

## Areas of Expertise



**Business Strategy**  
**Enterprise Modeling & Forecasting**  
**Operational Effectiveness, Risk Mitigation & Audit**

## Industries

Food & Agribusiness, Manufacturing, Services, Healthcare, Technology, For-Profit and Not-For-Profit Sectors

## Positions Held

Managing Director, Nimble Leader

FROST Advisors – Present

FastTrac® Program Director – Present

Founder & CEO OnCall Professional Services Network LLC

General Manager & CFO CJMI Ltd, Jilin Province, China

CTO & Director, Information Technology, Central Soya

Group Audit Director, Eridania Béghin-Say, Genoa, Italy

Director of Internal Audit, Central Soya, Ft. Wayne, Indiana and Utrecht, The Netherlands

## Education | Certifications

B.S. Accounting, Indiana University, Bloomington, IN

CPA Certification

Corporate & Community Leadership

## Community Leadership

Board Chair - NE Indiana Public Radio, Interim General Manager

Board Chair – McMillen Center for Health Education

Board Vice-Chair – Science Central, NE Indiana

## Personal Brand | Experiences and Successes

### Enterprise Performance Modeling

**Core Value: I bring Clarity, Credibility and Confidence to business strategy and tactics with comprehensive enterprise performance modeling to drive and optimize performance.**

### Business Strategy

- Led the JV serving both as owner & general contractor to construct a \$200 million state-of-the-art food starch processing plant in Northeast China. A joint venture between Cerestar International, Brussels, and the Jilin Provincial Government.
- Developed and directed the implementation of the IT transformation strategy of a \$2 billion multinational requiring the replacement of 40+ systems and established the company's e-business presence saving over \$5 million per year.
- Authored and led the development of the Food Cluster Strategic Plan for NE Indiana. Strategic advising for numerous clients in food, healthcare, construction, manufacturing, services and non-profits.

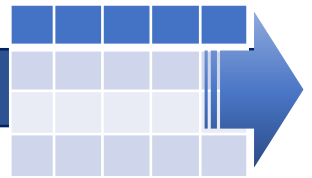
### Enterprise Performance Modeling & Forecasting

- Developed the financial and operational multicurrency performance models for financing start-ups in the Wire and Food Industries.
- Developed the financial and operational performance models for financing multiple start-ups in the Renewable Fuels Industry.
- Developed numerous financial and forecasting models for business turnarounds of manufacturing and service businesses, averting two bankruptcies.

### Operational Effectiveness, Risk Mitigation & Audit

- Developed models for 6-Sigma initiatives that produced significant improvements in measuring customer satisfaction and achieving on-time deliveries.
- Established, developed and directed the Group Audit function for the Paris-based \$12 billion Food and Agribusiness multinational, Eridania Béghin-Say.
- Conducted financial, operational, information systems, FWA (Fraud, Waste & Abuse), SEC compliance and special projects for both domestic and international operations.

# Enterprise Performance Modeling



**How do GREAT Performance Models Look & Feel?**

*Enterprise Performance Modeling combines financial, operational and deep enterprise knowledge to forecast performance under various scenarios in a unified model.*

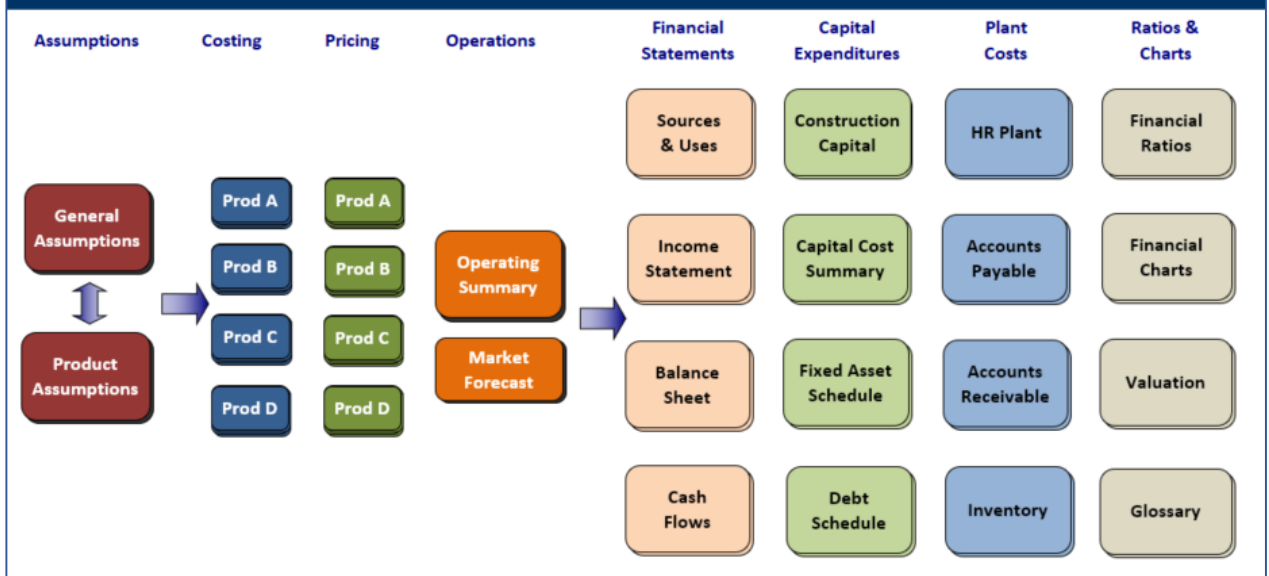
## Model Design Features

- Easy Navigation with Model Mapping
- Assumption Driven for Rapid Scenarios
- Captures Industry/Company Uniqueness
- Formatted for Viewing & Printing
- Model Integrity Checks & User Security
- Optimized for Input & Maintenance
- Modeling for Process Improvements

## Key Benefits

- Clarity and Confidence for Owners
- Credibility with Investors & Lenders
- Detailed Planning for Start-up & Launch
- Catalyst for Businesses Expansions, Turnarounds & Succession/Sale Planning
- Validates Expectations of Business
- Mitigates Risk of Unintended Outcomes

## PERFORMANCE MODEL MAP



Output Volume % of Plan		Year 1	Year 2	Year 3	Year 4	Year 5
Prod A & B	95% % of Plan	100%	100%	100%	100%	100%
Prod C	80% % of Plan	80%	80%	80%	80%	80%
Prod D	100% % of Plan	100%	100%	100%	100%	100%

Output Product Costs		Year 1	Year 2	Year 3	Year 4	Year 5
Prod A	31.24 <sup>M</sup> Each	\$ 31.24	\$ 31.24	\$ 31.24	\$ 31.24	\$ 31.24
Prod B	46.24 Each	\$ 46.24	\$ 46.24	\$ 46.24	\$ 46.24	\$ 46.24
Prod C	51.57 Each	\$ 51.57	\$ 51.57	\$ 51.57	\$ 51.57	\$ 51.57
Prod D	18.39 Each	\$ 18.39	\$ 18.39	\$ 18.39	\$ 18.39	\$ 18.39

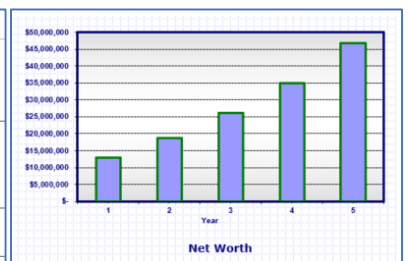
  

Margins		Year 1	Year 2	Year 3	Year 4	Year 5
Prod A	41.5% % of Sales	41.5%	41.5%	41.5%	41.5%	41.5%
Prod B	62.8% % of Sales	62.8%	62.8%	62.8%	62.8%	62.8%
Prod C	51.8% % of Sales	51.8%	51.8%	51.8%	51.8%	51.8%
Prod D	38.3% % of Sales	38.3%	38.3%	38.3%	38.3%	38.3%

Output Pricing		Year 1	Year 2	Year 3	Year 4	Year 5
Prod A	\$ 53.40 Each	\$ 53.40	\$ 53.40	\$ 53.40	\$ 53.40	\$ 53.40
Prod B	\$ 124.30 Each	\$ 124.30	\$ 124.30	\$ 124.30	\$ 124.30	\$ 124.30
Prod C	\$ 107.08 Each	\$ 107.08	\$ 107.08	\$ 107.08	\$ 107.08	\$ 107.08
Prod D	\$ 29.80 Each	\$ 29.80	\$ 29.80	\$ 29.80	\$ 29.80	\$ 29.80

	Employees Per Shift	Shifts Covered	FTE's	Annual Salary \$	Avg Hourly Rate \$ Annual/hrs
<b>Direct Labor</b>					
<b>Production</b>					
Team Leaders	1	1.5	1.5	\$ 42,500	\$ 21.25
Prod A Team	3	1.5	4.5	36,200	18.10
Prod B Team	4	1.5	6.0	35,100	17.55
Prod C Team	4	2.0	8.0	38,400	19.20
Prod D Team	1	1.5	1.5	31,300	15.95
<b>Direct Labor Total</b>	<b>13</b>		<b>21.5</b>		
<b>Indirect Labor</b>					
<b>Maintenance</b>					
Utilities, Maintenance & Safety Mgr	0	3.0	0.0	\$ 51,300	\$ 25.65
Maintenance Electric Worker	1	1.5	1.5	46,200	23.10
Welder	1	1.0	1.0	41,500	20.75
Electrician	1	0.0	0.0	45,700	22.85
Electronic Technician	1	1.5	1.5	41,300	20.65
<b>Laboratory</b>	<b>4</b>		<b>4.0</b>		
Laboratory Manager	0	1.0	0.0	\$ 45,000	\$ 22.50
Laboratory Assistant	1	1.5	1.5	29,000	14.00



**General & Product Specific Assumptions**

**Detailed Financial Statements, Costing-Pricing & HR Plans**

**Full Range of Ratio's, Charts & Valuation Projections**