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BUSINESS STRATEGY CONSULTANT

Twenty-five years of hands-on business leadership experience from startups to industry leading enterprises. The core highlight of my pre-consulting career was the creation of a successful consumer products company to include national-wide and international wholesale distribution and an industry benchmark for customer experience at retail. Since my years as CEO, I have enjoyed sharing my knowledge and experiences to help small business owners create and implement strategies during their most challenging times.

Hinkley BSC, Principal Consultant

St. Petersburg, Florida

Long Beach, California

2017 - Present

FILLING A VOID IN MANAGEMENT

Fractional Leadership - CEO / CFO / COO

Professional leadership and accountability when it's needed, but it's not a five days per week job.

Interim CEO / Board Director

Providing stability, knowledge and experience during a time of transition or turmoil.

Turnaround Champion

Developing and implementing strategies to turnaround companies with substandard performance.

Management Advisor

Applying unique expertise to solve specific problems or advance specific initiatives.

Mentor / Coach

Sharing experience and knowledge gained through 25 years of hands-on business leadership.

Dispute Resolution

Independent and confidential advisor and mediator with the ability to propose win-win solutions.

NOTABLE ENGAGEMENTS DELIVERING DESIRED RESULTS:

As Turnaround Champion:

Transformed an overly complicated, continuously insolvent, importing and exporting company into a cash generating and distributing specialty services company.

- Analysed financial position, operational capabilities and limitations, and ownership's objectives.
- Brought financial clarity to "black-box" business whose operators believed all seven business lines were individually profitable, but still experienced routine cash losses and continued insolvency.
- Provided turnaround action plan that majority ownership adopted and financially supported.
- Established and implemented financial and legal restructure plan to transform the business from insolvency to financial stability with an eye toward a future exit transaction.
- Sold one cash-draining business-line's intellectual property.
- Shut down two cash-draining business-lines, dramatically reducing headcount and overhead.
- Spun off two successful buy-sell operations to become customers of new core services business.
- Established new core business with operational clarity and sense of business purpose and mission.

As Fractional CFO:

Minority Ownership Buy-out. Majority owner became 100% owner while the company's leadership and operators remained undistracted and focused on keeping the business moving forward and producing cash through the complicated and potentially disruptive transition.

- Analysed business financial position and majority and minority ownership's objectives.
- Managed corporate governance and information exchanges, building trust among ownership, allowing for dysfunctional relationship to transition to negotiations.
- Proposed the transaction and transaction financing agreed to by owners and their legal teams.
- Provided majority ownership with a financial plan to facilitate the stock purchase.
- Worked as mediator and held the complicated and stressful deal together until closed.

As Fractional CFO and Board Director:

- Provide all typical CFO functions – accounting, finance, tax oversight, etc...
- Reorganized QuickBooks accounting processes and established internal controls.
- Cleaned-up and reconciled equity and debt accounting and documentation since company inception.
- Established and directed corporate governance practices and documentation.
- Performed acquisition due diligence on potential acquisition targets.
- Negotiated and completed buy-out of minority shareholder.
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As Fractional CFO / COO:

- Provide all typical CFO functions – accounting, finance, tax oversight, etc...
- Recovered from years of accounting practices and poor financial reporting.
- Implemented strategic planning, financial forecasting, and financial performance reviews.
- Implemented use of KPI's to drive revenue and improve profit margins.
- Established and directed corporate governance practices and documentation.

In Dispute Resolution and Turnaround:

Served as management advisor and mediator to a struggling business during an intra-company ownership change transaction to provide funding for ongoing operations.

- Analysed business financial position and ownership's objectives.
- Proposed a transaction that all parties agreed to in principal and scope.
- Provided ownership with an action plan to address the extended impacts of ownership change, including public relations, employee morale, and brand equity.
- Provided new ownership with initial turnaround plan of action.
- Concluded with a transaction that prevented a splintering of ownership interests and possible shutdown of the company due to lack of financial support.

As Management Advisor:

Advised a successful retail operation in their decision whether to purchase an existing production facility, enter the wholesale trade business, and introduce products to the broad market.

- Evaluated facility production capacity, packaging capacity, overall facility throughput, and potential for capacity increases.
- Prepared economic calculations for potential range of production.
- Information provided led to ownership's decision not to purchase the facility or enter wholesale trade business. Sometimes the best decisions are made to avoid pitfalls.

As Interim CEO and Board Director:

Assisted new ownership with the successful transition of continued operations following the acquisition of distressed company.

- Conducted search and placed CEO and other key management team members.
- Negotiated dozens of supplier contracts, real estate leases, and insurance.
- Transitioned federal and state licensing and compliance processes.
- Handled all issues related to previous ownership liabilities and litigation to completion.

- As a result, new ownership and management able to focus on and take actions critical to drive the company toward a successful turnaround.

As Interim CEO and Board Director:

Conducted distressed company restructure and sale. Completed sales of all company assets while obtaining release of ownership personal guarantees of bank loans and real estate leases.

- Developed restructure plan to maximize value of company assets.
- Developed confidential information memorandums and made presentations to potential buyers.
- Presented to various investor groups promoting the purchase of distinct portions of the business.
- Managed the team of lawyers, investment bankers, and retail bankers through very complicated restructure transactions and sales.
- Performed crisis management public relations and corporate communications to minimize damage to the company's brands, market position, and company morale.
- Negotiated the release of ownership's personal guarantees of bank loans and real estate leases.

As Board Director:

Conducted the process and secured private equity recapitalization investment offer and presented to the Board of Directors.

- Led communications efforts between shareholders, private equity investors, and senior note holders.
- Developed confidential information memorandums and made presentations to potential investors.
- Negotiated reduced interest rates, eased debt covenants, and personal guaranty release with primary secured lender.

Green Flash Brewing Co., San Diego, CA

2002 – 2016

Chief Executive Officer

Led the company from start-up to #37 of 5,300 production brewers in the nation. Established the company as one of the fastest growing and highest rated independent craft brewers in the nation. Created an authentic brand and enthusiastic culture. Earned position as industry leader through new product development, innovation, quality control, strategic distribution footprint, and sophisticated infrastructure.

- Grew annual revenue from zero to \$30 million and EBITDA to \$4.8 million.

Sales and Distribution:

Wholesale Trade: Grew production and sales faster than the industry every year for 15 consecutive years. Built and managed a Sales Team of 27 professionals across the nation. Won shelf placements in key national chain retailers: Kroger, Whole Foods, Total Wine, Trader Joes, Bevmo!, Vons, Target, Albertsons, Ralphs, Harris Teeter, Wegmans, 7 Eleven, and more. Won tap handles at key chain restaurants: Yard House, BJ's, Mellow Mushroom, Flying Saucer, Hop Cat, Chicago Pizza, and more. Established active ecommerce portal for branded merchandise on company website.

- Drove annual wholesale trade sales from zero to \$23 million and EBITDA to \$3.2 million.
- Increased annual production volume from zero to 1.2 million cases shipped through 170 beer distributors to approximately 60,000 nation-wide retail accounts.
- Expanded wholesale distribution to all 50 U.S. states and 20 foreign countries.

Retail Sales: Built and operated five successful customer experience centers. Operated four in-brewery tastings rooms and one full service restaurant. Increased sales every year through successful promotions and continuously improving customer experience.

- Drove annual retail sales from zero to \$7 million and EBITDA to \$1.6 million.
- San Diego Reader's Awards – Best Tasting Room. Three consecutive years 2012 – 2014.

Marketing and Brand Building:

Grew the company 6X from 2010 – 2016. Built and managed a Marketing Team of 11 professionals. Outperformed competitors across all digital platforms. Engaged lifestyle events with leading brand partners: Bonnaroo, South by Southwest, San Diego Chargers, REI, Knockaround Sunglasses, Komen for the Cure, Prevent Cancer, and more. Targeted regional and national advertising programs to print and digital beer publications.

- As the #37 brewer in the country, increased Facebook to 101K followers and #23, Instagram to 95K followers and #13, and Twitter to 84K followers and #12.

- Generated 200 free media mentions per month with over 200 million reach through public relations strategy including press releases and targeted media mailings.
- Drove 30,000 visitor sessions per month to responsive website, optimized for mobile.
- Established POS and merchandise cooperative with nationwide distributor network operating through online distributor portal resulting in \$600K of annual market placement.

Finance and Administration:

Created private placement memorandums and performed investor presentations resulting in over \$7 million of equity capital raised from individual investors. Secured \$20 million in term loans based on company performance and strong banking relationships. Produced quarterly Board materials and Annual Reports to Shareholders and made presentations regarding all aspects of the business.

- Acquired Alpine Beer Company as a “tuck-in” acquisition in 2014. Performed successful company integration and grew brand sales 10X by 2016.
- Conducted the process for sale of the company targeting strategic buyers. Developed the confidential information memorandums and made presentations to potential strategic buyers.
- Secured strategic offers of \$55 million to \$100 million enterprise value to purchase the company and presented the liquidity event offers to the Board of Directors.

Product Development:

Developed NPI (New Product Intro) interdepartmental team and processes to coordinate and streamline the creation and release of new products across various departments and manufacturing processes. Developed a formal collaborative innovation program to leverage the passion and creativity throughout the organization and create a pipeline of new product development and innovation ideas. Energized employees by routinely sharing credit for development ideas that made it to the marketplace. Built brand equity and bolstered sales gains as innovation and new products grew to become 40% of annual sales increases.

- Developed flagship West Coast IPA to exemplify the emerging trend and differentiation of flavour that would become a unique style of beer. Brewers across the country would later refer to their products as “West Coast-style IPA”.
- Created Le Freak as America’s first-ever brewed Belgian – American IPA hybrid, which became the benchmark for a style later judged at competitions around the world. In 2012, Le Freak medalled at the Great American Beer Festival, the World Beer Cup, and the Brussels Beer Challenge.
- Won 19 Great American Beer Festival and World Beer Cup awards across ten different beer styles, establishing the company as an industry leader in product innovation and quality.

Operations:

Constructed and operated two large-scale, efficient, and safe production brewing and packaging facilities. Designed the facilities to promote safe and positive interactions with touring consumers. Optimized ROI on all equipment purchases utilizing staged production increases, keg inventory management, and systematic production and packaging initiatives. Managed supply chain of ingredients, packaging, and supplies. Negotiated and managed forward contracts for hops, grain, bottles, and cans promoting product quality, minimizing inventory carrying costs and reducing COGS. Operated all departments and functions with accountability to budgets and forecasts.

- Increased gross profit margin by 4% through complete review of suppliers across all product inputs.
- Drove down COGS by \$2.33 per case by converting packaging materials supply from pre-pack to bulk packaging materials as product mix shifted.

Life Technologies, Carlsbad, CA

2001 – 2002

International Tax Manager

Managed foreign subsidiary’s U.S. federal income tax compliance. Developed strategic plans to repatriate overseas cash at lowest tax cost. Developed strategic plans to reduce world-wide effective tax rate. Contributed the international tax components to financial statement preparation. Served as a resource to tax, finance, and treasury professionals at the company.

- Primary driver and developer of strategic plan to repatriate \$100 million of foreign source income.

The Boardroom Bar, Leucadia, CA

1998 – 2001

Owner Operator

Invested in the coastal neighborhood bar after it had recently gone out of business. Transformed and greatly improved the customer experience and thus the bar’s reputation in the community. As a result, the business became a consistent cash producer.

- Operating income generated 2X invested capital in three years.
- Completed sale of the business for 5X invested capital.

Sunrise Medical, Carlsbad, CA

1998 – 2000

International Tax Manager

Managed foreign subsidiary local country tax and compliance. Managed foreign subsidiary U.S. federal income tax compliance. Developed strategic plans to reduce world-wide effective tax rate utilizing intercompany transfer pricing, debt and equity instruments, and cash repatriation timing. Served as a resource to foreign subsidiary CFOs.

- Generated and implemented planned use of hybrid debt-equity instruments with foreign subsidiaries generating \$250,000 of recurring annual tax savings.
- Working outside my specialty, handled an Alabama state sales and use tax audit and saved \$100,000 from initial state tax assessment.

Arthur Andersen LLP, San Jose, CA

1995 – 1998

Senior Tax Specialist

Specialized in international tax strategies and compliance. Highly sought-after staffer working for many senior managers and partners out of San Jose, San Francisco, and San Diego offices on a wide variety of clients and projects.

- Received consistently positive work reviews and promoted every year.
- Earned Certified Public Accountant (CPA) at earliest opportunity.

EDUCATION & CREDENTIALS

B.S. Business Administration

1996

University of California, Berkeley; Haas School of Business

Certified Public Accountant (retired)

1998

California Board of Accountancy

Master 50 Tons; Certificate of Training and Passed USCG Exam

2021

Master Training Resources Maritime Institute

Assistance Towing; Certificate of Training and Passed USCG Exam

2021

Master Training Resources Maritime Institute

Adult CPR and Basic First Aid; Certificate of Training and Passed USCG Exam

2021

Emergency University