

# JOSHUA WALDRON

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## CHIEF EXECUTIVE OFFICER

### DELIVERING NEXT-LEVEL REVENUE, PROFITS, AND OPERATIONAL EXCELLENCE

Built a \$70M company from the ground up with 28% EBITDA. | Turned around a company from YoY losses to 100% revenue growth.  
Transformed an \$89M business unit across P&L and operations, from negative to +13% EBIT margin.

**Visionary executive with repeated successes in rapid enterprise growth, expansion, company turnarounds, and business start-ups.**  
Possess an innate talent for creating solutions that move companies forward – Driven in identifying and seizing opportunities and challenging the status quo, innovative in transforming operations, and empowering and elevating winning leadership teams.

Strategic Planning and Execution | Executive Leadership | Financial Management and Analysis | Innovation | Brand Management | Board Relations  
Relationship Building | Market Analysis | Business Development | Marketing Strategy | Risk Management | Compliance | Communication  
Operations Management | Process Improvement | Team Building | Talent Development | Change Management | Influencing | Problem-Solving

### CAREER SUCCESSES

#### ANGLED SPADE TECHNOLOGIES | Suffield, CT

*Company specializing in product design, business management, supply chain management, manufacturing, sales, and marketing.*

#### SENIOR DIRECTOR OF REVENUE, 2023 – Present

Tapped to head some of the company's most ambitious initiatives for new business launches. Drive revenue growth and retention, leading enterprise sales, marketing, and business development strategies. Partner with executive team on business planning and go-to-market plans. Identify new business segments, define business opportunities, and prepare feasibility analysis reports. Own the product roadmap and customer journey, applying market research. Cultivate and manage client relationships and provide business consulting services.

- **Powered 25% revenue growth and diversified service offerings** by establishing and leading the business consulting division.
- **Set the stage for company's planned business model pivot** from consulting to product development. Authored business plan, formulated robust financial projections, defined capital needs, and charted product roadmap. Outlined sales and marketing plan, distribution strategy, operations strategy, and list of required capital equipment; structured a compelling investment opportunity.
- **Generated significant interest with preferred A round of equity in progress** with investors. Created pitch deck; initiated pitches.

#### BALL AND BUCK | Virginia Beach, VA

*Privately owned sporting lifestyle brand and outfitter dedicated to creating the world's highest quality apparel and accessories.*

#### INTERIM CHIEF EXECUTIVE OFFICER, 2020 – 2021

Recruited to deliver a company turnaround, reporting directly to Founder. Planned and directed execution of short and long-term P&L, business, and operational strategies, covering financial management, manufacturing, products, supply chain, and inventory management. Guided change management. Implemented new management practices, standard operating procedures (SOPs), and KPIs.

- **Doubled revenue in 1 year and surged productivity and efficiency** by heading an organizational restructuring and headcount reduction, based on a full audit of talent. Realigned or terminated employees and hired new teams in areas
- **Grew revenue** by enabling reallocation of marketing spend. Steered a full SKU rationalization, eliminating 60% of SKUs.
- **Elevated revenue during the pandemic lockdown and sustained operational continuity as an essential business.** Pioneered introduction of mask products and devised marketing strategy to donate a mask for each mask purchased.
- **Built the foundation to boost efficiencies, accuracy, and quality** by shaping demand planning strategies, qualified supplier programs, sourcing strategies, marketing strategy, inventory management systems, and securing a new 3PL supplier.
- **Positioned company for financial sustainability** by partnering with CFO to bring accounting records into GAAP compliance, amend tax returns, and assemble a robust business plan.
- **Augmented sales and profits** by introducing a line of more affordable European-made apparel, as a gateway to USA-made products.

#### VISTA OUTDOOR (VSTO) | Virginia Beach, VA

*Publicly traded American designer, manufacturer, and marketer of outdoor sports and recreation products. Over \$2B in revenue.*

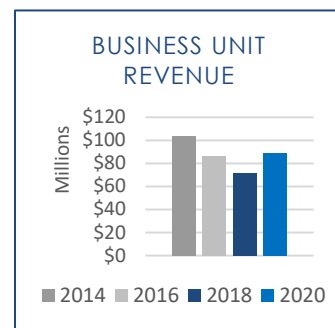
#### PRESIDENT, TACTICAL BUSINESS UNIT, 2018 – 2020

Headed the Blackhawk, Eagle Industries, and Uncle Mike's brands, including an \$89M+ P&L, 4 facilities, and an organization of 1,000+ employees. Reported to CEO and steered sales, marketing, products, finance, and manufacturing operations.

#### BUSINESS STRATEGY

- **Halted 5 years of 20% YoY decline and multiplied revenue from \$72M to \$89M in 2 years** by restoring brand equity and authenticity. Oversaw audit of ~11K SKUs, new product roadmap, and marketing strategies. Led revamp of distribution channels, focusing on DTC via e-commerce. Supervised creation of new branding and positioning.

- **Elevated positive consumer brand perception** by diversifying marketing spend from traditional channels to social media, digital and email marketing, and social influencers.
- **Dislodged entrenched competitors from the government sector, winning new large contracts** with military and law enforcement agencies through new flagship products. Steered transformation of R&D focus and assembled an external advisory group.
- **Spiked government sector revenue from \$12M to nearly \$35M/year** by raising contract win rate 70%. Moved from 3rd-party to in-house, hired government team; trained existing staff.



#### OPERATIONS

- **Paved the way to profitability** by conceiving and orchestrating the below-budget relocation of business unit HQ. Analyzed brands and transitioned HQ from KS, MT, and CA to VA.
- **Propelled margin from negative 3-8% EBIT in all manufacturing plants to a +13% EBIT combined.** Guided implementation of continuous improvement program and new practices for demand planning, sourcing, quality control, and vendor qualification.
- **Slashed inventory by \$20M in 18 months** through assessment, product roadmap, and sunseting plan. Rationalized from 11K+ to <5K SKUs. Sold excess inventory, liquidated obsolete inventory, and donated SKUs to charitable causes.
- **Reduced excess inventory without eroding margins** through strategic selection of specific years to write off bad inventory.

#### PEOPLE LEADERSHIP

- **Grew revenue and brand equity** by building a new management team that generated industry buzz and media coverage. Conducted management and key employee audit, drove full restructuring, released underperformers, and hired new talent.
- **Headed the top-performing business unit** and the only business unit companywide to achieve its goals and stretch goals.

#### SILENCERCO | Salt Lake City, UT

*The nation's leading designer and manufacturer of firearm suppressors.*

#### CHIEF EXECUTIVE OFFICER | CO-FOUNDER, 2008 – 2018

Launched during 2008 economic recession and grew to \$70M annual revenue, average 28% EBITDA, with ~\$400K in equity raised. Led all company aspects, including P&L, \$20M EBITDA, 385 employees, and operations of vertically integrated manufacturing in 80K sq. ft. facility.

#### START-UP & BUSINESS STRATEGY

- **Led preferred A round of funding.** Prepared detailed business plan, worked with attorney to convert into private placement memorandum, developed pitch deck and financial package, and delivered pitches, highlighting value.
- **Disrupted the market and gained 60% market share domination,** shipping monthly volume equal to the entire industry's yearly shipping. Capitalized on a 100-year-old industry, seizing the opportunity backed by market research.
- **Increased brand equity and protected price point** by introducing innovative, quality products steering a rigorously controlled sales channel and creating industry-leading unique, engaging marketing content.
- **Widened the market size ~1,400%.** Influenced 37 beneficial state legislative changes nationwide to ease suppressor restrictions. Built relationships, educated lawmakers, and assisted in crafting bill language.
- **Diversified business, drove revenue in non-core products,** and became an outsourced manufacturer of choice. Evolved company into a vertically integrated enterprise, converting each department into a profit center and selling excess capacity to other brands.

#### COMPANY AWARDS

- **Top 500 Fastest-Growing Companies in America** (Inc 500|5000), 5x Straight Yrs.
- **Utah 100**, fastest-growing companies (Mtn. West Capital Networks), 6 times
- **Utah Fast 50** (Utah Business Magazine)
- **Manufacturer of the Year** (American Suppressor Association)

#### OPERATIONS

- **Sustained an average 28% EBITDA,** maximizing operational efficiency through lean manufacturing principles, continuous improvement programs, and talent development initiatives.

#### PEOPLE LEADERSHIP

- **Raised employee retention from 65% to over 90%.** Eliminated the HR department and reallocated HR personnel for new Corporate Services division to lead culture creation, employee engagement, education, mentoring programs, and benefits.

Additional Experience: Owner, Joshua Waldron Photography

#### EDUCATION

**Bachelor's Degree, Business Management** (Cum Laude, 3.88 GPA) | Regent University | Virginia Beach, VA | *Sigma Beta Delta Honors Society*

#### BOARD INVOLVEMENT

**Board Member**, Vanguard Landing, Present | **Board Member**, Ball and Buck, 2018-20 | **Board Member**, Congressional Sportsmen's Foundation, 2015-20  
**Co-Founder, Board Member** | American Suppressor Association | 2011 – 2018 | *Received the Hyrum Percy Maxim Award*