

# CHARLES Q. CANDIDATE

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La Porte, TX 77571  
Willing to Relocate

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## Senior Executive: President, COO, Executive VP

**Value Proposition:** Senior leader with an outstanding record for establishing and communicating vision, defining strategy, executing tactical plans and quickly delivering high performance improvements. Recognized for empowering people and delivering outstanding results in revenue, productivity, and profits. Hands-on leader who can solve complex problems with practical solutions.

- P/L accountability \$200,000,000+ revenue
- Rapid turnaround of complex businesses
- Accelerated cash flow in three industries
- Large and small multisite businesses
- Strategic planning and market analysis
- Products from concept to market
- Revenue and Profit Growth
- Energizes leadership team and workforce
- Coached and developed leaders
- Multiple start-ups, growth and turnarounds
- Effective communicator at all levels
- World Class Product Quality

## PROFESSIONAL EXPERIENCE

### COMPANY A, Houston, TX

2006-2009

Consulting firm providing human performance improvement solutions including training and procedure products to hydrocarbon processing industry

#### **Chief Operating Officer**

Strategic and operational leadership of this 'best in class' consulting firm.

- 350% EBITDA turnaround in six months
- Led development of integrated sales approach facilitating turnaround and assuring 25% backlog
- Guided the launch of new product that provided 63% gross margin and 12% annual sales growth

### COMPANY B, Houston, TX

2003 – 2006

International newsprint, commercial papers, and wood products company of \$3.8 billion

#### **Region Manager**

Leadership Team Member for \$300,000,000 division. Provided direction for Canadian branch and six U.S. branches involving operations, sales, and administration. Developed local in-depth market analyses, sales, and operating strategies. Led start-ups for 11 out of 19 new markets.

- Initiated improvements in operations and sales focus resulting in 2<sup>nd</sup> year EBITDA of 11.5%
- Launched structured sales system resulting in revenue growth of 71%
- Established improved work flow methods providing \$2,460,000 annual cost reductions due to productivity increases of 43%
- Reduced warehouse inventory write offs by 80%, or \$480,000/yr, utilizing automated inbound weighing and rotation schedules
- Restructured Canadian operations by reducing cost 31% and improving ranking from 50<sup>th</sup> to 4<sup>th</sup>

**COMPANY C, Dallas, TX****1999 – 2003**

Early stage, high tech company providing ultra high-speed laser telecommunications products

**SVP & COO**

Led business plan rewrite, investment funding, and product-to-market phases for full concept implementation. Developed market analysis, competitive model, pricing, and product launches. Resulted in breakthrough products with highest speed, lowest cost, and high gross margin. Major accounts included American Airlines, EDS, SBC, and corporate/medical/educational campuses.

- Raised \$4,600,000 of “angel funding” from comprehensive business plan for US market rollout
- Created within 6 months, largest US Free Space Optics industry sales force and installation network with no increase in operating costs
- Managed cost achieving 60+% gross margin and the lowest cost industry product

**COMPANY D, Dallas, TX****1996 – 1999**

\$120M private equity venture focused on consolidation and integration of glass, plastics, and aluminum materials supply businesses in U.S., Canada, and Europe

**Vice President, North America**

Recruited by E. M. Warburg, Pincus & Co., to lead turnaround and development of \$20,000,000 North American glass business activities of NexCycle in anticipation of IPO. Provided overall company direction through Division Management Leadership Team. Led strategic and daily management of marketing, sales, and operations for five branches.

- 59% profit increase and 72% sales growth in first nine months resulting from introduction of statistical process controls
- Led customer relations approach resulting in “world class” customer rating of product quality
- Developed new PVB business segment with 30% gross margin

**COMPANY E, Chicago, IL****1989 - 1996**

\$18 billion international fully integrated beer, container manufacturer, and entertainment company

**Director, Glass Business Unit**

1994 - 1996

**Region Manager**

1992 - 1993

**Manager, Operations**

1989 - 1992

Developed strategic direction through senior management leadership team. Led organization of 250+ employees producing \$240,000,000 in sales. Produced industry leading margins, profits, market share, and product quality. Refocused strategic and daily management for marketing, sales, labor relations, operations, and corporate support groups for nine regional sales managers and five plants. Due to consistently exceeding expectations promoted to lead strategic development of glass business.

- Turned around quality problems in unprofitable glass business providing CFROGI of 8%
- Refocused sales group resulting in aluminum market share growth from 29% to 34%
- Led multifunctional 6 member team to engineer a "Profit by Customer" system providing “real time” costs, pricing, and profit data and a 22% margin improvement
- Grew profits by \$2,600,000 while prices were contracting

**COMPANY F, Richmond, VA****1985 - 1988**

California based building maintenance franchising system over 100 franchises in the United States

**Owner**

Purchased a building maintenance franchise for the Richmond, Virginia metro area.

- Ranked sixth out of 100+ franchises in this national organization within the first 18 months
- 92% excellent ratings on quarterly customer evaluations of services
- Operating profits were 32% of sales in what is generally considered a low margin industry
- Designed and developed “Train the Trainer”, which was adopted nationwide by the franchise

<b>COMPANY G, St. Louis, Mo</b>	<b>1973 - 1985</b>
<b>Western Region Manager, Anaheim, CA</b>	1980 - 1985
<b>Southeast District Manager, Tampa, FL</b>	1975 - 1980
<b>Minnesota and Wisconsin Plant Managers</b>	1973 - 1975

Fast-track promotions of increasing sales, and operations responsibilities resulting in a fourth promotion in seven years to Western Region Manager. The region encompassed 12 sales territories and as many plants servicing the western half of the U.S. with resulting sales of \$55,000,000. Leadership responsibilities included a staff consisting of region market manager, three district sales and operations managers, regional human resource manager, and three district engineers along with an operating staff of nearly 300

- Consistently led sales and operating groups that were the highest revenue and lowest cost in the division
- Utilizing the market analysis and resulting growth plans, initiated capital funds justifications, and presentations of capital requirements to senior management resulting in nine new sales territories
- Developed a business planning system (MAP - Management Action Plan) to manage sales growth opportunities, which provided the operational coordination of those expansions for rapid, low cost revenue growth
- These expansions in the customer service network resulted in market share growth of 7 share points while providing a 17% profit improvement, which improved revenue and profits to the highest level in the company
- Improved plant and vehicle safety performance levels to best in the division with 5.4 accidents per million miles and no lost workday injuries
- Served as company spokesman by conducting over 600 radio and television interviews over 3 years in 16 states to promote the company's services

**EDUCATION**

University of Houston- BS, Industrial Engineering

**SKILLS & TRAINING**

Deming Total Quality Management	Statistical Methods for Managers
Toyota Way Lean Thinking Seminar	Statistics I & II
360 Degree Leadership	DuPont STOP Safety Training