collection firm with 10 branches and 260 employees.*

- Increased branch revenue by **\$150,000 per month in 60 days**, making profit for office for first time in six months.
- Recruited and trained personnel, increasing office staff by **50% in 60 days** and turning around morale to pave the way for increased business.
- Set up new system and developed guidelines for monitoring inventories on a daily basis, **increasing productivity** and speeding up collections.

VICTOR E. KENT  
Page Two

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**AMERICAN NATIONAL BANK**  
*Successor to First Savings of Georgia.*

**1990 - 1991**

SENIOR VICE PRESIDENT - DATA PROCESSING

- Agreed to remain with successor to complete two primary objectives:
  - Determined data processing direction. Dissolved one major in-house data center and converted three separate companies to a single servicer. Company with servicer today.
  - Negotiated the sale/dissolution of a Florida joint venture. Recreated the financial records and rebuilt the data base. Locations were Orlando and Tampa, Florida.

**FIRST SAVINGS OF GEORGIA**

**1989 - 1990**

CHIEF FINANCIAL OFFICER

- Recruited as Vice President and Controller; made Chief Financial Officer within seven months.
- Negotiated sale of \$2.1 billion stock savings bank to successor noted above in 1990. Sale precipitated by dissident shareholder actions. Return to shareholders exceeded 400%.

**PRICE WATERHOUSE**

**1982 - 1989**

SENIOR MANAGER - AUDIT

Audit clients included \$3.6 billion multinational commercial finance company, \$2.3 billion consumer finance company, commercial banks, other consumer finance, diversified holding company and foundry operations. Financial statements issued included annual reports, Forms 10 and various registrations under the 1933 and 1934 acts with respect to acquisitions and security issuances. Instructor for national and regional training and computer audit specialist.

PROFESSIONAL

CPA, State of New Jersey, 1982  
Director, Pioneer Mortgage Service Company, 1989 - 1990  
Director, PAR Leasing Corporation, 1989 - 1990

EDUCATION

MBA, Wharton Business School, 1982  
BA, Penn State University, 1980

## Financial Services

VICTOR E. KENT

10 Winding Way  
Cherry Hill, NJ 08432

(609) 642-1573 (Home)

(609) 852-1357 (Office)

### SUMMARY QUALIFICATIONS

Senior financial services line manager with profit and loss responsibility. Significant results include sales increases, motivational speaking, profitability increases, cost containment, merger/acquisition search and completion and portfolio management. Wharton Business School MBA with Big Six experience.

### PROFESSIONAL EXPERIENCE

#### AMERICAN NATIONAL BANK

1995 - Present

*American National Bank acquired Farmer's Savings & Loan, (see below) at which time I was selected by the CEO to direct the group of banks. The acquisition represented 15% of the resulting company. Seven months later, I undertook three additional acquisitions, adding six banking facilities.*

#### VICE PRESIDENT - REGIONAL SALES MANAGER

- Acquisition returned to profitability through operations in first year. Today, has the highest internal ROA of all regions.
- Changed operations to sell asset products through the individual banks.
- Consolidated three banking facilities, improving customer service and product delivery, and eliminated a production facility.
- Achieved product sales exceeding the historical sales records of the prior company with 50% of the personnel (150/300).
- Reduced personnel, eliminating duplicate functions and expanding the use of banking facilities.
- Performed individual and group sales training and instituted a value added sales program.

#### FARMER'S SAVINGS & LOAN ASSOCIATION

1991 - 1995

*Recruited to this \$400 million mutual savings and loan association. Attractive due to opportunity to succeed the CEO in a few years.*

#### SENIOR VICE PRESIDENT - CHIEF FINANCIAL OFFICER

- Led capital acquisition search, resulting in four viable candidates and a definitive agreement in six months.
- Managed \$100 million investment portfolio. Eliminated external manager and restructured portfolio, achieving yield targets and small trading gains.
- Implemented profitability and cost accounting system. PC-based, internally designed, fully allocated cost and revenue driven system.
- Prepared strategic plan. Identified cost reductions, revenue increases and capital concerns (pre-regulatory change).



**District Manager (1989 - 1992)**

Managed and operated 30 company-owned retail service stations with total annual sales of \$95 million and a personnel complement of 230 employees. Duties included: evaluating and recommending investment decisions, setting retail prices, developing promotions and programs to stimulate sales, motivate employees, control expenses and improve customer service and store image.

- Significantly improved retail profitability through staff reductions, improved vendor contracts and other operational efficiencies.
- Developed major safety and employee motivation and recognition events.

**Store Supervisor (1988 - 1989)**

Managed seven Automotive Parts and Accessories Centers with annual sales of \$18 million and 110 employees. Duties included monitoring accounting controls and procedures, administering personnel practices and developing programs and promotions for improving operating practices and employee productivity.

**Marketing Analyst (1985 - 1988)**

Evaluated and automated field and staff functions to improve productivity. Directed the design of a management information system for the West Coast marketing region.

**EDUCATION**

Boston University

M.B.A., 1985

Major: Management

University of Massachusetts

B.S., 1980

Major: Marketing

## Retail

### PHILLIP P. JESTER

12 Sea Spray Circle  
Laguna Beach, CA 90725  
Home: (414) 776-9041  
Work: (414) 256-8400

Sixteen years managerial experience in retailing, marketing and operations. Responsibilities include: negotiation and acquisition of retail sites; divestiture of under-performing sites and management of service station chains. Five years experience as an officer and vice president serving on the Executive Committee which manages a company with \$89 million in petroleum product sales and related services.

#### WORK STYLE

Entrepreneurial manager with a results-oriented philosophy. Team player with strong leadership abilities.

#### BUSINESS EXPERIENCE

1994 - Present COASTAL PETROLEUM, INC., Los Angeles, CA  
**Vice President**

Responsible for the overall management of 35 retail stations and eight franchised parts outlets with revenues of \$80 million and 295 personnel. Executive Committee member involved in the management of the Company.

- Negotiated and acquired 29 retail sites in three states during a two-year period. Developed and implemented all operating policies and procedures.
- Improved profitability of the division through significant reductions in expenses and effective marketing strategies.
- Administered an \$8 million acquisition and capital expenditure budget. Created and implemented customer service and store level training programs.
- Reorganized division and introduced new positions and concepts to promote empowerment and reduce overhead.
- Improved sales and volumes by 80%.
- Increased the Division's cash flow by \$60 million.

1985 - 1994 TEXACO, INC., White Plains, NY  
**Marketing Advisor (1992 - 1994)**

Led the task force which developed an Automotive Parts Franchise Program for service station dealers.

- Conducted market and consumer research to assess industry direction.
- Developed standards for dealer enrollment.
- Determined training programs, nationwide warranty offer, program compliance mechanism and franchise fee structure.
- Recommended necessary organizational structure.

JUDITH D. BRIDGES

PAGE TWO

**Buyer (1985 - 1992)**

Managed the planning, development, acquisition, presentation, sales promotion and profitability for the Women's Shoe Department for Nordstrom's ten stores in the Northeast. Annual volume in excess of \$4 million.

- Increased volume by over 250% while also maintaining a 250% increase in profits, making the department an important profit center at Nordstrom.
- Developed all private label programs covering five product labels in four major categories.
- Represented Nordstrom on a continuing basis in the Far East and Europe as a key member of their Product Development Team.
- Planned and implemented departments in four new Nordstrom stores and the complete renovation at 15 others.

**Prior Buying and Management Experience**

**Nordstrom Northeast, Danbury, CT (1981 - 1985)**

Progressed through Nordstrom's Training Program and held positions of: Junior Assistant Buyer - Women's Clothing; Sales Manager - Sporting Goods and Toys; Senior Assistant Buyer - Women's Robes and Loungewear, and Group Sales Manager - Women's Sportswear & Cosmetics.

**EDUCATION**

Bachelor of Science - Marketing, 1981  
New York University

## Retail

**JUDITH D. BRIDGES**  
4035 Second Avenue, 106-B  
New York, New York, 12109

**Residence: (212) 648-9421**

**Office: (212) 641-8200**

### SUMMARY

Entrepreneurial success in retail merchandising, including design and product development, planning, marketing, implementation of programs and management. Exceptional problem solving, team building, communication, analytical, strategic planning and negotiation skills. Unique ability to bring people together for accomplishment of common goals and successfully exercise creativity in both merchandising and product development.

### PROFESSIONAL EXPERIENCE

#### **NORDSTROM, INC,**

**1981 - Present**

**Nordstrom East**, New York, NY (1995 - Present)

#### **Divisional Merchandise Manager**

Responsible for planning, development, advertising and profitability of the Women's Sportswear and Cosmetics areas, which include: Clothing, Leather Goods, Handbags, Gloves, Perfumes and Cosmetics. Directly responsible for the 21 stores of Nordstrom East with volume in excess of \$35 million.

- Expanded Liz Claiborne sportswear business from \$2 million to \$5.3 million while maintaining gross margin in excess of 50%.
- Refixed the entire division with new fixtures from Liz Claiborne at no cost to the company, a savings of over \$150,000.
- Created excitement and enthusiasm and increased sales by negotiating promotional appearances of several well-known celebrities.
- Promoted one buyer to store merchandise manager.

**Nordstrom East**, Falls Church, VA (1992 - 1995)

#### **Merchandise Consultant**

Responsible for the planning, development, sales promotion and profitability of Women's Sportswear. Supervised two buyers while simultaneously maintaining direct buying responsibilities for small leather goods. Directly responsible for annual volume in excess of \$10 million.

- Expanded Liz Claiborne sportswear business from \$500,000 to \$1.5 million with no margin deterioration.
- Promoted three assistants to Group Sales Manager positions within one year and promoted one buyer to a senior-level buying position in Women's Accessories.

**WILLIAM R. BASS..... Page Two**

PARTNER - Chicago, Illinois (1990-1995)

Engagement tax partner on a variety of primary manufacturing clients providing comprehensive corporate, partnership, individual executive, and employee compensation tax consulting and compliance services, and representation in tax controversies before tax authorities. Clients served included major automobile manufacturers.

- Merger and acquisition coordinator for Midwest Region and member of firm-wide Mergers and Acquisitions Tax Specialty Team.
- Technical specialist in all aspects of LBO'S, tax-free mergers, divestitures, takeovers, bankruptcies, restructuring, golden parachutes, joint ventures, leasing, consolidated returns, and other transaction and capital structure related matters.
- Regular instructor at internal D&T training courses and partner/manager workshops on M&A.
- Sparked early roll-out of national efficiency program to introduce advanced software and reengineered methodologies to corporate compliance practice. Supervised final beta test sign-off by practice offices on internally developed corporate tax software.
- Participated on task force responsible for defining requirements for next generation corporate tax software and for developing the case and strategy for starting a new specialty line aimed at reengineering management practices, especially data management, in large corporate tax departments.

MANAGER - St. Louis, Missouri (1986 - 1990)

Joined Deloitte & Touche in 1982, advancing through several junior-level positions until making Partner in 1990.

**EDUCATION**

**MBA, WHARTON BUSINESS SCHOOL, UNIVERSITY OF PENNSYLVANIA      1982**  
Finance concentration.

**BA, ACCOUNTING, BUCKNELL UNIVERSITY      1980**

- Graduated summa cum laude.
- Awarded Phi Beta Kappa.
- Passed C.P.A. examination upon graduation.

## Consulting

### **WILLIAM R. BASS**

MOSCOW, RUSSIA - 212-636-9301 (U.S. MESSAGE SERVICE)

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#### **OBJECTIVE**

A high-impact financial position requiring creative and innovative approaches to strategy development, problem solving, and achievement of business and financial goals.

#### **CAREER SUMMARY**

Advanced very rapidly to partner after only eight years with an international "Big 6" accounting firm, continuously operating on the leading edge of new practice areas and business trends, as exemplified by Russian assignment. Tax and business advisor with 16 years of heavy transaction-related consulting to rapidly growing businesses, from venture capital financed technology start-ups to large multinationals. Strong finance, accounting, and legal knowledge on many transactional issues has been a key contributor to success. Leader of national efficiency/technology initiatives related to corporate tax return compliance practice.

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#### **BUSINESS EXPERIENCE**

##### **DELOITTE & TOUCHE**

**1982 - Present**

PARTNER, Tax Division - Moscow, Russia (1995 - Present)

Assumed responsibility for neglected, demoralized, and under-resourced tax practice comprised of eight professionals, six of which had less than six months tenure, and after seven recent terminations/departures, including predecessor.

- Achieved dramatic improvement in division profitability to \$650,000 for FYE December, 1997 (after \$150,000 loss for year of arrival). Profit level is fully costed, and after all partner distributions and expatriate allowances and costs. This was one of the higher profit levels in the worldwide tax practice on a per partner basis for the year.
- Built team, net of two more terminations, to 18 professionals by fall 1996, through internal and external recruitment.
- Dramatically improved client service capability, quality, and responsiveness and instituted intensive training program and recruitment effort.
- Quickly developed high degree of personal technical competence in Russian tax, accounting, legal, and business matters.
- Served over 100 clients from all over the world, including several Fortune 500 companies investigating expansion opportunities in Russia.

Repatriating February, 1998 to Dallas, TX to assume engagement tax partner responsibility similar to previous position in Chicago.

DARLENE A. HANSEN

Page 2

***Manufacturing Manager***

Reporting to Senior VP of Operations, formulated and implemented productivity improvement strategies through (1) in-depth analysis of manufacturing productivity in 13 operating locations, (2) upgrading of manufacturing technology and (3) improving product quality through increased employee involvement (EI), and statistical process control (SPC). Position required hands-on factory floor involvement, supervision of multi-plant activities and large program/project management.

**COOPERS & LYBRAND, New York, NY**

**1987 to 1988**

***Staff Consultant***

Managed project teams in developing innovative concepts and systems using state-of-the-art technologies to improve mail coding, sorting and distribution of US Postal Service.

**WESTINGHOUSE ELECTRIC CORPORATION, Pittsburgh, PA**

**1984 to 1987**

***Project Engineer/Design Engineer***

Conducted engineering design works and testing, contract negotiations, vendor selection and qualifications and project management for mass transit systems in New York City, Washington, DC and San Francisco.

**EDUCATION:**

**THE WHARTON SCHOOL, University of Pennsylvania, Philadelphia, PA**

**Master of Business Administration**

**1990**

Major: Finance and Operations. Minor: Strategic Planning. Tutored undergraduate students and worked on research projects on distribution and market research with Wharton faculty to support family.

**MASSACHUSETTS INSTITUTE OF TECHNOLOGY, Cambridge, MA**

**Master of Science in Mechanical Engineering**

**1984**

Specialized in Automation, robotics and human factor studies. Member of Graduate Student Council.

**Bachelor of Science in Mechanical Engineering**

**1982**

Specialized in combustion engineering and control theory. Minor: Economics. Member of national honor societies - Tau Beta Pi and Pi Tau Sigma. Completed degree in 3 years and was in the top 1% of class.

## Consulting

### **DARLENE A. HANSEN**

1501 Clifton Circle  
Norwalk, CT 80970  
(203) 696-4082

#### **EXPERIENCE:**

**ALEXANDER CONSULTING, New York, NY**

**1995 to Present**

#### ***Lead Associate, Operations Management Group***

Direct consulting engagements for various Fortune 100 companies in business strategy, business process re-engineering, strategic sourcing, manufacturing/operations strategy, distribution and logistics, strategy and product innovation/technology development.

- Led business re-engineering efforts in several diversified manufacturing, utilities and oil transport companies to streamline their manufacturing, distribution and customer service delivery processes resulting in \$100 - \$400 million in cost savings over 3-5 year periods.
- Rationalized order fulfillment strategy for a global pharmaceutical client resulting in 40% (\$30 million) reduction in overall distribution costs in North America.
- Assisted a global energy and automation client in developing channel strategy and customer service improvement resulting in fewer product lines and 30% reduction in finished goods inventory.
- Assisted several key clients in developing and implementing Strategic Sourcing capabilities which led to \$40 to \$100 million in cost savings.
- Assisted a leading news and entertainment network in developing long-term technology strategy for global expansion.
- Assisted a building materials client with post-bankruptcy profit improvement strategy. Reduced corporate overhead by 50%, streamlined sales forces and manufacturing operations, resulting in \$30 million annual cost reduction.
- Participated in due diligence effort which led to a billion dollar acquisition by a venture capital firm.

**BASF CORPORATION, Parsippany, NJ**

**1988 to 1995**

#### ***Manager, Business Analysis & Strategy Development***

Reporting to the CFO, initiated and formulated annual strategic plan, product line P&L analysis, economic studies of major acquisition and capital investment and special projects in cost reduction, market expansion and new product development.

- Achieved strategic cost reduction of \$6-10 million through shutdown of a major production facility, product redesign/positioning and usage of alternative raw materials in existing products.
- Counseled top management on strategic issues in product line profitability, competitive pricing and cost saving opportunities.



**Carolyn A. Barlow**

**Page Two**

**Manchester Consulting Group, Inc. (cont'd)**

*Promoted within 18 months from Fund Raiser.*

**MANAGER OF FUND RAISING**

1993-1996

- Led office to growth of over \$800,000 in two years.
- Designed/implemented program of list management and growth for company, achieving \$9.50 return per name in market where average is \$3.00 per name.
- Trained/supervised staff of 18 canvassers in telemarketing skills, motivating fastest growing office in company to reach highest profits ever.
- Researched and implemented Tele-Direct CAT and EISI Call Management System serving entire client base.
- Created cold calling and direct mail campaign for Friends of the Philadelphia Zoo, resulting in growth from 1,500 to over 9,000 pledged annual contributors in 18 months.

**FUND RAISER**

1992 - 1993

- Received award for outstanding fund raising results in 1992.
- Developed membership for Crime Victims Association, increasing their overall size by 40% and their revenues by over \$1.2MM in one year.
- Planned/conducted numerous public education events and legislative action alerts on behalf of clients in seven states.
- Served as liaison between client and Manchester Consulting, preparing updates on political and legislative activities and other relevant information.
- Traveled extensively to client locations as troubleshooter, fund raiser, and trainer. Built staff in three client-based offices.

**EDUCATION**

M.B.A., Marketing Oklahoma State University	1992
Bachelor of Science, Marketing Oklahoma State University	1990

## Consulting

### CAROLYN A. BARLOW

309 Brighton Street  
Alexandria, VA 18392  
(704) 875-9135

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Results-oriented, self-motivated leader with proven record of success in direct marketing and telecommunications. Recognized manager/team builder and strategic planner with significant P&L responsibility. Extensive experience formulating and implementing policy for fund raising offices serving multiple, diverse client base.

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#### AREAS OF EXPERTISE

*Team Building*  
*Strategic Planning*  
*Relationship Management*  
*Marketing/Telemarketing*

*Fund Raising*  
*Personnel Development*  
*Cost Control*  
*Innovative Product Development*

#### SELECTED ACCOMPLISHMENTS

##### **Manchester Consulting Group, Inc.**

**1992 to Present**

*A political management consulting firm providing business services for non-profit, grassroots environmental and consumer organizations. Services include political consulting, fund raising, list management and development, market research, public education, layout, design, and printing.*

##### **DIRECTOR**

**1996 to Present**

- Turned around declining consulting operation with diminishing client base, restructuring operations and implementing plans for potential client growth to make office profitable.
- Cut expenses 15% in \$500,000/annum office, reducing payroll from 40% to 30% of revenues and increasing productivity an average of 25% per canvasser.
- Organized/maintained ongoing relationships with entire client base which included weekly client briefings, special liaison relationships, and development of innovative programs for membership management.
- Built and supervised teams in 20 person staff which carried out fund raising and delivery of services to clients, significantly raising morale and increasing employee retention rate.
- Organized/implemented special membership development projects including targeted legislative action alerts, newsletters, and other campaign support.
- Researched/recommended and negotiated deal for state-of-the-art automated call management system which keeps records up to date and helps direct all list management and fund raising efforts for multiple client base.
- Recruited, trained, and developed potential staff leadership. Responsible for growth and promotion of two of MCG's highest rated supervisors.

CONWELL LEINBACH

(2)

RESUME

- Doubled sales first year by developing international markets.
- Completed major profit turnaround of company in first year.
- Developed new, fully integrated marketing programs resulting in a 50% increase in market share.
- Reduced labor cost by 23%.

FIRE TOOLS, INC. - Binghamton, NY

(1985 to 1988)

**VICE-PRESIDENT AND GENERAL MANAGER** of a \$4 million manufacturer of fireplace tools and accessory products. Responsible for corporate operation including sales/marketing, production and finance. Developed annual business plan and budget. Established and maintained a system of controls of a financial and operational nature that assumed timely management information of performance versus plan. Oversaw the activities of 120 employees. Direct reports: Sales Manager, Manufacturing Manager, Controller, Auditors and Legal Counsel as well as Engineering, Design and Training Consultants.

- Increased sales by 17%.
- Introduced brand differentiation which increased customer loyalty.
- Defeated unionization attempt by Steel Workers.
- Installed new system of warehousing and inventory control which reduced shipping time 30%.

HAWTHORNE LABORATORIES, INC. - Albany, NY

(1980 to 1985)

**DIRECTOR OF MARKETING** for a \$6 million manufacturer of specialty chemicals. Responsible for management of the total marketing effort and the formulation of marketing plans. Directed all marketing activities to achieve profit objectives. Developed marketable product lines. This responsibility encompassed the full range of marketing strategy and tactical execution, including such areas as pricing, selection of market segments for special emphasis and specifying the necessary product characteristics. Supervised three Product Managers, Advertising Manager, Sales Training Manager, Marketing Assistant and Staff.

- Increased overall sales by 78% and profits by 137%.
- Assisted in major profit turnaround of company in first year.
- Developed and introduced three complete product lines resulting in increased volume and profitability.
- Developed a three-dimensional direct mail program which was a key factor in increased sales.

DOW CHEMICAL COMPANY - Midland, MI

(1976 to 1980)

**SENIOR MARKET ANALYST** (1979 - 1980)

**SALES REPRESENTATIVE** (1976 - 1979)

## Education

CONWELL LEINBACH  
1533 Gristmill Drive  
Scranton, PA 17344

610-933-8131

### EDUCATION

M.B.A., Penn State University (1976)

B.S., Business Administration, Cornell University (1974)

### EXPERIENCE

UNIVERSITY OF SCRANTON - Scranton, PA

(1994 to Present)

**CHAIRMAN - DEPARTMENT OF BUSINESS ADMINISTRATION.** Responsible for curriculum development, faculty evaluation, community relations and budget supervision. Taught upper level undergraduate/graduate management and marketing courses including: Strategic Management, International Marketing, Human Resources Management, Marketing Management, Production Management. Sales Management, Labor Relations, Marketing Research, International Business and Advertising.

- Developed M.B.A. degree program.
- Provided consulting and implemented specialized training programs to assist local businesses.
- Revised undergraduate business program.
- Recruited faculty.

WELDON INDUSTRIES - Utica, NY

(1992 to 1994)

**PRESIDENT** of a \$20 million manufacturer of industrial equipment. Full profit and loss responsibility for all phases of corporate operation, including: marketing/sales, engineering, accounting and manufacturing. Formulated corporate policy and instituted strategic planning. Installed three-year and annual business plans with budget. Introduced Management-By-Objectives program. Implemented a new product development plan. Initiated sales training. Developed Zero Defects program. Eighty-six person, two plant organization. Staff directly supervised: Vice-President of Marketing/Sales, Vice-President of Manufacturing, Controller and Director of Engineering as well as Legal Counsel and Advertising Agency.

- Introduced the first sales and labor forecasting system.
- Designed a marketing program for manufacturers' representatives, which increased sales 15%.
- Initiated control programs resulting in 10% reduction in inventory levels.
- Developed completely new product.

ROME MANUFACTURING, INC. - Rome, NY

(1988 to 1992)

**PRESIDENT** of an \$8 million manufacturer of capital equipment. Directly responsible for corporation, including manufacturing, sales/marketing, finance, engineering, and accounting. Instituted long-range planning. Developed annual and five-year business plan and budget. Formulated policies and objectives. Designed detailed action plans for all elements of the business. Developed corporate organizational structure. Created a management development program to meet projected needs. Directed the evaluation of acquisitions. Total number of personnel under direction, approximately 125. Directly reporting: Director of Sales/Marketing, Director of Manufacturing, Director of Finance, Director of Engineering, Legal Counsel and outside Auditors. Also various consultants.

**Karen W. Clarke**

**Present Address**

42 E. Windsor Dorm #11  
East Lansing, MI 13745  
(512) 446-9952

**Permanent Address**

12 New Pond Road  
Kent, Ohio 91314  
(713) 925-6317

**OBJECTIVE**

To obtain a permanent position with a company that utilizes my previous work experience, interpersonal skills, and leadership ability.

**EDUCATION**

**Michigan State University:** East Lansing, MI  
B.S. in Accounting, May 1997  
Cumulative GPA: 3.38/4.0; Major GPA: 3.33/4.0; Dean's List (2)

**WORK EXPERIENCE**

**Automotive Rentals Inc.**  
Accounting Clerk (GL, AP)

Willingboro, OH  
Summers '94 & '95

- handled petty cash box which contained \$1000.
- managed four accounts and set up billing of lessees, researched problem accounts and made adjusting entries.
- performed reconciliations of general ledger accounts.
- oversaw daily inventory and input control.
- rehired repeatedly for summers and holidays.

**Friendly Restaurant**  
Waitress

Kent, OH  
6/90-12/92

- performed responsibilities of cashier and hostess when needed.
- trained new employees.
- received Employee of the Week.

**ACTIVITIES**

**Phi Gamma Nu Professional Business Fraternity**

- served as Pledge Class Treasurer.
- involved with Financial Affairs and Philanthropy committees.
- raised funds: Michigan State Dance Marathon (largest student philanthropy in U.S.)

**Student Advisor** - College of Business Administration

- helped incoming students with transition to college.

**Red Cross Club & Special Olympics Club**

- volunteered 10-15 hours per semesters

**COMPUTER SKILLS**

**Systems:** IBM, Tandy, MacIntosh  
**Packages:** Lotus 1-2-3, Excel, Professional Write, Dbase III+, Pascal, Minitab, MacWrite II

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## Sample Resumes—For Recent College Graduates

In this chapter, you will find 50 carefully-selected sample high-impact resumes of recent college graduates. In contrast with the resumes provided in Chapter 2, the resumes contained in this chapter represent individuals who have little or no professional-level experience. Most, in fact, are seeking their first full-time, professional position in their chosen career field.

Although these are actual resumes of employment candidates, they have been altered in the same ways as the previous resumes, to conceal the identity of the authors.

Careful review of these resume samples will provide some excellent ideas for preparing an effective entry-level resume for use in your first professional job-hunting campaign.

To locate those sample resumes that most closely correspond to your own job-hunting objectives, you may want to refer to the Contents (see page x). In reviewing the Contents, you will note that the resume samples contained in this chapter have been conveniently grouped into 13 occupational categories, allowing easy identification of those resumes most related to your own career interests and objectives.

**KIMBERLY A. BARTON**

Permanent Address  
14 Willow Drive  
Winchester, VA 28465  
(804) 572-8712

Local Address  
206 Jackson Hall  
University of Virginia  
Charlottesville, VA 28578  
(804) 664-1572

**OBJECTIVE:** To obtain an entry level position in Accounting.

**EDUCATION:** Bachelor of Science in Accounting, May 1997  
University of Virginia  
GPA: 3.37/4.00 Major GPA: 3.26/4.00

<b>Relevant Courses:</b>	Financial Accounting I, II	Corporate Finance
	Managerial Accounting	Business Law
	Federal Income Taxation	Int'l Business Operations

**HONORS:** Golden Key National Honor Society  
Phi Eta Sigma Freshman Honor Society  
Dean's List - 2 semesters

**WORK EXPERIENCE:** Clerk - UVA Athletic Department 6/95 - 8/95  
- organized and developed football tickets  
- Receptionist for athletic director

Secretary - Winchester High School 5/94 - 8/94  
- developed and implemented the scheduling, billing and grading procedures for the computer  
- responsible for efficient functioning of the office

Secretary - Wainscott & Neilson Law Firm 5/93 - 8/93  
- prepared legal documents  
- filed employee wages, documents and research

**ACTIVITIES:** The College of Business Administration  
- Overall Steering Committee Advising Program  
- Student Advisor  
Order of Omega  
Gamma Phi Beta Sorority  
- Panhellenic Delegate  
- Assistant Membership Chairman  
Panhellenic Council - Assistant Rush Coordinator  
IFC/Panhellenic Dance Marathon Morale Team - 2 years  
IFC/Panhellenic Spring Week Skits Committee  
Beta Alpha Psi Accounting Honors Fraternity  
Business Student Council

**REFERENCES:** Available upon request.

## Accounting

### BARBARA A. BINGHAM

*School Address*  
Room 106, Wagner Hall  
University of Wisconsin  
Madison, WI 93702  
(904)775-0837

*Permanent Address*  
32 Winding Lane  
Clinton, WI 23826  
(904) 533-3449

#### OBJECTIVE

To obtain an entry level position in a business firm which will utilize my educational background and allow development of my abilities to their fullest potential.

#### EDUCATION

1994-present

**University of Wisconsin, Madison, WI**  
Accounting Major, Dean's List 2nd, 3rd and 4th semesters, present grade point average 3.58/4.0, will graduate May 1998.

1990-1994

Clinton High School, graduated in the top 10% of the class from the Excel Program which included advanced classes in Science, Math and English.

#### EXPERIENCE

August 1995  
to July 1996

**Accounting Clerk, USA Video, Inc., Clinton, WI**  
Responsibilities include: handling of multiple company payroll, processing of accounts payable, assisting the Controller in monthly closing activities, updating selected general ledger accounts, handling cash receipts, filing, phones, preparing bank reconciliations and analysis reports.

March 1995  
to Aug. 1995

**Office Clerk, Advanced Medical Associates, Warring, WI**  
Responsibilities include: preparation and follow up of Medicare Reviews, processing orders for medical supplies and equipment, preparing invoices for insurance companies and customers, preparation of billing and inventory books on a monthly basis, coordinating letters to insurance companies and customers, filing, phones.

September 1994  
to March 1995

**Assistant to Bookkeeper/Cashier, Smythe Pharmacy, Fort Smith, WI**  
Responsibilities include: preparation of charges for pick up, handling of register, verification of incoming inventory, stocking of shelves, filing, phones.

August 1992  
to Dec. 1994

**Cashier, Lee's Gallery, Clinton, WI**  
Responsibilities include: handling of register, assisting manager in all aspects of store opening and closing, verification of inventory, making of bank deposits, assisting in floor moves, phones.

#### ACHIEVEMENTS

Awarded Wayne Scholar  
Member of Golden Key National Honor Society

#### REFERENCES

Available upon request



**ANN R. WILSON**

**Local Address:**  
235 Wayne Hall  
Ohio State University  
Columbus, Ohio 38575  
(206) 375-9847

**Permanent Address:**  
122 Winston Avenue  
Barrings, Virginia 90875  
(715) 624-2355

**Objective:** To gain a challenging entry level accounting position with a company in corporate accounting.

**Education:** OHIO STATE UNIVERSITY, Columbus, Ohio  
B.S. in Accounting. Degree expected: December, 1997  
Overall GPA: 3.56/4.0; Major GPA: 3.43/4.0

**Work Experience:** INTERNATIONAL BUSINESS MACHINES CORP., Tarrytown, NY  
Accounting Intern, January 1996 - July 1996

- Facilitated recording of charges between IBM US & IBM UK
- Communicated with UK to improve billing process
- Acquired knowledge of intercompany accounting
- Developed professional and communication skills
- Trained incoming interns

WILLIAM D. BEEL, CPA, Barrings, VA  
Secretary, February 1995 - August 1995

- Organized office and daily schedule
- Typed financial reports
- Scheduled appointments
- Completed tax forms and reports

PRICE BLASTER SUPERMARKETS, Barrings, VA  
Office Clerk, February 1993 - August 1995

- Accounted for the cash and checks from front end to the office
- Deposited large sums of cash and checks
- Satisfied customer needs
- Worked in video department

**Campus Activities:**

- Beta Alpha Psi - National Accounting Fraternity 1995 - present
- Golden Key National Honor Society 1995 - present
- Dean's List - 1994, 1995, 1996
- Society of Business Interns 1996 - present
  - Secretary 1997
  - South Campus Committee Chairperson - 1997
- Resident Assistant Candidate - 1997

**Interests:**

- Physical Fitness, Traveling, Reading

**DEBORAH C. BASS**

**HOME ADDRESS:**  
28 Rosetree Terrace  
Little Rock, AR 20343  
(236) 775-0926

**SCHOOL ADDRESS:**  
University of Maryland 2D-377  
College Park, MD 19302  
(301) 335-9479

**OBJECTIVE:** To obtain a position in the accounting department of a large corporation and progress within the organization

**EDUCATION:** The University of Maryland, College Park, MD  
- Candidate for Bachelor of Science, Accounting - May 1998  
- Cumulative GPA 3.36, Accounting GPA 3.2

<b>RELEVANT COURSES:</b>	Intermediate Acctg I & II	Financial Acctg	Business Writing
	Managerial Acctg I & II	Corporate Finance	Business Logistics
	Federal Income Taxation	Computer Science	Business Law
	Quantitative Business Analysis	Micro & Macro Economics	MIS

**PROFESSIONAL EXPERIENCE:**

Accounting Clerk, Chase Bank of Maryland (2/94 - Present)  
- Daily maintenance of the general ledger system.  
- Reconcile branch settlement to currency and coin account.  
- Balance official checks.  
- Prepare accounts payable checks to be remitted on a weekly basis.  
- Prepare ATM, Loan, CD, and Investment monthly reports.

Cashier, Britches Great Outdoors (5/93 - 9/95)  
- Managed problems and complaints for customer sales and returns.  
- Trained new cashiers.  
- Performed opening and closing procedures.

**ORGANIZATIONS:** Beta Alpha Psi, Honorary National Accounting Fraternity

Vice President Finance, Kappa Kappa Alpha Sorority  
- Prepare yearly budget  
- Control disbursements of a \$40,000 account

Purchase Fund Chairman Kappa Kappa Alpha Sorority  
- Responsible for a \$5,000 account.

Financial Committee, University of Maryland Dance Marathon  
- Billed and collected \$745,000 in donations

Homecoming Committees, The University of Maryland  
- King and Queen, 1996  
- Student Relations, 1995

**ACHIEVEMENTS:** Dean's List - The University of Maryland, Spring, 1996  
Chase Bank of Maryland Scholarship

**TECHNICAL SKILLS:** Experience with Lotus 123, dBase, Microsoft Word and PASCAL

## SHARON P. PARKER

<u>Home Address:</u> 125 Ridge Rd. Hartford, CT 16922 (203) 665-9875	<u>School Address:</u> 110 Pear Street, B-4 Storrs, CT 17847 (203) 822-5164
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**OBJECTIVE:** To be able to utilize my leadership and interpersonal skills in a full time position within the field of Business Logistics.

**EDUCATION:** **THE UNIVERSITY OF CONNECTICUT**, Storrs, CT  
B.S. Degree in Business Logistics expected May 1998  
Cumulative GPA: 3.69/4.0; Major GPA: 4.0/4.0

<b>COMPUTER EXPERIENCE:</b>	Microsoft Word	MacWrite	Lotus 1-2-3	Minitab
	dBase III+	Turbo Pascal	BASIC	

**WORK EXPERIENCE:** **The Hartford Group, Inc. (ARA Food Services)**, Hartford, CT May 96 - Aug. 96  
*Assistant Chef*

- \* Planned and prepared daily menus and elaborate catering trays.
- \* Responsible for inventory, ordering of all supplies, and logging of bills.
- \* Successfully implemented new inventory system to limit stock and prevent stockouts.

**Tuckerville Inn**, Tuckerville, CT May 95 - Jan. 96  
*Waitress*

- \* Efficiently and skillfully served food and beverage to customers.
- \* Responsible for correctly billing and collecting payment from patrons.
- \* Trained new employees after only two days of employment.

**The Doll Shop**, Sturbridge, CT May 90 - Aug. 90  
*Painter/Craftsman*

- \* Prepared and assembled wooden, collector's item dolls for painting.
- \* Skillfully painted and stained detailed dolls which carry my signature.
- \* In charge of training new painters.

**Taylor, Briggs & Stratton Law Office**, Bristol, CT June 92 - Nov. 92  
*Filing Clerk*

- \* Filed, obtained, and destroyed outdated case files.
- \* Responsible for updating filing system, client relations, and all mailings.

**HONORS:** Marsha Lewis Memorial Scholarship  
Council of Logistics Management's College Bowl Challenge, 2nd place, Captain  
Golden Key National Honor Society  
Phi Eta Sigma National Honorary Fraternity  
Dean's List (4 out of 5 semesters)

**ACTIVITIES:** ALPHA KAPPA PSI Professional Business Fraternity

- President
- Treasurer
- Pledge Selection and Dance Marathon Committees
- Chapter Delegate, National Convention

President, Residence Hall Floor  
University of Connecticut Marketing Association

- Company Seminar and Career Night Committees

Logistics Association  
Freshman Orientation Leader  
Intramural Volleyball, Basketball (Champions), Softball, Coed Football

## William A. Fuller

Present Address:  
320 Yale Avenue.  
Apartment 22-B  
Carlisle, PA 18502

Home Address:  
814 Sharon Circle.  
West Chester, PA 19382  
(610) 697-8264

**OBJECTIVE:** To apply my knowledge and experience to a public accounting position.

**EDUCATION:** **DICKENSON UNIVERSITY**  
Carlisle, PA  
B.S. in Accounting, May 1998  
Overall GPA: 3.47  
Related Course Work:

- Advanced Financial Accounting
- Advanced Business Law
- Business Policy Management

### **RELATED WORK**

**EXPERIENCE:** REED ENGINEERING, INC., Reading, PA May 1996 - Present  
Assistant Accountant and Financial Analyst

- Assisted in day-to-day payroll activities
- Responsible for daily production output analysis reports
- Prepared monthly operations reports
- Assisted in random financial report preparation
- Actively participated in long-term corporate goal research project

### **OTHER WORK**

**EXPERIENCE:** DICKENSON UNIVERSITY, Carlisle, PA Feb. 1997 - Present  
Tutor

- Tutored students in accounting, computer science, and psychology

  
SERVICEMASTER, West Chester, PA May 1993 - Sept. 1995  
Floor Specialist Custodian

- Professional carpet cleaning, floor refinishing and buffing
- Basic custodial responsibilities

  
ACME MARKETS, West Chester, PA June - Sept. 1992  
Stockperson

- Assisted customers in various capacities
- Stocked shelves

  
SELF EMPLOYED (\$100+ /wk) 1990 - Present  
Extensive work in areas of:

- Lawn care, snow removal, driveway sealing

**ACTIVITIES:** Beta Alpha Psi, National Accounting Fraternity  
Accounting Club  
Dickenson University Marching Band  
Various Intramural Sports - softball, basketball, volleyball  
Varsity Crew Team

**DOUGLAS R. BURKHARDT**

**School Address:**  
62 Weldon Ave., Apt C4  
Syracuse, NY 15669  
(315) 974-8135

**Permanent Address:**  
12 Ridge Rd.  
Utica, NY 12464  
(315) 775-0822

**OBJECTIVE:** To obtain a permanent position related to the field of Business Logistics.

**EDUCATION:** B.S. in Business Logistics, May 1998  
Syracuse University GPA 3.51

**HONORS:** Dean's List 3 of 5 semesters  
Golden Key National Honors Society

**WORK**

**EXPERIENCE:** Housing and Food Services 9/96-present

- Syracuse University
- Worked as a cook, busboy, and dishperson
  - Handled materials and equipment as well as customers

Career Development and Placement Services 8/95-5/96

- Syracuse University
- Answered student and recruiter questions about CDPS
  - Stocked shelves, kept library presentable
  - Performed some secretarial duties

Landscaping and Contract Work Summers 93,94,95,96

- Worked as a laborer
- Collected fees and discussed bids with clients
- Supervised other employees

Reardon Architecture Winter/Spring Break 95, 96

- Worked as a packer
- Assembled, packaged, and wrapped finished product for shipment

**OTHER**

**EXPERIENCE:** Utica Parks and Recreation  
Joseph Klaus Bricklayer  
Intramural Volleyball Official

**ACTIVITIES:** Syracuse University Volleyball Club  
- Vice President, member USVBA, USVBA official, Team Representative  
Syracuse University Business Logistics Association  
- Active Member  
Intramural Sports  
St. John's Church  
- Active leader of activities



**SAMUEL D. DENNER**

**Temporary Address**

52 E. College Ave.  
Los Angeles, CA 84937  
(714) 972-8136

**Permanent Address**

262 Bay View Drive  
Berkeley Heights, CA 38475  
(714) 644-8725

**OBJECTIVE:** To obtain a full-time position in the field of securities analysis and financial management.

**EDUCATION:** THE UNIVERSITY OF SOUTHERN CALIFORNIA, Los Angeles, CA

B.S. in Economics (May 1997)  
College of Business Administration  
Cumulative G.P.A.: 2.89/4.00

**Relevant Coursework:**

- Industrial Organization
- Money and Banking
- Intermediate Microeconomic Analysis
- Intermediate Macroeconomic Analysis
- International Economics
- Public Finance
- Corporate Finance
- Financial Accounting
- Managerial Accounting
- Lotus 1-2-3, dBase III+, Minitab, PASCAL

**WORK**

**EXPERIENCE:** Clareton Township, Clareton, CA  
Clean Community Supervisor 5/95-8/95 & 5/94-8/94  
- managed community volunteer groups in roadside clean-ups  
- approved refuse for recycling  
- conducted searches for future clean-up sites

Clareton Township, Clareton, CA  
Road Department Employee 6/92 - 8/92  
- repaired township roadways  
- assisted in overall maintenance of township grounds and facilities

**ACTIVITIES:** UCLA Economics Association  
UCLA Financial Management Club  
UCLA Intramural Basketball and Softball

## Economics

### ANTHONY P. SPANARO

*CURRENT ADDRESS:*

22 Rosedale Ave., Apt. #213  
Ann Arbor, MI 13479  
(316) 844-5769

*PERMANENT ADDRESS:*

206 Summit Drive  
Pittsburgh, PA 18069  
(717) 396-6877

**EDUCATION:** The University of Michigan, Ann Arbor, MI

B.S. in Economics (May 1998)  
Major GPA: 4.00/4.00; Cumulative GPA: 3.90/4.00

Ridgeview High School, Beaver, PA  
Graduated June 1994; Cumulative GPA: 3.93/4.00  
Gifted/High Potential Classes

**AFFILIATIONS/ACTIVITIES:**

Economics Association	1997
Beta Gamma Sigma	
- Honor Society for Collegiate Schools of Business	1997
The Honor Society of Phi Kappa Phi	1997
Golden Key National Honor Society	1996-Present
Phi Eta Sigma Honor Society	1995-Present
Intramurals: Basketball, Football	1994-Present
High School National Honor Society	1992-1994
Who's Who Among American High School Students	1991-1992
Varsity Basketball Team	1991-1994
- All-Star Conference - Senior Year	
Varsity Golf Team	1990-1994
- All-Star Conference - Senior Year	

**WORK EXPERIENCE:**

Falls Township 825 Verdon Road, Bealy, PA Laborer - involved in operations concerning township maintenance	May-August 1996
Green Lawn and Landscape, Inc. 206 Overpass Road, Beaver, PA Landscapeer - performed general landscaping duties	Summers 1994, 1995
Lanstown Car Wash 22 Oregon Road, Kiley, PA Car Wash Attendant - supervised operations in owner's absence	March-May 1994
Self-Employed Lawn Service	Summer 1992

- REFERENCES AVAILABLE UPON REQUEST -



**PETER W. JENKINS**

**Permanent Address:**  
18 Windy Hill Dr.  
Wernersville, PA 19635  
(610) 692-2837

**Temporary Address:**  
40 W. College Ave., Apt. C-5  
State College, PA 16801  
(814) 861-7340

**EDUCATION:** The Pennsylvania State University, University Park, PA  
Bachelor of Science in Finance, December 1997  
Overall G.P.A.: 3.25/4.0

Relevant Coursework	Managerial Accounting Financial Accounting Intermediate Financial Accounting Speech Communications	Corporate finance Financial Management Commercial Bank Management Effective Business Writing
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**WORK**

**EXPERIENCE:** **IBM** 6/96-1/97  
*Pre-Professional Tax Analyst* Southbury, CT

- Filed monthly sales tax returns
- Audited monthly exception reports
- Interpreted tax laws for branch offices
- Determined tax exempt status of customers
- Daily work required extensive knowledge of Lotus 1-2-3

**Smith Barney** 12/95-5/96  
*Sales Associate* State College, PA

- Initiated marketing strategy for new fund, LINC
- Developed skills in prospecting and presenting
- Managed spreadsheet data base on Lotus 1-2-3

**Kmart** 8/93-1/96  
*Stock Clerk/Salesperson* Reading, PA

- Worked 30-40 hours a week while full time student
- Coordinated inventory flow
- Assisted customers

**ACTIVITIES & INTERESTS:**

Boy Scouts, Earned Eagle Scout Award (1993)

- Held numerous leadership positions
- Organized and coordinated over 200 man hours for renovation of campsite at Allegheny Portage R.R. National Historic Site

Economics Association of Penn State  
Peer Tutor (Calculus and Quantitative Business Analysis)  
Intramural Softball and Football

**REFERENCES:** Available Upon Request

**JOAN A. SANDERS**

**CURRENT ADDRESS**

32 E. Maple Ave., Apt. A-6  
Raleigh, NC 24958  
(919) 824-9763

**PERMANENT ADDRESS**

305 Mountain Terrace  
Charlotte, NC 14729  
(704) 564-4948

**OBJECTIVE** To obtain an entry level position in marketing research. Special area of interest is international markets.

**EDUCATION** North Carolina State University, Raleigh, NC  
Will receive a Bachelor of Science degree December 1996  
Major: Economics and International Business  
Minor: German

**HONORS**

- Golden Key National Honor Society
- Delta Phi Alpha German Honor Society
- Dean's List (4 semesters)
- G.P.A. of 3.47/4.0

**RELATED COURSES**

International Economics (3 Cr.)	Introductory Marketing (3 Cr.)
Adv. International Economics (3 Cr.)	Global Marketing (6 Cr.)
International Business Policies (3 Cr.)	

**STUDENT ACTIVITIES**

- Studied abroad in Cologne, Germany (Spring 1995)
- Secretary of the International Business Association
  - Managed all correspondence and records and performed other duties assigned by the IBA
- German tutor on campus (Spring 1994)
- Little Sister at Delta Upsilon Fraternity

**EXPERIENCE**

<u>Meridith Dining Commons</u>	Fall 1994, Fall 1995, Spring 1996
Performed various food preparation, dishroom, and customer services.	
<u>Kingston Temporary Services</u>	Summer 1995
Performed various secretarial duties	
<u>Wilton Publishing Company</u>	Summers 1993, 1994
Worked with computers in processing returned books.	

**REFERENCES** Available upon request

**HAROLD C. KREIDER**

**School Address**  
2 Common Avenue  
Orono, ME 13285  
712-437-9784

**Home Address**  
12 Stoney Creek Rd.  
Wilbraham, MA 16374  
603-743-5667

**OBJECTIVE** Challenging position in finance, accounting, or management.

**EDUCATION** The University of Maine, Orono, ME 1994-1998  
B.S. In Finance; Cum GPA: 3.2

<b>RELEVANT COURSEWORK</b>	Corporation Finance Investment Valuation Financial Management of the Business Experience Commercial Bank Management Speculative Markets Financial Markets Money and Banking Monetary Theory and Policy Managerial Accounting Financial Accounting	Business Computer Applications Lotus 1-2-3, Basic, Pascal Business Policy Formulation/Control Basic Managerial Concepts Real Estate Fundamentals Risk and Insurance Property and Casualty Insurance Industrial Organization Principles of Marketing Public Speaking Business Writing
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**RELATED EMPLOYMENT** **WATERMAN AND COMPANY, Springfield, MA** 1995-1996  
 Provided staff support for a family-owned CPA firm which maintains a large number of small business and individual accounts. Handled account updating, organization of data for quarterly returns, bank reconciliations, time/billing, and all related computer entries. Worked F/T, Summer of 1995, and P/T during college breaks as needed.

**HERDER'S CUTLERY, Springfield, MA** 1994-Present  
 Given sole responsibility for business operations during assigned shift with a specialty shop (Springfield Mall). Gained extensive experience in direct sales, opening/closing, daily reporting, and making deposits. Worked up to 35 hours/week during the summers and holiday vacations.

**STUDENT LEADERSHIP** **Chi Delta Alpha Fraternity** 1994-1998

- *Treasurer* - Manage house budget of \$45-50K/semester. Served on Executive Board; worked with Alumni Board Treasurer.
- *Ticket/Admissions Chairman* - In charge of ticket sales and admissions for a major cancer fund-raiser (13,000+ participants).
- *Athletic Chairman*: - Recruited, screened, selected, organized, and scheduled teams for 10 sports. Finished with Top 5 ranking.

**Undergraduate Student Government, Department of Control** 1996

**Interfraternity Council, Department of Control** 1997

**HIGH SCHOOL BACKGROUND** Graduated with 3.6 GPA, College Preparatory; National Honor Society; Student Government (Delegate); Varsity Tennis Team (Captain).

**REFERENCES** Available upon request.

**WILLIAM C. DUCKWORTH**

Home Address:  
92 Wellington Drive  
Malvern, PA 19315  
(610) 648-3634

Campus Address:  
4365 Locust Street, 9-D  
Philadelphia, PA 19803  
(215) 447-9837

**EDUCATION:** The University of Pennsylvania, GPA: 3.1/4.0  
B.S. Degree in Finance, December 1998

<b>Relevant Coursework:</b>	Corporate Finance Financial Management Investment Valuation Money and Banking	Introductory Financial Accounting Introductory Managerial Accounting Intermediate Financial Accounting Intermediate Macroeconomics
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**Current:** Intermediate Financial Accounting II, Capital Budgeting, Speculative Markets

**WORK EXPERIENCE:** IBM, Albany, NY  
Fixed Asset Accounting June 1997-December 1997

- Cooperative assignment where I was responsible for insuring that proper controls existed to track and maintain all capital fixed assets
- Major duties included RAID (Rental Asset Inventory & Depreciation) RNB/BNR reconciliation, performed tool audits/tracking, System/Table Access Security, and provided financial approval for expense purchase requisitions

Winton Hill Apartments, Wayne, PA  
Lifeguard January 1993-August 1996

- Responsible for the safety and well being of swimmers
- Enhanced my decision-making skills and improved judgement skills
- Pool maintenance

Chester County YMCA, West Chester, PA  
Camp Swim Instructor/Lifeguard Summer 1993-Summer 1996

- Taught Red Cross approved swimming techniques to campers
- Presented water safety instruction to advanced swimmers

**ACTIVITIES & INTERESTS:**

- Vice President and Treasurer of Bistro House (1995 & 1996)
- Brother of Delta Chi Alpha, Professional Business Fraternity
- Member of The Financial Management Association National Honor Society
- Society of Business Interns
- Proficient user of Lotus and PASCAL
- Certified in CPR
- Certified in Advanced Lifesaving and Water Safety
- Intramural Athletics

**REFERENCES:** Available upon request

**MARTIN W. BAKER**

**LOCAL ADDRESS:**

42 East Benton Avenue, C-4  
East Lansing, MI 12847  
(512) 664-9848

**HOME ADDRESS:**

12 Sunny Court  
New Hope, PA 19250  
(215) 996-4137

**EDUCATION:**

THE MICHIGAN STATE UNIVERSITY, East Lansing, MI  
B.S. in Finance, December 1997  
GPA: 3.41/4.00  
Dean's List four semesters  
Business Logistics Minor  
Accounting: Two Financial and Two Cost Accounting Courses

**WORK**

**EXPERIENCE:**

IBM, Tarrytown, NY

Pre-Professional Accountant, January 1996 - June 1996  
- Used computers (Lotus) to do accounting transactions.  
- Dealt with many facets of fixed assets.  
- Gave formal presentations to upper management.

Sesame Place Theme Park, Langhorne, PA

Area Supervisor, January 1994 - September 1994  
- Supervised staff of over 150 employees.  
- Ordered food on a daily basis.  
- Called repairmen and suppliers when needed.

Supervisor, January 1993 - December 1993

- Enforced company policies.  
- Calculated daily sales.

Line employee, May 1991 - December 1992

- Operated cash registers.  
- Prepared food and sold it to customers.

**CAMPUS**

**ACTIVITIES:**

Financial Management Association, 1995 - 1997  
- Actively participated in functions and meetings.

Economics Association, 1995 - 1996

- Attended functions outside of school and went to seminars.

Intramural Tennis, 1993 - 1997

- Played singles and doubles.

**REFERENCES:**

Available upon request

## Finance

### DAVID R. BRAXTON

**Temporary Address**  
21 East Campus Blvd.  
Tucson, AZ 29486  
Phone: (602) 449-8076

**Permanent Address**  
12 Green Way  
Austin, TX 57950  
Phone: (415) 699-0473

**EDUCATION** The University of Arizona, Tucson, AZ  
B.S. in Finance (May 1998)  
Overall G.P.A. 3.31/4.00

**RELEVANT COURSEWORK**

Corporation Finance	Intro to Financial Accounting
Microeconomic Analysis	Macroeconomic Analysis
Money & Banking	Intro to Managerial Accounting

**CURRENT**

Investment Valuation	Financial Management of Business
Strategic Management	Intermediate Macroeconomic Analysis

**WORK EXPERIENCE**

National Bank of Texas, Austin, TX  
Teller May 1996 - August 1996

- managed a cash drawer containing up to \$10,000
- coordinated electronic fund transfers
- conducted random audits of both mine and fellow employee's vaults
- updated customer records on a daily basis

Le Grange Discount Warehouse, Denton, TX  
Cashier/Delivery Person May 1995-August 1995

- operated cash register
- monitored inventory and processed merchandise orders
- delivered orders of flowers and trays

Green Valley Pharmacy, Austin, TX  
Cashier/Rx Clerk January 1994 - December 1994

- monitored inventory and processed merchandise orders
- updated computer data base containing customer files
- cross referenced customer records in order to avoid dangerous combinations of drugs
- processed and recorded prescription orders

Little Caesars Pizza, Austin, TX  
Cashier/Cook November 1992 - December 1993

- operated cash register prepared food
- earned 5 star employee status

**ACTIVITIES** Campus: 1995 Dance Marathon Security Team member, 1996-97; Interfraternity Council Board of Control Housechecker, 1997; Greek Mixer Physical Plant SubChair, Summer 1997; Give Your Share Volunteer.

Fraternity: Member, Delta Chi, Fall 1995; House Manager, Spring 1996; Assistant Pledge Master, Fall 1996; Pledge Master, 1995 & 1996; Spring Week Co-Chairperson; Intramural Softball.

**REFERENCES** Furnished upon request

**CAROLYN A. BEATTY**

Current Address

1805 Venango Ave., Apt. #6  
Philadelphia, PA 19847  
(215) 596-9683

Permanent Address

23 Kring Rd.  
Johnstown, PA 16335  
(716) 434-3794

**OBJECTIVE:** To obtain a position in a management training department.

**EDUCATION:** **Temple University**, Philadelphia, PA,  
B.S. in **Management**--expected in May 1998  
Emphasis in Industrial Organization Psychology  
Major GPA 3.05/4.0

**WORK EXPERIENCE:** **The College of Business** 8/96-Present  
**Computer Lab Supervisor**  
Work an average 20-24 hrs/week maintaining IBM, Hewlett Packard, and Macintosh hardware, training students and faculty in the general use of computer hardware and software, and monitoring and troubleshooting several local area networks.

**QVC Home Shopping Network** Summers 1996, 1995  
**Jewelry Rebuyer Assistant**  
Entered orders into inventory system and maintained current order data. Reorganized and updated information in the filing system. Learned Paradox database program.

**Returns and Surplus Assistant/Department Assistant**  
Requisitioned merchandise for sale and distributed returns and surpluses to outlet stores. Took the initiative to learn computerized inventory system to accurately pinpoint location and quantity of merchandise on order and to significantly reduce the time to requisition goods and distribute returns and surplus. Developed a department procedures manual and used it to train permanent employees.

**Genuardi's Supermarkets, Inc.** 11/91-8/94  
**Customer Service Cashier**  
Assisted with customer service. Maintained balanced cash control. Helped train new cashiers and assisted them in solving customer complaints.

**OTHER EXPERIENCE:** **The Temple Collegian**, Philadelphia, PA 1/95-12/96  
**Office Representative**  
Trained new office representatives and solved customer complaints. Designed over--the-counter advertising. Required 7 hrs per week.

**COMPUTER KNOWLEDGE:** DOS; Microsoft Word (IBM & Mac); Word for Windows; PC-Write; Harvard Graphics; Mac Paint; Mac Draw; Lotus; dBase III +; Paradox; Minitab; Ready, Set, Go; and Pascal.

**ACTIVITIES:** **Alpha Kappa Psi, Professional Business Fraternity:**  
- Chairperson for Public Relations & Bylaws Committees, Pledge Selection Committee.

**Penn State Marketing Association**

**MARY ANN WERNER**

**Permanent Address**

18 Bellview Drive  
Princeton, NJ 03485  
(609) 554-9840

**Temporary Address**

22 College Avenue, 8-C  
Newark, DE  
(302) 443-9847

**Education**

**The University of Delaware**

**Major:** Business Management; **Minor:** Spanish

B.S., December 1996

Overall GPA: 3.3/4.0 Major GPA: 3.6/4.0

**Experience**

**E. I. DuPont de Nemours & Co., Inc. - Wilmington, DE**

*Financial Analyst Intern* - 1995

- Assisted in the reconciliation of 9 DuPont Merck Pharmaceutical Co. expense ledgers
- Researched DuPont/Merck costs and decided whether covered in the service contracts
- Created a procedures manual on the service contract reconciliation process
- Trained personnel on computer systems and the service contract reconciliation
- Researched expenses for DuPont account owners as a member of a "hotline"
- Made presentations to management on status of projects and related accomplishments

**Princeton Federal Savings Bank - Princeton, NJ**

*Accounts Payable Clerk/ Receptionist* - Summer 1994

- Assisted various Vice Presidents at Corporate Headquarters
- Posted transactions into accounts payable ledgers
- Typed, examined and verified payments
- Operated communication network

*Teller* - Summer 1993

- Responsible for up to \$35,000+ daily
- Opened various accounts including money market and certificate of deposit accounts
- Sold and redeemed U.S. Savings Bonds
- Transacted money on an on-line computer system and proved cash daily

**Community Federal Bank - Princeton Junction, NJ**

*Teller* - 1992

- Handled large sums of money from the Federal Depository
- Transacted and verified cash daily
- Performed data entry on an off-line computer system
- Maintained good customer relations

**Honors & Activities**

Dean's List (2 Semesters)  
DuPont achievement Award  
Management Club  
Blood Drive Volunteer  
Singer/Performer

**References**

Available Upon Request



**JOHN D. FOSTER**

Current Address:

34 West Long Ave., Apt. 34  
Austin, TX 78701  
(825) 795-0463

Permanent Address:

8 Rose Terrace  
Birmingham, AL 35205  
(215) 742-5662

**OBJECTIVE** To obtain an internationally focused position which utilizes my knowledge of Management and International Business.

**EDUCATION** B.S. in Management/International Business, December 1996  
Minor in Labor Studies  
The University of Texas  
Overall GPA: 3.3/4.0; Major GPA: 3.8/4.0

**WORK EXPERIENCE** Intern - United Parcel Service, Birmingham, AL 1994-1995  
-- Processed shareowner stock repurchases  
-- Updated on-line stock management system  
-- Researched and prepared special projects  
-- Prepared routine reports on Lotus program

Carpenter - Calter Builders, Teaboro, AL 1993  
-- Designed and built interior/exterior fixtures  
-- Solicited customers  
-- Purchased and delivered materials  
-- Met precise deadlines

Machine Operator - Martin Technologies, Birmingham, AL 1992  
-- Manufactured aircraft parts for U.S. government contracts  
-- Produced extremely detailed components  
-- Granted low security status

**HONORS** Attended University of Melbourne, Australia Spring 1995  
Accepted into highly competitive International Business major  
Dean's List (3 semesters)  
Sigma Iota Epsilon National Honorary Management Fraternity

**ACTIVITIES** Alpha Kappa Psi Professional Business Fraternity  
-- Business Fraternity Council Representative  
-- Social Committee Chairman  
Vice President, International Business Association  
Total Alcohol Awareness Program Director (TAAP)  
Teaching Assistant for Introductory Business Course (BA 103A)  
Student Blood Coordinator for Red Cross Club

**SKILLS** Basic German  
Lotus 1-2-3, Aldus Freehand, Harvard Graphics, WordPerfect,  
Wordstar, Microsoft, dBASE III +

**ALLEN D. MARKS**

**PRESENT ADDRESS**

73 West College Avenue  
Miami, FL 24839  
(912) 477-0958

**PERMANENT ADDRESS**

12 Regina Road  
Atlanta, GA 28475  
(415) 844-9857

**EDUCATION**

**University of Miami, Miami, FL**  
B.S. Business Management, August 1997  
G.P A. (3.14/4.0)

**EXPERIENCE**

**University of Miami** 1996-Present  
**Proctor, Basic Management Concepts Course:**  
Distributed, collected and sorted exams and answer sheets.  
Responsible for insuring an acceptable testing environment.  
- Gained leadership and communication skills.

**The Borough of Wayneville** 1996-1997  
**Road Crew and Parks Crew, Department of Public Works:**  
Prepared daily fuel, work and time schedule reports.  
- Gained communication skills and demonstrated responsibility.

**Max's Burgers and Fries** 1995-1997  
**Cook, Customer Service:**  
Responsible for analyzing and ordering inventory.  
- Gained communication and leadership skills.

**The Discount Mart** 1993-1994  
**Deli Attendant, Customer Service:**  
Responsible for handling cash receipts at end of the business day.  
- Gained communication skills and demonstrated responsibility.

**Wendy's** 1992-1993  
**Cook, Customer Service:**  
- Gained communication skills and demonstrated responsibility

**HONORS/  
ACTIVITIES**

Dean's List - One Semester  
Active Member of The Miami University Marketing Association  
- Fund Raising Committee  
- Company Seminars Committee  
Varsity Baseball, 1993 - 1995

**COMPUTER  
SKILLS**

Lotus 1-2-3, WordPerfect, dBase III +, MiniTab, MacWrite,  
PASCAL

**REFERENCES PROVIDED UPON REQUEST**

**KAREN W. GLEASON**

**Temporary Address**

11 S. College Ave., Apt. #5  
State College, PA 16801  
Phone: (814) 663-1987

**Permanent Address**

4 Orchard Drive  
Blue Bell, PA 19836  
Phone: (215) 645-4472

**EDUCATION:**

The Pennsylvania State University, University Park, PA  
B.S. in Management Information Systems (May 1998)  
Minor: Legal Aspects of Business  
Overall G.P.A.: 3.47/4.00  
G.P.A. in major: 4.00/4.00

**RELEVANT  
COURSEWORK:**

Introduction to Management  
Information Systems  
Business Program  
Applications: LOTUS, DOS  
Introduction to Management

Managerial Accounting  
Quantitative Methods  
Macroeconomics  
Legal Environment  
of Business

**CURRENT  
COURSEWORK:**

Accounting Information Systems  
Business Information  
Processing Systems

Corporate Finance  
Introduction to Operations  
Management

**WORK  
EXPERIENCE:**

Sterling Drug, Inc., Malvern, PA  
**Packaging Operator** June 1996-August 1996

- ensured accuracy of incoming materials
- performed quality inspections on finished products
- developed strong interpersonal skills

Hershey Park, Hershey, PA  
Cashier/Salesclerk June 1995-August 1995

- recorded and processed customer sales
- managed customer relations
- developed use of supervisory skills
- performed daily inventory analysis

**ACTIVITIES/  
HONORS:**

Sigma Iota Epsilon (Management Honor Society)--President ('97-'98)  
Residence Halls Advisory Board of Penn State--Secretary (1996)  
Phi Mu Delta Little Sister--Fund Raising Chairman (1996)  
Information Systems Association -- Membership Committee ('96-'97)  
Phi Eta Sigma -- Distinguished Freshman Honor Society  
Hershey Park -- Outstanding Employee Award

**REFERENCES:**

Available Upon Request

## Management Information Systems

### JANET L. FRANKLIN

Current Address:  
22 Clinton Street, Apt. 2-A  
Boulder, CO 23859  
(614) 948-4928

Permanent Address:  
14 Fuller Drive  
Glendale, CA 19058  
(714) 246-9574

**OBJECTIVE** A position as a Computer Programmer or a Systems Analyst.

**EDUCATION** University of Colorado  
B.S. Degree in Business Administration, May 1998  
Major in Management Information Systems  
Cumulative G.P.A. 3.39

Relevant Courses:

Information Processing Systems	Cobol
Accounting Information Systems	Business Writing
Managerial Accounting	Speech Communications
Financial Accounting	Risk and Insurance

**EXPERIENCE** UNIVERSITY OF COLORADO January 1996-Present  
Lab Attendant - Center for Academic Computing

Duties include maintaining computer hardware and assisting users on Macintosh, IBM PS/2, IBM AS/400, and IBM VWCMS with various software packages.

COLMAR TEMPORARY SERVICES May 1996-August 1996

Administrative and Clerical Worker

Assignments included USX Cyclone Fence and GMAC.  
Duties included quoting proposal bids, preparing purchase order forms, and office administrative duties.

FRESHWAY DRY CLEANERS

May 1995-August 1996

Customer Service Worker

Duties included serving customers in a computer automated environment.

BUNS OF CINNAMON

April 1993-January 1995

Crew Leader

Duties included supervising crew and managing the daily operations of the bakery.

**HONORS**

Scholarship of the Metals & Mining Industry  
College of Business Administration Scholarship  
Golden Key Honor Society  
Alpha Lambda Delta Honor Society  
Dean's List

**REFERENCES** Furnished upon request.

**Thomas J. Collins**

Present Address

25 East River Ave., Apt. #8-G  
Urbana, IL 24839  
(217) 822-8573

Permanent Address

216 Winslow Drive  
Springfield, OH 24368  
(416) 448-9475

EDUCATION

University of Illinois, Urbana, IL  
MAJOR: Management Information Systems  
DEGREE: B.S., 1997  
GPA: 3.68 (4.0 in major)

HONORS/ACTIVITIES

- Deans List (University of Illinois)
- Golden Key National Honor Society
- University Scholars Program
- Phi Sigma Pi National Honor Fraternity
- Information Systems Association
- University of Illinois Men's Bowling Team
- National Honor Society (high school)
- Who's Who Among American High Schools

WORK EXPERIENCE

Summer 1996  
and  
Summer 1995

WAYLAND INDUSTRIES, Springfield, OH  
(full-time) Swimming pool water analysis and technical/  
operational support; chemical manufacturing and blending.

1/92 - 8/96

COLLEGE BOWL, Urbana, IL  
(part-time and full-time) Pinsetter  
- maintenance and mechanical repair; bowling lessons; customer service  
and counter help.

COMPUTER SKILLS/ABILITIES

Computer Language and Software Experience

- COBOL
- Turbo Pascal
- Lotus 1-2-3
- WordPerfect
- IBM DOS
- Harvard Graphics

Computer System Experience

- IBM PCs
- IBM 3090 VM/CMS
- IBM AS/400

REFERENCES

Upon request

## Management Information Systems

### COLLIN D. PETERS

**Home Address**

22 Kimberly Lane  
West Chester, PA 19382  
Phone: (610) 431-3236

**School Address**

216 Roberts Hall  
Bucknell University  
Lewisburg, PA 19847  
(717) 458-9563

**OBJECTIVE:** To obtain a position with a dynamic company that will utilize both my computer skills and business background.

**EDUCATION:** **Management Information Systems Major**  
Bucknell University  
Graduation: December 1997  
GPA: 3.66/4.00

**RELEVANT COURSEWORK:** Honors: Macro Economics, Corporate Finance, Strategic Management, Marketing Principles, Accounting Ethics  
MIS: Accounting Information Systems, Decision Support & Expert Systems, Business Information Procedures, Systems Analysis Design  
Computer Languages: dBase III+, R:Base, Lotus 1-2-3, Cobol, Hpaccess

**HONORS & ACTIVITIES:** University Scholars Program  
Golden Key National Honor Society  
Alpha Delta Lambda National Honor Society

**WORK EXPERIENCE:** **Wharton Electronics** 5/96 - 12/96  
*Accounting and Information Systems Co-op*

- As we changed from a functional to a Business Unit organization, I worked with others developing reports to determine each product's profit margin. This project provided management with an essential tool to change the way they do business.
- My supervisor at Wharton, completed evaluation of my work for Bucknell. He gave me an "A" for the credits I received, and stated that he would go to "extraordinary lengths" to hire me again. A copy of this evaluation is available upon request.

I enjoy traveling and am willing to relocate



## Marketing

### RICHARD A. BARLOW

School Address

24 East Morrin Avenue, Box 650  
College Park, MD 13275  
(301) 832-9847

Permanent Address

25 Duncan Road  
Columbia, MD 13725  
(301) 652-9038

**OBJECTIVE:** To obtain an entry level position that will enable me to utilize and further develop my analytical and interpersonal skills.

**EDUCATION:** University of Maryland August 1993 - Present  
Candidate for Bachelor of Science in Marketing December 1997  
Minor in Economics

**WORK**

**EXPERIENCE:** Reno's Auto Parts Inc., College Park, MD August 1996 - Present  
Sales Representative  
- Prospected potential customers.  
- Performed financial and collection responsibilities for clientele.  
- Conducted new product demonstrations resulting in increased sales.

Fisher Auto Parts Inc., Arbutus, MD May 1996 - August 1996  
Assistant Store Manager  
- Performed all management functions in a store with monthly volume of \$30,000 including sales, market targeting, order processing, accounts receivable, handling of returned merchandise and payroll.

Fisher Auto Parts Inc., College Park, MD August 1995 - May 1996  
Delivery Person  
- Responsible for the efficient delivery of parts to local service establishments.  
- Emphasis in opening and closing procedures, receiving and inventory maintenance.

**HONORS & ACTIVITIES:** Dean's List, Fall 1996  
University of Maryland Marketing Association Member  
Phi Kappa Sigma National Fraternity  
- House Manager: Spring 1995 and Fall 1995  
- Executive Board Committee  
- Centennial Celebration Planning Committee  
- Intramural Sports  
Special Olympics Volunteer

**REFERENCES:** Available upon request.



**RONALD K. SWEENEY**

300 Bartram Circle  
New Brunswick, NJ 08816  
(908) 876-9273

*OBJECTIVE:* To use my marketing and advertising skills in a position involving public relations and promotions.

*EDUCATION:* **Rutgers University**, New Brunswick, NJ  
B.S. in **MARKETING** -- expected in May 1998  
Emphases: promotions, international marketing  
Major GPA 3.05/4.0

The Center for European Studies, Maastricht, The Netherlands  
University of Limburg -- 8/97-12/97

Relevant Courses:

Economics of European Integration  
The European Political and Legal Environment  
Management in an International Environment  
Multinational Marketing Strategy  
German

*WORK*

*EXPERIENCE:* The New Collegian, New Brunswick, NJ

1/97-5/97

**Marketing Specialist**

- Re-designed and updated look of marketing report
- Formulated questions for telephone survey
- Assisted Marketing Manager in on-going activities

1/96-12/96

**Advertising Sales Representative**

- Generated sales exceeding \$29,000 from 6/96 - 12/96
- Serviced and maintained 12-25 local accounts daily
- Created advertisements on graphics computer system
- Managed all contracts, payments, and billing for clients
- Developed interpersonal and time-management skills

*INTERESTS &  
ACTIVITIES:*

- The New Collegian, Merit Scholarship Recipient
- Public Relations Co-Chairperson, Alpha Kappa Psi Professional Business Fraternity
- Rutgers University Marketing Association
- Orientation Leader, Fall 1995
- French and German languages
- International travel, music, ballroom dance

**TERRANCE T. CROCKETT**

**Temporary Address**  
36 East Falls Avenue  
Madison, WI 12948  
(914) 653-0948

**Permanent Address**  
1426 Old Forge Road  
Minneapolis, MN 97837  
(214) 637-9824

**OBJECTIVE:** To obtain an entry level position with a dynamic company that will allow me to utilize my education, interpersonal skills and work experience.

**EDUCATION:** University of Wisconsin  
Bachelor of Science in Marketing, Anticipated December 1997  
Emphasis: Sales and Sales Management  
GPA: Major 3.61/4.00; Cumulative 3.20/4.00  
Dean's List - Fall 1995, Spring 1996

**WORK EXPERIENCE:** **Smith Barney** 1/97 - Present

- Client account analysis and evaluation
- Developed direct mail marketing plan
- Stock research and evaluation
- Managed \$100,000 paper portfolio

**Self-Employed Painter** 1990 - Present

- Owner-operator, placed bids and negotiated contracts
- Recruited and hired employees each summer
- Monitored project progress to ensure highest quality job completion
- Followed up with customers to ensure satisfaction

**Field House Attendant** 9/94 - 10/95  
University of Wisconsin Indoor Sports Complex

- Responsible for monitoring activities and locking up field house

**ACTIVITIES:** **Division of Undergraduate Studies Advisory Board**

- Serve on a committee to improve the interaction of the University of Wisconsin administration with the undergraduate community
- Student-to- Student Subcommittee, greeted and conferred with incoming Division of Undergraduate Studies students

**Chi Alpha Sigma**

- House Manager
- Social Chair
- House Cook

**University of Wisconsin Student Recruitment Task Force**

- Represented University of Wisconsin to home area high schools in order to attract qualified individuals to the University.

**REFERENCES:** Available upon request

**VIRGINIA A. WILLIAMSON**

Present Address

19 Warren Circle  
Houston, TX 23958  
(614) 957-9847

Permanent Address

22 Old Post Road  
Oklahoma City, OK 37458  
(517) 994-7493

**OBJECTIVE:** A position involved with planning and implementing marketing strategy for a company.

**EDUCATION:** **The University of Houston**  
B.S. in Marketing, December 1992  
GPA 3.48/4.00  
Dean's List past four semesters.

**RELATED**

**EXPERIENCE:** Development Intern January-August 1996  
**Houston Symphony Association**, Houston, TX  
- Created and implemented a volunteer incentive and evaluation program.  
- Reviewed/approved daily and weekly Telefund reports.  
- Conducted yearly prospect research; updated database.  
- Distributed donor benefits; helped plan events.

Sales Associate Summers 1994, 1995  
**Turbon's Inc.**, Broken Arrow, OK  
- Assisted customers locate and select merchandise by serving as a personal consultant.  
- Displayed merchandise; controlled inventory.  
- Named a Top Sales Associate for May 1994.

Accounts Receivable Assistant Summer 1994  
**Calton Environmental, Inc.**, Oklahoma City, OK  
- Researched delinquent accounts to determine cause of nonpayment.  
- Facilitated payment by serving as an information link between company and client.

Telemarketer November 1993-March 1994  
**Person-to-Person Marketing, Inc.**, Houston, Texas  
- Conducted direct marketing calls to selected customers, persuading them to renew their magazine subscriptions.

**ACTIVITIES:** **Alpha Kappa Psi Professional Business Fraternity** 1995-present  
- Executive Committee: planned activities, oversaw three committees, conducted ceremonies.  
- Fundraising Chairman: achieved \$2,000 fundraising goal.  
- Alumni Communications, Pledge Selection Committees.

**University of Houston Marching Band** 1994-present  
- Also participated in Basketball Pep Band and Concert Band.

## Marketing

### JUNE S. GEAR

**Local Address**

31 East Vail Avenue  
Morgantown, West Virginia 13284  
(314) 557-9426

**Permanent Address**

280 Commonwealth Drive  
Camp Hill, PA 16374  
(717) 325-8972

**OBJECTIVE:** To obtain an entry level position in the field of marketing that utilizes my sales, leadership, and business background.

**EDUCATION:** West Virginia State University, Morgantown, West Virginia  
BS Degree in **Marketing** with an emphasis in Psychology, May 1998  
Cumulative GPA: 3.36; Major GPA: 3.43

<b>RELATED COURSEWORK:</b>	Introduction to Marketing Introduction to Management Introduction to Managerial Accounting Marketing Research Corporate Finance International Business	Introduction to Financial Accounting Buying Behavior Introduction to Psychology Computer Science Sales Management Business Logistics
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**EXPERIENCE:** WEST VIRGINIA STATE MARKETING ASSOCIATION  
*Director of Fundraising* 4/97-4/98  
- Responsible for overseeing and motivating committee members  
- In charge of organizing and creating new fundraising activities to help support WVSMA

FRANKLIN FASHIONS, Camp Hill, PA  
*Assistant Manager and Salesperson* 6/95-1/97  
- Gained experience in the retail industry by participating in sales, payroll, and supervision of employees  
- Assisted in merchandising and helped coordinate advertising campaigns and sales promotions

THE SPORTS CORNER, Harrisburg, PA  
*Salesperson* 8/93-8/94  
- Assisted in merchandising and maintaining inventory control  
- Sharpened interpersonal skills through various sales transactions  
- Responsible for opening and closing transactions each day

THE LIMITED, Camp Hill, PA  
*Sales Associate* 6/93-1/94  
- Top salesperson for five consecutive weeks  
- Winner of store-wide sales contest for highest cumulative sales  
- Assisted in training new employees  
- Prepared eye-catching displays

**ACTIVITIES:** Dean's List  
West Virginia State Marketing Association  
Orientation Leader for Incoming Freshmen  
Morale Committee - IFC Dance Marathon  
Business Student Council  
Football Recruiting Hostess  
Staff Member - Regatta Philanthropy  
Dorm Complex Representative

**KENNETH E. DENTON**

SCHOOL ADDRESS

28 Quarry Road  
Scranton, PA 17570  
(717) 647-9837

PERMANENT ADDRESS

39 East 7th Street  
Clarke Summit, PA 18450  
(717) 445-9872

**OBJECTIVE:** Obtain an operations management position in a production facility.

**EDUCATION:** **University of Scranton, December 1997**  
- B.S. in Operations Management  
- **Financed 95% of education** - Overall GPA 3.2/4.0  
- Dean's List (Spring 1996) - Major GPA 3.4/4.0

**Relevant Coursework**  
- Facilities Management - Computer Science  
- Operations Planning and Control - Effective Speech  
- Materials Management - Business Writing  
- Quality Assurance - Business Logistics

**In-company Research Project with Kalstadt Mills**  
- Redesigned a warehouse and worked on warehouse efficiency  
- Worked on transportation of goods to the distribution center  
- Incorporated a FIFO inventory system in the distribution center  
- Worked with ABC classification in a warehouse

**WORK EXPERIENCE:** **Porter Corporation, Mahoopany, PA**  
Inventory Auditor Summers 1991-1996  
- Redesigned and inventoried auto parts room  
- Placed orders and expedited for government contracts  
- Received and checked orders

**Pennsylvania Liquor Control Board, Scranton, PA**  
Liquor Store Clerk Winters 1992-1996  
- Maintained inventory for Store #1366  
- Received shipments and stocked shelves  
- Assisted customers in finding products  
- Performed cashier and check-out duties

**ACTIVITIES:** **Delta Epsilon Phi Fraternity**  
Executive Board Member Spring 1994-1997  
- Rush chairman: responsible for building membership  
- Secretary, responsible for corresponding with headquarters  
- Alumni Liaison, responsible for corresponding with the alumni  
- Kustos, Advisor to the executive board committee

**REFERENCES:** Available Upon Request

## Warren H. Bransford

School: 12 East Lancaster Avenue, Apt #2C, Wayne, PA 19872 (610) 751-9124  
Home: 5105 Ocean Drive, Ocean City, NJ 19315 (609) 554-8931

**EDUCATION** Villanova University  
B.S. in Operations Management, December 1997  
Minor in Business Logistics

**ACHIEVEMENTS** Overall Grade Point Average: 3.4  
Golden Key National Honor Society member

**EXPERIENCE** McNeil Consumer Products Co., Fort Washington, PA  
(A Johnson & Johnson subsidiary; producer of the Tylenol® family of products)

1/97-7/97 Planning Coordinator, Fort Washington Planning Department

- Planned material requirements for over 150 components and finished goods using AMAPS and communicating with manufacturing floor
- Managed on-line information database (FOCUS) for Fort Washington Planning
- Assisted in reducing company back orders by \$0.4M within one month through careful attention to material management and customer service issues
- Initiated implementation of Finite Capacity Scheduling System software
- Developed comprehensive manual for Tactical Purchasing functions

6/95-1/96 Tactical Buyer, Chemical Purchasing Department

- Placed \$1M in purchase orders daily using Cullinet system
- Reduced delivery non-conformances by 80% through effective communication and correspondence with over 70 external chemical suppliers
- Introduced EDI order placement by coordinating with suppliers
- Trained new Buyer in Chemical Department
- Developed comprehensive manual for Tactical Purchasing functions

Villanova University, Villanova, PA  
8/94-5/95 Student Security Assistant; night watchman  
8/94-5/95 Research Lab Assistant

The Villanova Collegian, Inc., Villanova, PA  
5/94-1/95 Office Representative

**COMPUTER SKILLS** IBM PC (including Windows), Macintosh and mainframe environment  
Languages: Basic, Focus, Fortran-77, Pascal, Siman  
Business Systems: AMAPS (MRP), Cullinet (Purchasing), FORTRAN  
Applications: AutoCad, dBase, Lotus, Minitab, STORM, Q&A, Pascal,

**ACTIVITIES** Delta Sigma Pi, Professional Business Fraternity  
Society of Business Interns, founding member  
American Production & Inventory Control Society, Golden Key National Honor  
Villanova University Ski Team / Choir  
Villanova University Racquetball Club



**MARSHA D. REARDON**

75 Cedar Street  
Allentown, PA 18018  
(215) 847-3857

<b>EDUCATION</b>	Lehigh University B.S., Operations Management with Honors, May 1998 Minor: Business Logistics G.P.A.: 3.73/4.00; Major: 3.81 <u>Honors Thesis:</u> Total Quality Management	
<b>RELEVANT COURSES</b>	Operations Management Quality Assurance Honors Simulation	Quantitative Business Analysis I & II Honors Management Honors Advanced Calculus I and II
<b>CURRENT</b>	Intro to Business Logistics Transport Systems Traffic Management Materials Management	Facilities Management Business Logistics Management Operations Planning and Control Management Information Systems
<b>PROFESSIONAL EXPERIENCE</b>	<p><u>Credit Office/Sales Associate</u> <span style="float: right;">6/93-1/96</span>  <i>Orr's of Bethlehem</i>, Bethlehem, PA</p> <ul style="list-style-type: none"> <li>• Assisted customers and registered sales</li> <li>• Checked and placed stock</li> <li>• Took inventory</li> <li>• Counted, balanced, and deposited store monies</li> <li>• Monitored outgoing and incoming calls</li> <li>• Handled credit payments and questions</li> </ul> <p><u>Data-Entry</u> <span style="float: right;">Summer 1995</span>  <i>Fulier Company</i>, Bethlehem, PA</p> <ul style="list-style-type: none"> <li>• Updated files using the company's mainframe</li> <li>• Entered data into Lotus spreadsheets</li> <li>• Did small-scale data collection and compilation projects</li> </ul> <p><u>Temporary Clerical</u> <span style="float: right;">Summer &amp; Winter 1996</span>  <i>United Parcel Service</i>, Lehigh Valley, PA</p> <ul style="list-style-type: none"> <li>• Made collection calls on delinquent accounts</li> <li>• Researched customer problems</li> <li>• Prepared bills</li> <li>• Balanced books</li> <li>• Opened mail and prepared payments for processing</li> </ul>	
<b>COMPUTER SKILLS</b>	<p><u>Hardware:</u> IBM PC, Macintosh, Lehigh University Mainframe  <u>Software:</u> Lotus 1-2-3, dBase III+, Siman IV, Minitab, Q&amp;A, Pascal, MacWrite, WordPerfect</p>	
<b>HONORS &amp; ACTIVITIES</b>	Dean's List, University Scholars Program, Golden Key National Honor Society, Woman's Chorus, Keynotes, University Choir	



**ANDREA C. LANDON**

Permanent Address

12 Briarbush Rd.  
Grand Rapids, MI 23460  
Telephone: (601) 938-4866

Temporary Address

20-C East Hall, Un. of Michigan  
Ann Arbor, MI 34958  
Telephone: (615) 849-4857

**OBJECTIVE:** To obtain an entry level position that utilizes my statistical and analytical educational background.

**EDUCATION:** BS in Quantitative Business Analysis  
Legal Environment of Business Minor  
University of Michigan  
Expected graduation May 1998

**Major GPA 3.26/4.0; Cumulative 3.06/4.0**

Relevant Courses

Quantitative Business Analysis	Survey and Sampling
Elementary Business Statistics	Business and Society
Statistical Programming Packages	

**SKILLS:** Computer: Basic, Cobol, Pascal, dBase III+, Lotus, WordPerfect, SAS, Minitab, SPSS, Fortran, Siman

Foreign Language Four years Spanish; One semester German

**EXPERIENCE:** Peer Tutor, University of Michigan Writing Center 1997-1998  
- Tutored during drop-in hours  
- Advised individuals on various written works

Terminal Operator, Wilstar Corporation Summer 1996  
- Made decisions based on issuing credit reports  
- Solved customer problems and responded to inquiries

Collector, First Bank of Grand Rapids Summer 1995  
- Handled 30, 60-day delinquent credit card accounts  
- Answered limited customer service inquiries

**ACTIVITIES & HONORS:** President, Phi Chi Theta Professional Business Fraternity 1997-1998  
- Oversaw all fraternity activities  
- Presided over the Executive Council

Founding Sister, Kappa Delta Chi Sorority Fall 1996  
- Pride Leader: Group leader acting as liaison to Executive Council  
- Gift Mart Chairman: Ordered Kappa Delta Chi items through national organization  
- Risk Management Committee

Business Student Council

Spring Week Special Events and Activities Overall Committee  
- Scheduled acts for performances on campus  
- Organized and oversaw contests and competitions

Dean's List 3rd Semester

## Quantitative Business Analysis

### Barbara G. Clemson

School Address:

22 College View, Apt 4-G  
Boulder, CO 13482  
(914) 665-9786

Home Address:

20 Sea Mist Lane  
Newport Beach, CA 13968  
(714) 227-9082

**Objective**

An entry level position as a management consultant or systems analyst

**Education**

UNIVERSITY OF COLORADO

B.S. in Quantitative Business Analysis, expected May 1998

Major GPA - 3.36                      Overall GPA - 3.36                      Dean's List - 2 semesters

Related Courses: Statistical Methods for Business Decisions, Simulation of Management Systems, Advanced Business Statistics, Management Information Systems, Computer Programming with Business Applications, Data Processing, Calculus, Linear Algebra

**Work Experience**

Mathematics Aide, DEPARTMENT OF THE NAVY                      Summer 1996

- Wrote up program specifications
- Worked on a special project team
- Tested data and debugged COBOL programs

Service Representative, BLOCKBUSTER VIDEO                      Summers 1995, 1996

- Served customer needs
- Controlled cash transactions

Sales Representative, Receptionist, BONNER MARKETING                      Summer 1995

- Performed door-to-door sales
- Filed order forms as they were received
- Explained job responsibilities to prospective employees

Crew Trainer, Crew Chief, MCDONALD'S                      June 1992-August 1994

- Managed daily receipts and grill area
- Trained new employees and opened the store in the morning

**Honors and Activities**

- Delta Delta Gamma sorority (elected to pledge chairperson 1995-1996)
- Alpha Lambda Delta national honorary fraternity (inducted 1995)
- Business Student Council (programming committee, resume book committee)
- Management Science Club
- Inducted into *The Dean's List* (1995)

**WARREN L. BRITES**

Current Address:

18 S. Apple Street, Apt. 5  
Houghton, MI 13857  
(735) 784-9067

Permanent Address:

22 Acorn Lane  
Iron Mountain, MI 17465  
(635) 775-0985

**OBJECTIVE:** To utilize my knowledge and skills in Finance, Economics, and Real Estate in a Financial Management position.

**EDUCATION:** MICHIGAN TECHNOLOGICAL UNIVERSITY  
Houghton, MI  
Bachelor of Science, December 1997  
Major: Real Estate with an emphasis in Finance  
Minor: Economics

**RELEVANT COURSES:** Investment Valuation  
Financial Management  
Strategic Management  
Management Concepts  
Valuation of Real Property  
Real Estate Finance and Investment  
Speculative Markets  
Corporation Finance  
Money and Banking  
Capital Budgeting  
Business Law

**EXPERIENCE:** PACE MEMBERSHIP WAREHOUSE 1995-Present  
• Chosen to represent Pace at different stores and sell memberships  
• Helped coordinate the customer service department at the new store  
• Handled returns and complaints; issued new membership cards  
• Ordered inventory; arranged displays  
MAKRO MEMBERSHIP WAREHOUSE 1992-1995  
• Provided customer service; handled complaints; took returns; issued "Makro passports"; cashiered  
• Took inventory and made sales at the jewelry counter  
• Helped transfer stores from Makro to Pace

**ACTIVITIES:** Finance Club  
Real Estate Club  
1996 Intramural Softball Champions  
Intramural Racquetball

**REFERENCES:** Available upon request.

## Quantitative Business Analysis

### VICTOR A. KING

#### Local Address:

50 West College Avenue #5  
Amherst, MA 28475  
(603) 576-9970

#### Permanent Address:

5 North Woods Road  
Birnhardt, MA 38476  
(603) 550-9847

#### EDUCATION

##### THE UNIVERSITY OF MASSACHUSETTS

B.S. in Quantitative Business Analysis; Emphasis in Operations Management  
G.P.A. in major: 3.48/4.00; G.P.A overall: 3.05/4.00  
Graduation: December 1997

##### SIGNIFICANT COURSEWORK

###### MATERIALS MANAGEMENT In-company project

- analyzed inventory control consequences of a paper machine for the Brown Company

###### FACILITIES MANAGEMENT Case study

- analyzed facility location, facility layout and capacity planning problems using past history of companies

###### SIMULATION OF MANAGEMENT STUDIES Individual project

- designed computer program to simulate present sorting production line at U.S. Post Office in Amherst, then altered program to represent future technological innovations and evaluated the expected effects

#### COMPUTER SKILLS

- SIMAN Simulation Programming
- LINDO Linear Programming
- STORM Software Package
- PASCAL
- Lotus/Symphony
- Minitab
- Microsoft Word
- WordPerfect

#### WORK EXPERIENCE

##### Operations Management

RESEARCH ASSISTANT TO PROFESSOR ROBERT JOHNSON August 1995 - May 1996

- acquired and outlined research material on Computer Aided Design and Quality in Manufacturing
- evaluated books from student's perspective to aid in Professor Johnson's textbook writing
- graded homework and quizzes for computer simulation class

##### Research Support Center

LIBRARY AIDE

August 1996 - Present

- helped patrons use business indexes and reference guides

##### The Bakery

SALES ASSISTANT

July 1995 - Present

- handled money and communicated with the public when selling bakery products

#### ACTIVITIES

- Orientation Leader for Freshmen
- Intramural Sports Chairperson
- Red Cross Volunteer
- Dormitory Social Historian

**ORVILLE C. DICKERMAN**

**SCHOOL ADDRESS**

45 E. College Avenue  
Manhattan, KS 23958  
(214) 774-8507

**PERMANENT ADDRESS**

10 Dogwood Drive  
St. Louis, MO 23475  
(413) 970-8724

**PROFESSIONAL OBJECTIVE:**

To contribute in a professional environment where my strong communication skills, coupled with a sincere desire to learn, may make duties productive and enjoyable for myself and my employer.

**EDUCATION:**

Kansas State University  
Bachelor of Science in Real Estate  
Anticipated Graduation: May, 1998  
Cumulative Grade Average: 3.07

**RELATED COURSEWORK:**

Accounting	Calculus	Quantitative Business Analysis
Economics	Finance	Business Logistics
Management	Real Estate	International Business
Marketing	Business Law	Computer Programming

**COMPUTER SKILLS:**

BASIC, Pascal, Lotus 1-2-3, DBase III+, Minitab, MacWrite, MacDraw, and Word Perfect

**ACTIVITIES:**

Sophomore Business Enterprise Teaching Assistant  
Appointed Junior Business Enterprise Teaching Assistant  
Member Kansas State Real Estate Club  
Member 1991 Kansas State Boxing Club  
Captain of various Intramural sports teams  
Member of Kansas State University 1994-95 National Club Championship Ice Hockey Team

**RELEVANT WORK EXPERIENCE:**

1994 - Present	Self Employed (T-shirt distribution business)
Summer 1995-96	Workman & Kohler, P.C., St. Louis, MO (Administrative duties in a corporate law firm)
Summer 1996	Raydan Services, St. Louis, MO (Developed radio advertising)

**REFERENCES:** Furnished upon request

**Real Estate**

**DONALD T. TRAUB**

617 Mayor Street  
Bloomington, IN 13749

Telephone: (319) 774-9806

**OBJECTIVE:** To obtain an entry-level position in the Real Estate and/or Finance field.

**EDUCATION:** Indiana University  
B.S. Candidate College of Business Administration,  
Real Estate Major, Degree Expected December 1997.

Relevant Courses:

Real Estate	Urban Geography	Management	Finance
Economics	Business Law	Marketing	QBA
Computers	B Log	MIS	Int'l Bus.

**MILITARY:** Disbursing Clerk, United States Navy 5/92-5/94  
- Traveled extensively in Bahrain, United Arab Emirates, Saudi Arabia and Oman.  
- Provided customer service for personnel concerning disbursing questions, processed numerous pay accounts for payrolls and special payrolls, assisted in processing monthly financial returns.

Disbursing Clerk, United States Navy 11/95-4/96  
- Activated under Operation Desert Shield/Storm

**WORK EXPERIENCE:** Assistant Rental Consultant, Hoosier Real Estate Group 1/97-pres.  
- Worked in Apartment Store Office under Property Mgr., assisted in showing of apartment buildings, approval of prospective tenants and processing of leases; searched for new tenants and performed various other duties.

Carpenter, Briggs Construction Summer 94-96  
- Constructed homes according to blueprint, remodeled homes and commercial properties and became familiar with structural defects.

**ACTIVITIES:** Real Estate Club, Indiana University  
International Association of Corporate Real Estate Executives  
Habitat Program Volunteer, Indianapolis Area  
Racquetball Club, Indiana University

**Lawrence H. Spillmore**

**LOCAL ADDRESS**

4503 Tram Creek Rd., #4  
Los Angeles, CA 18239  
(714) 284-9506

**PERMANENT ADDRESS**

31 Price Street  
Austin, TX 75791  
(903) 839-8475

**EDUCATION**

**University of Southern California**, Masters in Business Administration, emphasis in telecommunications management, expected December 1997; current GPA 4.0.

**University of Southern California**, Bachelor of Science in Electrical Engineering, May 1996; overall GPA 3.25.

**EXPERIENCE**

**Associate Electrical Engineer**, AMP Packaging Systems (APS), Round Rock, TX -- programming in turbo basic and turbo C; Printed Circuit Board (PCB) Electrical Analyses; R&D in microwave Triple and microstrip transmission lines; PCB testing (Summer '91, Spring and Fall '94 -- total one year, full-time, as part of the cooperative engineering program).

**Associate Telecommunications Engineer**, Comtech Consulting Engineers, Inc., Los Angeles, CA -- cost allocation program development for double-ring fiber-optic network in Los Angeles, CA; database development and management for "Fiesta California" telecommunications project in Huntington Beach, CA; engineering support (July '95 to July '96, part-time).

**HONORS AND ACTIVITIES**

UCLA: member of the Freshmen Honor Society ('92), National Honor Society ('92), International Honor Society ('93), Golden Key Honor Society ('93); on the Electrical Engineering Honor Roll for Spring '92, Dean's List ('91-'92).

UCLA: member of the MBA/MS association, active participant in the "Europe Club" student organization.

**OTHER POTENTIALLY APPLICABLE INFORMATION**

- Passed the Engineer-In-Training Examination (EIT).
- Will graduate at age 22.
- Tri-lingual (French, Hebrew, and English) / Cross-cultural background.
- Familiar with many spreadsheet, word processing, database, and programming software for both the MAC and PC (DOS, Lotus 123, Excel, Quattro Pro, DBase3, MS Word, WordPerfect, MacWrite, Sprint, PSPICE, MathCad, Turbo Basic, Turbo C, Pascal, Fortran).

**GRADUATION**      December 1997.

## Engineering

### Brian F. Longsong

30 Keane Dr., Apt. 10  
Ann Arbor, MI 13452  
(415) 697-0909

#### EDUCATION

**University of Michigan**, Masters in Business Administration, emphasis in marketing, finance, and land development, expected August 1998

**US Military Academy, West Point**, Bachelor of Science, Engineering, May 1989

#### EXPERIENCE

**Construction Superintendent**, Cornwell Development Company -- Responsible for all facets of construction including scheduling, coordinating, and supervising the work of all subcontractors; and approving monthly fund distributions. Took over as superintendent of a 92-unit, \$10M condominium complex after 3 months as an assistant superintendent. Successfully completed the project and turned the units over to individual owners. Completed a 198-unit, \$22M, apartment complex in 38 weeks (from ground breaking to completion). The project was under budget, two weeks ahead of schedule, and a high-quality product. (May '94 to Nov. '96)

**Facility Engineer**, US Army Corps of Engineers, Captain -- Responsible for developing long-range construction programs; reviewing plans and specifications for all new construction, and the allocation, utilization, and maintenance of over 2.4M square feet of existing facilities. Developed and gained approval for a construction program involving over \$50M worth of new construction; planned a successful reorganization of commercial and residential facilities to accommodate the needs of a newly formed unit consisting of 1,000 soldiers. (March '92 to May '94)

**Support Platoon Leader**, US Army, 8th Engineer Bn. -- Supervisor of 40 soldiers, responsible for the utilization and maintenance of over \$35M worth of heavy engineer equipment and mobile bridging. Heavy weapons training officer responsible for running integrated multi-weapon live firing exercises. (May '91 to March '92)

**Company Executive Officer**, US Army, 2nd Engineer Bn. (Korea) -- Responsible for the maintenance, training, mess, and supply operations of a 160-man combat engineer company deployed along the DMZ in the Republic of Korea. Developed and implemented a maintenance program which led to a 9% increase in on-line operating time and won a Maintenance Excellence Award. (Nov. '90 to May '91)

**Platoon Leader**, US Army, 2nd Engineer Bn. (Korea) -- Responsible for maintaining the combat readiness of a platoon of 35 construction and demolition specialists in the Republic of Korea. Unit explosives officer responsible for training and safety on live explosive ranges and missions. (Dec. '89 to Nov. '90)

#### HONORS AND ACTIVITIES

- Teaching Assistant, Finance Department, University of Michigan, -- I teach a finance problem-solving lab to undergraduate Junior level business majors.
- Licensed Professional Engineer (Virginia - Mechanical)
- Distinguished graduate, US Army Engineer School

**GRADUATION** August 1998



**Douglas F. Sanders**

**LOCAL ADDRESS**  
223 E. 42nd Street  
New York, NY 17226  
(212) 426-9046

**PERMANENT ADDRESS**  
22 Ridge Way  
Plano, TX 76435  
(419) 339-7849

**EDUCATION**

**New York University**, Masters in Business Administration: emphasis in management information systems, degree expected May 1998; current GPA 4.0 (as of March 1997).

**Cornell University**, Bachelor of Science in Aerospace Engineering: focus in control systems and astrodynamics; degree received May 1987; Magna Cum Laude; GPA 3.83.

**EXPERIENCE**

**Manager, Titan 11 Guidance Analysis & Software Validation Group**, Martin Marietta Corporation, Denver, CO -- Supervised the software engineering group, whose charter was to validate computer programs which guide unmanned rockets carrying various satellites into space. Composed detailed work plans, schedules, and developed labor estimates for new contracts. Managed the department's cost accounts in accordance with Cost/Schedule Control Systems criteria. Achieved a 20% cost reduction for analyses which were conducted to support the launch of a defense satellite mission. Interfaced with customer representatives from the United States Air Force, other contractor firms, and internal departments regarding the design, development, and flight readiness of the guidance software. (November 1990 to August 1996).

**Engineer 11, Advanced Projects Flight Controls Group**, Northrop Aircraft Division, Hawthorne, CA -- Responsible for development of software for advanced aircraft simulations. Tasks included flight control algorithm design, analysis, testing, and mathematical modelling of various aircraft systems. Communicated with government and company test pilots in the simulators, obtaining evaluations of the flying qualities of fighter aircraft. (June 1987 to October 1990).

**HONORS AND ACTIVITIES**

Received three commendations for exemplary job performance at Martin Marietta. Member of Phi Kappa Phi, Sigma Gamma Tau, and Tau Beta Pi honor societies. Member of American Institute of Aeronautics & Astronautics; served as committee chairman at Cornell University Student Chapter 1986-87. Plano High School Valedictorian 1983. Elected National Honor Society President 1982-83. Named in Who's Who Among American High School Students, National Register of Commended Scholars, and Society of Distinguished American High School Students 1983.

**COMPUTER SKILLS**

Mainframe: CDC Network Operating System, UNIX Workstations, IBM TSO.  
Macintosh: Microsoft Word, Excel, MacDraw, CricketGraph, NCSA Telnet, SmartForm Assistant, Microphone II, SoftPC.  
PC DOS: Lotus 123, WordPerfect, dBase III Plus.

**GRADUATION**     May 1998.

**David J. Potter**

*LOCAL ADDRESS*

33 Prospect Ave. #2-H  
Bryan, TX 77803  
(409) 822-6453

*PERMANENT ADDRESS*

Windy Knoll Road  
Aberdeen, TX 69123  
(214) 238-4958

**EDUCATION**

**Texas A&M University**, Masters in Business Administration, emphasis in Business Analysis/MIS, expected May 1998; current GPA 3.50

**Texas A&M University**, Bachelor of Science in Aerospace Engineering, August 1994; Overall GPA 2.9

**EXPERIENCE**

**Engineer**, General Dynamics, Fort Worth, TX, F-16 Stress Analysis Airframe --  
Determined structural integrity of F-16 fighter; proposed a repair for the test aircraft; approved design modifications for future airplanes; communicated structural requirements to the design group; automated production of stress reports using the CAD/CAM graphics system (August 1994 to January 1996)

**Co-op Engineer**, General Dynamics, Fort Worth, TX, CAD/CAM Engineering --  
Coordinated specifications between departments in development of a data base; organized and presented quarterly status report to the planning office (August 1992 to January 1992)

**Co-op Engineer**, General Dynamics, Fort Worth, TX, Propulsion Analysis --  
Acted as liaison between General Dynamics and the engine manufacturer; produced and submitted engine performance data to airplane customers; coordinated progress of engine modifications to U.S. Air Force (January 1992 to May 1992)

**HONORS AND ACTIVITIES**

MBA/MS Association  
Texas A&M Corps of Cadets, August 1989 to May 1993  
Distinguished Student 1990

**COMPUTER SKILLS**

MS DOS: Lotus 123, dBase, Harvard Graphics, Wordperfect, MS Word  
MACINTOSH: Excel, MS Word, MacWrite  
LANGUAGES: Fortran, C, BASIC

**GRADUATION** May 1998

**Sandra R. Pillam**

216 Salt Grass Terrace, Apt. 5-D  
Gainesville, FL 18237  
(219) 477-9242

**EDUCATION**

**University of Florida**, Masters of Science in Human Resources Management, expected December 1997; current GPA 3.81

**Auburn University**, Bachelor of Arts in Management, May 1992; Overall GPA 3.2.  
Major GPA 3.9

**EXPERIENCE**

**Human Resources Assistant**, Sun Oil Company, Oklahoma City Refinery, Oklahoma City, OK; Professional Summer internship -- Assisting labor relations staff in preparation for December 1997, contract negotiations; preparing summations of labor arbitration cases; assisting staff with various needs related to employees at the Oklahoma City Refinery (Summer 1997).

**Graduate Assistant**, Department of Management, Graduate School for Business, University of Florida, Gainesville, FL -- Assisting several faculty in the Department of Management with research and class preparation for graduate and undergraduate level courses in management (Fall 1995 - present); Interviewing 76 undergraduate applicants for the College of Business administration's "CBA Fellows" Program (Fall 1996); Working with faculty from the Departments of Management, Urban Planning, Family Medicine, and Statistics on a project funded by the National Institutes of Health, investigating the effects of health facility design on patients' compliance with treatment and on staff's absenteeism/turnover behavior -- leading a four-person research team, coordinating data collection and entry, budgeting/expense management of a \$150,000 research grant (Fall 1995 to Summer 1996).

**Senior Banking Representative**, Teller Supervisor, Consumer Lender, National Bank of Georgia, Atlanta, GA -- Supervising six tellers at a branch office, including quarterly performance appraisals and annual salary reviews, developing programs to enhance teamwork, with a special emphasis on group efforts to improve customer service; Consumer Lending authority level two of five: authority to independently lend up to \$15,000 secured and \$5,000 unsecured per customer; responsible for 25% of monthly sales for the branch (January 1993 to August 1995).

**HONORS AND ACTIVITIES**

President, Graduate Women's Business Network, Un. of Florida, 1996-97  
Member, Society for Human Resource Management, Un. of Florida and National  
Member, MBA/MS Association, University of Florida, 1995-present  
Catcher, MBA/MS Co-Rec Softball team, "The Masters," Spring 1997  
Member, American Institute of Banking, Atlanta, GA, 1993-95

**GRADUATION**      December 1997

## Engineering

### Michael P. Lanxton

#### LOCAL ADDRESS

42 Bendex Road #2-A  
College Station, TX 77840  
(409) 972-8223

#### PERMANENT ADDRESS

20 Dove Way  
Fort Smith, AK 23842  
(513) 665-0982

#### EDUCATION

**Texas A&M University**, Masters of Business Administration, Expected degree date: August, 1997.  
Graduate School Specialty Electives: Total Quality Process, Engineering Economics and TQM,  
Polymer Engineering Computer Aided Design and Engineering.

**Texas A&M University**, B.S. Mechanical Engineering, GPA: 3.3, Degree date: August 11, 1995.

#### EXPERIENCE

**Graduate Assistant**; Texas A&M University, Technology Licensing Office, College Station, TX.  
Research Assistant: Interface with University inventors; conduct patent and literature searches,  
application and market research, and pursue industries which could benefit from the technology (Fall  
1996 - present).

**Camp Counselor**; Kanakuk Kamps, Branson, MO. Christian Athletic Camp; top rated in America;  
Cabin Counselor for 13 and 16 yr. age kids; Instructor for tennis, volleyball, wind surfing and soccer;  
led Bible studies and counseled kids (Summer 1996).

**Co-op Engineer**; General Dynamics, Fort Worth, TX. Liaison Engineer: Resolved manufacturing  
and engineering problems, coordinated between production and design engineers, completed required  
design, drafting and document changes (Fall 1994).

**Co-op Engineer**; General Dynamics, Fort Worth, TX. Assistant Design Engineer: Worked on  
advanced test project. Involved mechanical design, CAD/CAM, composites technology, aircraft  
structures and coordination between project groups (Spring 1994).

**Co-op Engineer**; General Dynamics, Fort Worth, TX. Engineering Assistant: Delivered electronic  
hardware and documentation to and coordinated with people throughout plant. Performed mechanical  
design on CAD/CAM for manufacturing problems (Summer 1993).

**Summer Intern**; Southwest Research Institute, Emissions Control Department, San Antonio, TX.  
Engineering Assistant: Assisted in experimental and literature research, prepared figures and data for  
technical papers, computed engineering calculations (Summer 1992).

#### HONORS AND ACTIVITIES

TAMU - Distinguished Student Award - Spring '91, '92; M.E. Dept. Scholarship '91, '92; Tau Beta  
Pi, Engineering Honor Society; Pi Tau Sigma, Mechanical Engineering Honor Society; Memorial  
Student Center Council - Operations Committee '91; Opera and Performing Arts Society '92-'93;  
Campus Crusade for Christ; ASME; MBA Association; TAMU Intramural Sports; Tennis singles and  
doubles, Flag Football, Soccer, Softball and Basketball.

**GRADUATION** August 1997

**Laura A. Kelleter**

**LOCAL ADDRESS**

P.O. Box 14  
East Lansing, MI 13948  
(415) 437-9473

**PERMANENT ADDRESS**

18 Tyler Lane  
Green Bay, WI 13958  
(615) 433-9374

**EDUCATION**

**Michigan State University**, Master of Science in Human Resource Management, expected May 1998; current GPA 3.75

**Penn State University**, Bachelor of Arts in English and Spanish, May 1996; Graduated with Honors -- completed 36 hours of Honors Courses; GPA 3.4

**EXPERIENCE**

**Summer Intern**, Human Resources, Johnson & Johnson, New Brunswick, NJ-- Worked on Equal Employment Opportunity and Team Effectiveness projects (Summer 1997).

**Graduate Assistant**, Department of Management, Michigan State University -- Compiled a mailing list of Human Resource Executives to be used in a department research project; reviewed textbook galleys; assisted in grading tests (September 1996 to present).

**Summer Intern**, Human Resources, Dow Chemical Company, Midland, MI -- Developed and moderated a New Employee Orientation Program; identified issues and impacts of the current disability reporting process and made recommendations to improve the process; coordinated tours, activities, and weekly lunch speakers for summer interns (May 1996 to August 1996)

**Tour Guide and Desk Worker**, Visitor Center, Michigan State University -- Scheduled visitor appointments; showed prospective students around campus (September 1994 - May 1996)

**Summer Intern**, Human Resources, Scott Paper Company, Philadelphia, PA -- Coordinated the summer intern program including tours and activities and compiled a manual for the coordination of this program; developed supervisor guidelines outlining pre-arrival steps and a summer timetable for supervisors of summer interns; interpreted data from recruiting surveys (May 1995 to August 1995)

**HONORS AND ACTIVITIES**

- Honors Graduate, Penn State University, 1996
- Who's Who Among Students in American Universities and Colleges
- Student Government: Freshman Programs (Outstanding Freshman Aide)
- Parents' Weekend Committee Programming Sub-Chairman for 2 years
- Mortar Board, Inc./Cap & Gown (Publicity Chairman) - National Senior Honor Society
- Cardinal Key/Tau Kappa Chapter - National Junior Honor Society
- Freshman Program - planned activities to assist incoming freshmen with their transition from high school to college

**GRADUATION**      May 1998

## Human Resources

### Regina A. Washington

LOCAL ADDRESS  
40 Cortney Street, Apt. D-2  
East Lansing, MI 48824  
(615) 342-9837

PERMANENT ADDRESS  
12 Plumtree Circle  
Media, PA 19063  
(610) 366-9382

#### EDUCATION

**Michigan State University**, Master of Science in Management with a concentration in Human Resource Management Candidate, May 1998.

**Bucknell University**, Bachelor of Science, Major: Psychology, May 1995.

**Bucknell University Studies Abroad Program, Cortona, Italy.** Marble sculpting and drawing, June-August 1994.

#### EXPERIENCE

**Graduate Assistant**, Department of Management, Michigan State University (September 1996 to present) -- assist two professors, including the Department Head of Management, in research.

**Intern**, The Hay Group, Philadelphia, PA, HR management consulting firm (Spring 1995-Summer 1995) -- organization of job satisfaction surveys and result, compiling self-help packets for feedback, marketing research (Christmas 1996) -- co-wrote report on HR strategies for Workforce 2000.

**Assistant in Operations**, GraphTech, Inc., Malvern, PA (Spring 1994, Fall 1994) -- graphic design, training documentation development, software testing, electronic forms design (Christmas 1992, Fall 1993) -- receptionist.

**Tutor**, Bucknell University (Fall 1992, Spring 1993) -- tutored students in software use, computer hardware installation, troubleshooting.

#### HONORS AND ACTIVITIES

Graduate Women's Business Network, Treasurer  
MBA/MS Association Member  
Dean's Honor List, Honor List  
Allison Meyers Scholarship, 4 years  
USSR Friendship Force Exchange  
Catalyst Committee Chair  
Intramural Association, board member,  
Artwork selected for 25th Annual Mostra, Cortona, Italy

#### COMPUTER SKILLS

PC DOS: Lotus 123, dBase, WordPerfect, MSWord, Wordstar  
MACINTOSH: PageMaker, Microsoft Word, MacWrite, MacDraw

**GRADUATION** May 1998

## Public Relations

### Stacy R. Schmidt

#### LOCAL ADDRESS

24 Campus Road, #4-F  
Raleigh, NC 13928  
(415) 394-9584

#### PERMANENT ADDRESS

12 Sommers Lane  
Chapel Hill, NC 18374  
(705) 305-2948

#### EDUCATION

**North Carolina State University**, Master in Business Administration, emphasis in marketing, expected December 1997; current GPA 3.63

**Clemson University**, Bachelor of Journalism, emphasis in public relations and marketing, December 1995; Overall GPA 3.75

#### EXPERIENCE

**Public Relations Intern**, Gulf Pipeline Company, Houston, TX -- compiled a HAZWOPER cross reference list and researched all MSDS sheets for the area. Described the routing of Gulf pipelines through communities for inclusion in Gulf's Environmental Response Plan. Attended community meetings in which the plan was presented to fire and police personnel as well as community members (May 1995 to August 1995).

**Advertising Intern**, Sports Graphics, Inc., Chapel Hill, NC -- wrote copy and designed graphics promoting celebrity golf tournament and professional tennis event. Oversaw all stages of production for both projects. Used Macintosh computers (January 1995 to May 1995).

#### HONORS AND ACTIVITIES

- Graduate Assistant to Dr. Conrad Reicher, Journalism Department Head
- Recipient, Minority Merit Fellowship (\$10,000 per year)
- MBA/MS Association-Mentors Program
- Graduate Women's Business Network
- American Marketing Association Student Chapter-Publications
- Member, Women in Communications, Inc.
- Public Relations Student Society of America-Attended the 1994 PRSSA National Convention
- Kappa Tau Alpha Honor Society
- Nordstrom Retailing Communications Competition - Outstanding Performance Award, January 1996

#### RELEVANT COURSE WORK

Consumer Behavior	Analyzing Consumer Behavior	Retail Concepts & Policies
Services Marketing	Research Marketing Decisions	Advertising Principles
Marketing Management	International Marketing	Media and the Community

**GRADUATION**      December 1997