

## Operations Management Professional

Results-driven and accomplished consulting, executive, and private equity leader with a career of documented achievements and a proven track record of 15+ years directing business and transformation teams, integration initiatives and technology operations for multiple organizations.

Known for spearheading challenging integration and transformation programs from conception to completion with keen emphasis on ensuring on-time delivery within strict budgetary constraints. Repeated success in reducing operational costs by automating overall procedures and when necessary upgrading existing systems with technologies that meet the objectives. Skilled at conducting due diligence to enhance decision-making during investment. Expert at leading and mentoring high-performance teams for consistent accomplishments of business goals. Adept at developing and implementing effective strategies in accordance with business objectives. Articulate communicator with well-developed aptitude to foster strong relationships with clients, stakeholders, staff members, and C-suite executives. Proficient at utilizing Big 3 concepts of consulting, executive, and private equity.

## Areas of Expertise

- Strategic Planning & Execution
- Innovation & Digital Transformation
- Merger & Acquisition (M&A)
- Revenue Generation & Growth
- Financial Acumen
- Continuous Process Improvement
- Leadership & Management
- Client Relationship Management
- Technology Systems, Operations & Security

### United Veterinary Care, Chief Information Officer, Florida

2023-Present

Responsible for strategy and performance for all information technology systems, processes, infrastructure, security, and compliance for the corporation and approximately 100 brands and a newly-created shared services platform with extensible capabilities.

### ROARK CAPITAL GROUP

2017-2023

Roark Capital Group is an American private equity firm with over \$33 billion in assets under management. Originally recruited in support of stressed assets and platforms and focused on quick turnaround with a high degree of technology differentiation for high-multiple exits.

### Great Expressions Dental Centers Chief Digital & Administrative Officer, Michigan

2019-2023

Manage corporate administrative areas and processes, including Information Technology, Real Estate, Facilities, Procurement, Licensing/Permitting, Marketing, and Acquisition Integration. Oversee digital transformation strategy and initiatives of the organization. Provide strategic guidance to team members in the development and implementation of digital solutions and technologies to improve business operations and customer experiences.

- Ensured development and launch of a fully integrated teledentistry initiative from appointment, eligibility determination, clinical pathways, and remittance with 2,500 appts within nine months.
- Improved efficiency of a failed in-house developed practice management system initiative and deployed the solution across 250 locations within nine months, supporting 3,000 people and reducing patient bad debt by \$1M.
- Achieved significant reduction in IT cost by \$.5M (10%) in first year through server consolidation/reduction, outsource service provider re-negotiation, and role elimination.
- Planned and implemented structural cost reduction in marketing, resulting in a savings of \$3.0M (50%) by disposing of inappropriate services (uniform services \$.7M and drugs and supplies \$5M).
- Delivered effective leadership in marketing and technology for growth initiatives, resulting in the conversion of new and lost leads and improved patient retention, including, arbitrage of SEO costs through innovative use of reviews to enhance online rankings, reflecting quality patient care and experience.

## **Driven Brands, Inc. Vice President, Chief Information Officer, North Carolina**

2017-2019

Oversaw all functions associated with information technology systems, processes, infrastructure, security, and compliance for the corporation. Managed nine consumer-facing and wholesale brands as well as a newly created shared services platform with extensible capabilities. Created and executed a three-year corporate and brand information technology strategy. Led various procedures, comprising strategic sourcing/procurement capabilities, fleet and corporate sales programs, strategic relationships, off-shore services, and growth programs.

- Contributed \$25M in EBITDA by spearheading and completing the technology integration of seven acquisitions.
- Revamped a failed big-data and analytics initiative, while ensuring successful deployment across corporate, brand and shared services, and financial and operational dashboard systems within the first six months.

## **MARLIN EQUITY PARTNERS**

2011-2017

Marlin Equity Partners is a global investment firm with over \$8.5 billion of capital under management that is focused on providing corporate parents, shareholders and other stakeholders with tailored solutions that meet their business and liquidity needs.

## **Burroughs Inc. Vice President, Shared Services, Transformation & Legacy Operations, Michigan**

2015-2017

Directed overall procedures related to the development and transformation of a \$30M shared services function, including setting and executing innovative strategies to deliver value through better services at lower costs. Managed various functions, comprising business integration and analytics, customer billing/collections, facilities, information technology, legal, safety/security, and supply chain. Conducted IT and operations due diligence and integration on largest acquisition (\$40M Revenue). Developed and led a company-wide business transformation program in 60 days focused on EBITDA, customers, efficiency, communications, and business process improvement.

- Attained 84% margin by spearheading transformational sales for extended service periods with pre-payment approach.
- Enhanced billing and cash application accuracy, decreasing credit memos to 1% of revenue and DSO by 8% as well as optimizing working capital by \$1.5M monthly.
- Achieved significant reduction in debt and working capital improvement and services by devising and implementing effective plans.
- Cut monthly operational expenses for an 800-vehicle fleet by 12%.
- Minimized outstanding debt by \$6.5M (13%) and optimized EBITDA by \$.6M through completion of sale / lease of 55 Acre, 1M Sq ft facility.
- Ensured robust leadership of 4-way business unit divestiture that unlocked \$4.5M of EBITDA through G&A and Supply Chain improvements as well as closed two unprofitable business lines (Rev. \$14M) within 180 Days.

## **Operating Partner & Chief Information Officer, California**

2011-2015

Administered entire facets of operations, IT reviews, and due diligence. Ensured continuous improvement in business processes. Created and deployed integration/divestiture strategies for companies in the portfolio. Served as Lead Advisor for portfolio companies and boards of directors to provide guidance on performance in spending, systems, organization, investment, and transaction objectives. Assured delivery of 25 IT and business process due diligence reviews of targets ~\$1BN in manufacturing, consumer products, online services, and other sectors, while quantifying technology risk, organizational needs, one-time costs, growth and opportunities.

## **Additional Experience**

Director, M&A & I/T Transaction Services, PwC, Michigan

Global IT Director, GM Powertrain & GMAC/Ally Bank, Michigan

Chief Technology Officer, American Bottling Company, Illinois

Group Manager, ERP & Network Computing, Grainger, Illinois

Signal Intelligence Analyst, United States Marine Corps, Various Global Locations

## **Education**

### **Executive MBA Program**

Xavier University, Ohio

### **Bachelor's Degree – Telecommunications**

Michigan State University, Michigan