

Speaking Personally...

How do you overcome complexity when leading resources that span across multiple continents?

A. I approach complexity as I approach most initiatives. I first organize the task, and then organize the deliverables needed to complete the task. I measure those deliverables against a timeframe and make sure communication is established in order for others to know how the complexity is embraced. Lastly, I evaluate the resources required to complete the task. I invoke "things that get measured, get done" across the organization.

Why is thinking of global implications when making decisions so important in today's marketplace?

A. Think Global, Act Local is more than just a tagline describing the cross-border pollination of ideas and products of today's global economy. Many have even embraced the mantra as the philosophical foundation of running a successful global brand. This only scratches the surface of this tremendously complex issue. In today's global economy, we must focus on developing a 360-degree view of how to prepare the business for sustained, long-term profitable growth.

What is the secret to executing on strategic plans during post-merger integration?

A. Addressing post-merger integration issues early in the M&A process is critical. If if integration issues are not considered during due diligence, mergers face a greater risk of failure. Communication is an important factor in determining a merger's success, and is often the one component of the plan on which all others depend. Indeed, the most common threats to a deal's success often stem directly from communication problems. Conflicting goals and strategies are considered the primary cause of traditional merger failures by 44%, while 50% say the success of cross-border mergers is threatened most by conflicting management styles—both of these causes are widely believed to be preventable if both parties communicate clearly in the deal's early stages.

Senior Financial Executive with a solid background in domestic and foreign-owned multi-site manufacturing operations - who provides vision, leadership and innovative solutions to achieve overall organization strategic goals and mission. Possesses in-depth experience across diverse industries including start-up, high growth, turnaround, publicly traded and equity-backed organizations. Skilled communicator and team leader who makes complex financial information understandable to non-financial decision makers. Consistent record of optimizing resources and delivering strong contributions to profitability.

Creating Business Value



DYNAMIC RESULTS

Built 36-person shared service organization within six months, supporting Gamesa's entry into the US market

Participated in due diligence and post-acquisition integration for Kimble's acquisition of \$60M plant.

Partnered with legal department in due diligence of Integra Life Sciences acquisition of \$80M facility in Boston and executed integration with no interruption in business.

Ensured delivery of all financials on time during period of management change, structured self-insured business, casualty and medical insurance saving \$1M annually and restructured company into a subsidiary of parent company capturing annual savings of \$18M (6% EBITDA) at EMR (USA Holdings).

