

“Leadership is the capacity to translate Vision into reality”¹

Chief Executive Officer

Craig Marton

Board Member

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A PROVEN CEO. A diverse, talented, and enthusiastic CEO with a record of taking companies (**automotive, industrial, off-highway, medical and consumer products manufacturers, machined products, and financial services**) to a superior level of performance (revenues \$30 to \$150+ million and EBITDA < \$0 to \$15 million). A pragmatic leader who defines the correct strategic path for the realities of the marketplace and who transforms business systems, processes, human assets, management structure, and culture to execute strategy capable of sustaining breakthrough organizational performance.

Core competencies: common sense, strategic planning and execution, sales growth, process manufacturing, P&L management, ROI, commercial products, strategic exits, tactical initiatives, business integrator, supply chain optimization, lean enterprise systems, 6-sigma, leadership development, servant-leadership, change management, and culture building.

A CEO with a clear and unwavering code of conduct and ethics – **INTEGRITY**; and who creates a strategic top-down culture of “Excellence with Integrity”. This affects all transactions and interactions – internal and external. Accordingly, an early priority is to set the tone and expectations using a timeless lesson learned in the Marine Corps – their code of ethics.

- **HONOR:** The bedrock of character. The quality that empowers leaders to exemplify the ultimate in ethical and moral behavior: to never lie, cheat, or steal; to respect human dignity and each other.
- **COURAGE:** The mental, moral, and physical strength ingrained in leaders to see us through the business challenges and mastery of fear. Courage enables leaders to do what is right, to lead by example, to make tough decisions.
- **COMMITMENT:** The spirit of determination and dedication that defines professionalism. It promotes the highest order of discipline for teamwork and self. The unrelenting determination to achieve a Excellence with Integrity”.

Without exception, employees welcome this code of conduct – they want to be part of an ethical company.

Selected Achievements – a brief definition of the companies and respective achievements is as follows.

- Home Office Private Equity owned Composites and Metals Manufacturing company** – successfully executed financial, operational, and cultural turnaround – **including leading the sale/exit** of the business.
- Private Equity owned consumer products manufacturing division** of a larger holding company – **\$100 million in revenues increased to \$150 million and operating income improvement from an annualized loss to a 10% ROS** successfully exiting bankruptcy – with significantly improved product development/innovation/launch, new business development, product quality, supply chain optimization, delivery, and employee engagement.
- Family-owned metal, plastics and tooling manufacturer** primarily serving the automotive, industrial, agriculture, government, medical, and consumer products sectors – \$47 million in revenues and operating income improvement **from an annualized loss to a ~ 9% ROS while growing revenues 25%** to successfully avoid/prevent bankruptcy – with a **70% reduction in debt** and improved product launch (program management), product quality, supply chain optimization, delivery, and employee engagement.
- Unionized motor components close tolerance machining/manufacturing division of larger parent** corporation – \$30 million in revenues and operating **income improvement from an annualized break-even to 10% ROS** – with significantly improved quality, delivery, and employee relations/engagement.
- Private Equity owned financial services company** – \$40+ million in revenues and **operating income improvement from a \$3.5mm annualized loss to \$3.7mm profit** and growing revenues 30% in 2 years in **preparation for sale/exit** – with a substantial **reduction in debt** and significantly reducing repeat service calls by 70+%, and improved productivity 32% and improved supply chain effectiveness.

Education and Professional Development

Bachelor of Science in Business and Finance, Franklin University, Columbus, OH.

Dynamic Marketing, Integrated Supply Chain, Center for Creative Leadership, Six Sigma Greenbelt, Six Sigma Leadership, The Lean Enterprise, Manufacturing Excellence, Total Quality Leadership

¹ (BQ, Warren Bennis, 2018)

Professional Experience

- Interim CEO (operational & financial turnaround) 2022 - 2023**
TEPCO GLASS LLC (middle market PE-owned glass, glazing & metals manufacturer), Dallas, TX
- Reduced operating costs by \$5mm in first 90 days while driving project and productivity improvements.
 - Redesigned business development process creating 12-month backlog and redefined target customers/markets.
- President and CEO (operational & financial turnaround & exit/sale) 2020 - 2022**
ABLE Manufacturing & Assembly, LLC (manufacturer of fiberglass, metal, and tooling products), Joplin, MO
- Improved customer profitability by renegotiating pricing and implementing process redesigns for the agricultural, medical and rail customers.
 - Upgraded the leadership team and cut overhead spending improving EBITDA by \$4.5mm, providing a sustainable return-on-equity to private ownership while executed strategy to achieve the next level of growth.
- CEO and Board Member (operational & financial turnaround & exit/sale) 2017 - 2019**
Bancsource, Inc. (Servicing ATMs, SmartSafes and cash management equipment), Springfield, MO
- Improved customer performance by 80% by re-engineering the installation, service and maintenance processes reducing labor, and implemented an ERP system to cut overspending on parts/materials and shipping.
 - Upgraded the leadership team and increased EBITDA by \$7.2mm while increasing sales 30% in 2 years by redistributing the sales resources.
- President and COO 2015 - 2017**
Independent Executive Consultant (family-owned 3PL), St. Louis, MO
- Designed and implemented the first strategic plan in the company's history.
 - Upgraded management team, and prepared next generation family ownership for company leadership role.
- President and CEO (operational & financial turnaround) 2006 - 2014**
LMC Industries (family-owned manufacturer of metal and plastic components, and tooling), St. Louis, MO
- Identified and implemented immediate cost reductions and cash flow management to stabilize cash and obtain bank support in advance of the recession and automotive downturn of 2007 through 2009.
 - Grew sales 25+% while reducing dependence on the auto industry from 90% content to less than 60%. Other customer industries acquired include medical, military, agricultural, environmental, consumer products, etc.
 - Reduced the COQ from 4+% to 1%, achieving best-in-class performance. Achieved 10% ROS, up from < 1%.
- Independent Consulting Partner 2004 - 2006**
Supply Chain Edge Inc., Stout, Risius, Ross Inc. and Business Synergetics Inc. Bedford, PA.
- Monitored/assessed supplier performance, developed strategies, and recommended corrective actions advising senior operation executives to assure continuity of service to automotive OEM assembly plants.
 - Delivered 100% order fulfillment, zero customer quality issues, and no product interruptions (tier one supplier to Ford and Nissan). Instituted lean manufacturing, Six Sigma, and supply chain optimization.
- Division President, VP and GM (operational & financial turnaround) 1999 - 2004**
Hedstrom Corporation (manufacturer of youth sporting goods and recreational products), Bedford, PA.
- Led \$150 million business unit, 900 employees, 2 plants (metal, plastic, wood consumer products and tooling sold to big-box, DIY, national sporting goods, and regional toy/sporting good chains).
 - Grew EBITDA from marginal loss to \$14.9mm profit (10% ROS) in 3 years while growing revenues by \$50mm through strategic acquisition of premium product manufacturer, new product introductions, and expanding market channels/penetration.

[Earlier career positions included AlliedSignal Inc., Purolator Products Co., Tenneco Inc., and US Marine Corps]

United States Marine Corps Veteran

“Excellence with Integrity”