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Experience

- 2001 – Present **Deloitte Consulting LLP – Firm Director , Strategy & Operations** **New York, NY**
Food Manufacturer – Enterprise Cost Reduction
Led an enterprise cost reduction effort intended to reduce SG&A, supply chain and logistics costs by 15%-20% Assisted company in organization redesign, strategic sourcing, network optimization, shared services design, centralization of administrative functions, pricing execution and regional go-to-market strategy.
Medical Device Manufacturer – Enterprise Cost Reduction
Led an enterprise cost reduction effort intended to significantly reduce manufacturing costs, SG&A and working capital. Assisted company in developing strategy to combat market share loss, pricing pressure.
Major Professional Services Firm – G&A Cost Reduction
Led effort to develop support services strategic plan resulting in a 15% reduction in costs. Identified savings opportunities and managed the preparation of detailed implementation plans. Assisted firm in developing and deploying a Process Excellence program, incorporating Lean Six Sigma approach and end-to-end process management.
- 2001 – 2004 **Deloitte & Touche LLP – Firm Director , Financial Advisory Services** **New York, NY**
Money Center Bank – CLEC Lender Liability Suit
Provided litigation support, forensic accounting and expert witness services for law firm retained by secured lender to defend against lender liability claim by a bankrupt CLEC. Matter was settled immediately prior to release of expert report.
Unsecured Creditors Committee of Major Telecommunications Operator
Assisted the Creditors Committee in reviewing and monitoring cash flow, business operations and cost cutting initiatives, analyzing financial impact of proposed transactions, analyzing the debtor's business plan, analyzing emergence costs, proposed plans of reorganization and alternative exit strategies. Relationships led to follow-on Sarbanes 404 readiness work directly for the emerged debtor.
Money Center Bank – CLEC Financial Restructuring
Assisted this secured lender in analyzing recovery options for a CLEC in default. Prepared liquidation analysis, analyzed business plan and assessed viability. Assisted management in preparing weekly cash forecast. Assisted secured lender in identifying and hiring crisis manager and in negotiating forbearance agreement.
Major Agri-Business Company
Evaluated strategic alternatives for troubled agribusiness company in response to announced

merger of its direct competitors. Developed evaluation criteria, modeled merger, acquisition, reorganization alternatives, and assisted management in decision making process.

1999 – 2001 **Sagebrush Wireless LLC**
Chief Operating Officer **Greenwich, CT**

Led the development of business strategy, build-out and market launch plan for this development stage wireless telecom company. Co-led the negotiations with several national providers to secure a wireless telecom joint venture. Co-led (with CEO) securing of preliminary bridge financing and permanent debt and equity financing in excess of \$500 million. Led development of demand forecasting tool, integrated financial model and customer segmentation. Managed infrastructure development, billing, prepaid and other system selection, and equipment vendor negotiations.

1997 - 1999 **A.T. Kearney, Inc**
Vice President – Strategic Services **New York, NY**

Professional Services Firm – Dallas TX

Led effort to re-engineer finance function, including detailed cost benchmarking, organizational redesign, planning process redesign, development of data warehouse requirements, redesign of performance measurement process, all as part of major organizational transformation.

Wireless Telecommunications Company – Seoul, Korea

Led effort to develop value-based performance measurement system and assess economic returns as part of overall strategy and organizational transformation. Assisted company in deploying a western organizational structure, redesigning the strategic planning process and defining an incentive compensation system.

Performance Measurement Practice Leader

Co-leader of A.T. Kearney's performance measurement practice and was responsible for the development of intellectual capital and methodology for the firm's Integrated Strategic Measurement service line. In connection with this effort, developed a unique and proprietary approach to strategic performance measurement, combining elements of Hoshin Planning, The Balanced Scorecard, Economic Profit/Value Drivers, strategic analysis and financial planning.

1989-1997 **Deloitte & Touche Consulting Group – Braxton Associates**
Partner **New York, NY**

Major Agri-Business Company – Canada

Worked closely with CEO and top management to develop corporate strategy for this significant grain handling and trading company. Developed a comprehensive Value Based Management process. Evaluated business portfolio to determine value creation potential of SBUs. Determined appropriate performance measures. Redesigned strategic planning process, developed value based performance measurement process and incentive compensation system linked to value.

Food Processing Company – Rochester NY

Developed a corporate strategy for this major food processing company, working closely with the CEO and top management team. Managed analysis of market, competitive position, relevance of current product portfolio to consumers, and capabilities and cost structure.

Analyzed business unit portfolio from a strategic and value perspective. Developed several strategic alternatives to address key strategic issues. Led management and Board through multiple visioning workshops.

Food and Beverage Company – Boston MA

Developed a corporate strategy for this major branded food and beverage company, working closely with the CEO and top management team. Determined range of enterprise values for the company based on several potential strategic initiatives. Assisted management in negotiating and structuring a strategic partnership. Developed a comprehensive value based management process. Evaluated business portfolio to determine value creation potential of SBUs. Determined appropriate performance measures. Assisted company in determining strategy for realizing shareholder value.

Apparel Manufacturer – New York NY

Assisted this manufacturer in determining how to restructure its domestic manufacturing operations subsequent to an acquisition that doubled its size. Analyzed administrative function and made recommendations to right-size administrative processes. Recommended closing of several facilities and shifting production to lowest cost plants. Also advised on acquisition of a large Italian apparel company. Assessed reasonableness of target's projections and business strategy. Assisted in transaction structure and securing financing.

Department Store – Milwaukee WI

Assisted a this company both operationally and financially, culminating in the sale of the department store division. Advised management in the development of a comprehensive restructuring plan involving asset divestitures, renegotiation of senior bank debt, and compromise of subordinated creditor positions. Developed an operational restructuring plan that involved closing 100 of 216 under-performing specialty stores, monetizing investment in credit card receivables, and eliminating low margin, low turnover merchandise lines.

1987-1989

Ocwen Financial Corporation - Vice President

Managed several acquisitions of troubled companies for this Leveraged Buyout firm. Served as post-restructuring operating manager of a portfolio company. In this role, defined and implemented a turnaround plan resulting in successful sale of company 18 months after closing.

1985-1987

The Hallwood Group - Vice President

Co-managed several corporate finance transactions that raised equity for troubled companies, primarily through stock rights offerings. Had responsibility for managing transactions through closing. Assisted top management in several corporate restructuring transactions.

1983-1985

Standard & Poor's Corporation - Ratings Specialist

Analyzed and determined bond ratings for a group of electric utilities. Prepared comprehensive rating presentations for review by bond rating committee. Met with top management and state regulators. Recommended and achieved acceptance of several controversial rating changes.

Education

New York University – Stern School, MBA, Finance, 1983

University of Rochester - Eastman School of Music, Bachelor of Music 1981

**Professional
Affiliations**

Chartered Financial Analyst, member of the AIMR

New York Society of Securities Analysts