

**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**, Freemont, 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 &amp; Inventory Control for the past 23 years, most recently at Boston College.