

## COO / VP - OPERATIONS

*Transformational Business Partner with Blend of Operations, Supply Chain and Sales Know-how*

**Revenue & Margin Growth / Strategic Planning / Business Development / M&A  
P&L / Fiscal Accountability / Logistics / Process Improvement / Inventory Management / Importing  
ERP / CRM / Data Analytics and Metrics**

With a unique blend of strategic sales and operations expertise, I create and launch forward-thinking solutions and strategies that catapult middle-market enterprises to new levels of performance and productivity. Achieved successful growth in Sales (12% 6-year CAGR), EBITDA (20% 6-year CAGR) and Enterprise Value (EV) by building environments of collaboration and cohesiveness.

I assess and revitalizing sales management, logistics, supply chain processes and operations by lowering the cost to serve to ensure business success.

Proven track record of generating profitable results through decisive action, innovative problem-solving and thorough follow-up. Bottom-line focused with a big picture mentality. Noted for motivating/managing employees to high levels of productivity, efficiency and excellence. Will contribute immediately by:

- ☐ **Managing operations to increase production efficiency and reduce costs**
- ☐ **Developing unique solutions to improve revenues, productivity and quality**
- ☐ **Aligning solutions with customer expectations to deliver value**
- ☐ **Handling multiple priorities with excellent organizational and managerial skills**

Strong decision maker, quick to act and create sense of urgency in others. Innovative leader, turning ideas into action. Adept at achieving buy-in from disparate groups, creating common vision and consensus.

### LEADERSHIP SNAPSHOT

EXTENSIVE OPERATIONS LEADERSHIP  
INCREASES ENTERPRISE VALUE  
CATALYST FOR PROFITABLE GROWTH  
COLLABORATIVE RELATIONSHIP BUILDER  
B2B AND B2C CUSTOMER SERVICE

## History and Highlights

### Distribution Metrics Consulting, Audubon, NJ

*Consulting Services for Middle Market Distribution and Private Equity.*

**Managing Director**, 2017-Present Assess business utilizing data, metrics and analytics that produce operational efficiencies, service improvements while reducing costs and increasing visibility of net profit. Help determine causes that reduce profit loss and turn it into profit gain.

### Aramco, Paulsboro, NJ

*One of the nation's largest suppliers of industrial and environmental safety and disaster response equipment and supplies with \$257M in revenue and 600+ employees in 43 US and 8 Canada locations.*

**Chief Operating Officer**, 2015-2017 / **Executive Vice President**, 2011-2014. Recruited by Summit Partners (PE firm) as VP Operations to centralize and standardize operations and drive improvements through implementation of new ERP system. Led Sales, Warehouse and Distribution, IT, Product Management and Marketing teams with 11 direct reports and 90 field sales reps. Full P&L responsibility and oversight (\$260M). Reported to CEO.

- Led expansion of 13 locations and green-fielding of eight distributions centers in economic downturn.
- Guided multiple acquisitions and integrations, including product cross-referencing, systems integration, pricing, buy-line analysis, inventory management and sales territory alignment.
- Drove organic revenue growth from \$129M to \$168M, while increasing margins by 900 basis points.
- Consistently delivered EBITDA margins of ~10% during period of rapid expansion.
- Guided transition from privately owned through multiple PE recapitalizations.

**Vice President of Operations**, 2005-2010. Led thirteen operations managers, including five regional managers, with a total span of control of 100 employees in multiple locations. Reorganized operations structure to ensure greater leadership support and consistency.

- Implemented new ERP software (Epicor Eclipse) across 13 locations.
- Developed centralized operating model, for 13 branches in US
- Created purchasing protocol and procurement paths to improve service levels
- Implemented first-ever warehouse audits for operations, safety and housekeeping.

**National Paintball Supply Company**, Sewell, NJ  
*National supplier of products for paintball needs.*

**Director of Supply Chain**, 2004-2005. Recruited to improve purchasing and warehouse efficiencies. Innovated procurement paths applying distributive purchasing methodology instead of central purchase and transfer. Created warehouse/product picking efficiencies by implementing location by hits rather than product.

**Ultra Hardware, LLC**, Pennsauken, NJ

*\$42M value-brand leader offering quality products for builder's hardware, door security and cabinets.*

**Vice President Distribution**, 2001-2004. Brought onboard based on recommendation from Wilmar Industries, a key customer, to develop and implement critical distribution strategies and processes. Led team of 40 with three warehouse managers.

- Conducted in-depth evaluation of business and developed strategic plan to address multiple opportunities.
- Analyzed distribution data to create new distribution process, cutting employee headcount from 60 to 34 and reducing two-shift structure to one, reducing payroll by 65%.
- Increased package output by 50% and cut order-to-ship time from two to three days to same day.

**Best Equipment**, Collingswood, NJ

*\$4.5M sporting goods company manufacturing and supplying promotion products to university bookstores, Six Flags, and major retailers around the country, including NASCAR and collegiate licenses.*

**Vice President**, 1999-2001. Asked by owner to conduct analysis of supply chain and distribution strategy. Role expanded into a full-time position to implement new business plan. Oversaw all sales and operations aspects of business.

- Realigned use of ERP to streamline reporting and enhance business decision-making processes.
- Ensured compliance with Walmart Stores product sales requirements through Walmart's Routing Guide.
- Directed outsourcing of purchasing and kitting of multiple products to meet customer demands.
- Developed purchasing synergies for direct shipment of product and replenishment for resale.

**Wilmar Industries (Interline Brands/Home Depot)**, Moorestown, NJ

*Single-source provider of plumbing, janitorial, appliance and related maintenance supplies to apartment complexes and other institutional customers with 600 employees throughout US. Purchased by PE, Summit Partners, in 1995; IPO in 1996*

**Vice President, Operations**, 1995-1999 / **Special Services Manager**, 1991-1995. Recruited to start up Security Products division. Promoted to VP Operations with 12 direct reports and over 400 employees. Served as key executive leading buyout by Summit Partners (PE firm), as well as a key leader when company went public in 1996.

- Rated by Fortune Magazine as one of the best IPOs of 1996; named by Forbes Magazine in 1999 as one of the 200 Best Small Companies in America.
- Developed operational protocol to support sales increase from \$12M to \$220M over eight years.
- Coordinated 36 distribution center openings (greenfield and moves) within 21 months.
- Created acquisition team to help facilitate integration of 15 acquisitions.
- Automated warehouses fostering 66% staff reduction in the main distribution center.