

SUMMARY

A creative, energetic, results oriented leader with significant experience and business acumen in multinationals and large companies with full P&L responsibilities.

- Operating partner for investment banking firms specializing in management buyouts.
- Has served concurrently in the capacity of Chairman overseeing the operations of five different manufacturing concerns.
- Specific operational experience in Materials Management, Just-In-Time (JIT) execution and company restructuring, de-layering and flattening organizations.
- Extensive experience in dealing with companies and governments in EEC, the Far East and the former Soviet Union.
- Significant experience in global Supply Chain Management issues from nuts and bolts to strategic overview inside multinational mid-cap to large companies.

EXPERIENCE**CHAIRMAN** (serving concurrently at the below noted companies)

1993 - Present

Thermatex Corporation, Fremont, OH - manufacturer of refractories serving the steel and aluminum industries.

Guided this company through two major restructurings, the first caused by the loss of a major customer and the other by 14 steel industry related bankruptcies.

1996 - Present

BondCote Corporation, Pulaski, VA - manufacturer of PVC coated fabric serving the roofing, military and trucking markets.

Successfully guided this company from \$28M to \$48M in revenue and ebit from \$2.4M to \$5.5M.

1995 - 2004

CII Technologies, Asheville, NC - leading designer, manufacturer and marketer for thousands of different types of electromechanical relays, electronic relays, solenoids and EMI/FRI filters.

Company originally acquired for \$21M. Revenue grew from \$20M to \$92M via six "add-on" acquisitions, and successfully sold for \$113.7M with a \$63M gain.

1993 - 1997

Alpha Cellulose, Lumberton, NC - second largest producer of specialty cotton pulp.

Acquired for \$41M in 1994, sold to Buckeye (the world's number one producer of specialty cotton pulp) for \$68M, resulting in a \$27M gain.

1994 - 1996

New Haven Manufacturing, New Haven, CT - manufacturer of time recording devices and hardware for electronic cabinets.

Brought in by Bank of America to restructure the company's senior management team based on their lack of performance, resulting in a turnaround.

1998 - 2001

CABOT SAFETY CORPORATION, Southbridge, MA

1990 - 1991

Chief Operating Officer

Successfully integrated the cultures of both American Optical and EAR (world's largest hearing protection company), into a major global force renamed the Cabot Safety Corporation.

AMERICAN OPTICAL SAFETY BUSINESS (acquired by the Cabot Corporation), Southbridge, MA

1986 - 1990

President

Revenue grew from \$48.3M in 1986, to \$85.8M in 1989 – ebit grew from \$3.2M to \$15.8M enabling the company to be sold for a gain of \$120M. **Personally executed the outsourcing of "frame" production to China, Korea, and Japan.**

INCOM INTERNATIONAL

(a Kohlberg, Kravis, Roberts & Co. leveraged buy out of Rockwell International)

1976 - 1985

Boston Gear, Quincy, MA

1982 - 1985

President

Power transmission company – grew sales from \$49.2M to \$60.0M in three years and ebit from \$6.1M to \$9.1M.

Air Maze, Cleveland, OH

1980 - 1981

President

Manufacturer of engineering filters for agriculture and compressor markets – increased ebit from \$350K to \$3.3M in one year by redesigning IT and discarding non-productive computer systems.

This turnaround was accomplished despite the company losing money for the ten year period prior to 1980.

Heim Bearing, Fairfield, CT

1976 - 1979

President

Manufacturer of precision bearings for military and commercial aircraft - brought company from \$9.6M to \$21.5M in revenue – increased ebit from \$1.8M to \$5.7M.

BOSTON GEAR (division of Rockwell International), Quincy, MA

1973 - 1975

Manufacturing Manager

Power transmission company – **instrumental in installing the first EDI order entry system enabling the Boston Gear distributor network to access all the data contained in the host computer.** Later returned to Boston Gear as President in 1982.

ROCKWELL INTERNATIONAL, Pittsburg, PA

1972 - 1973

Director, Materials Management, Industrial Components Group

Responsible for the implementation of all computerized manufacturing control systems throughout Rockwell's Industrial Components Group (fifteen divisions).

BIC PEN COMPANY, Milford, CT

1970 - 1972

Director of Materials Management

Total materials management responsibility of three million pens per day, one million "Flic Your Bic" lighters, and one million disposable razors per day.

BRISTOL INSTRUMENT, (division of American Chain & Cable), Waterbury, CT

1969 - 1970

Materials Manager

Manufacturer of temperature and humidity control systems – recruited to rescue this company that was failing because of a poorly executed IBM inventory control system. Completely revamped this system by combining and directing teams of adversely impacted employees in the **USA's first "Quality Circle" program.** This resulted in the company's production climbing to record levels within 90 days.

EDUCATION

Advanced Management Program (AMP), Harvard University Graduate School of Business Administration, Boston, MA
B.A. English, Boston College, Chestnut Hill, MA

AUTHOR

Co-author of Just-in-Time for the '90s, a book written after visiting Japan as a guest of the Japanese government, investigating the inner workings of twelve companies including Toyota, Sony and Canon Camera focusing on Japan's Total Quality and Just-In-Time movements.

PROFESSOR

Course instructor at the university level in Purchasing and Production & Inventory Control for the past 23 years, most recently at Boston College.