

# JANE DOE, MBA

email | 111.222.3333 | LinkedIn

## BOARD OF DIRECTORS PUBLIC COMPANY BOARD CANDIDATE CHIEF EXECUTIVE OFFICER | CHIEF FINANCIAL OFFICER | CHIEF STRATEGY OFFICER

*Experienced Board Member. Public Company Board Candidate. Diversity Board Candidate.  
Catalyst for Organizational Development, Transformation and Excellence in Leadership that sets a path for success.*

M&A | Global Business Development | Strategic Vision, Growth & Execution | Turnaround Expert | Optimizing Operations  
Organizational & Talent Development | Financial Management | Marketing & Sales

*Trusted Board Member, Accomplished Senior Executive, Strategic Advisor. Deliver worldwide high-performance, advanced expertise and strategies for more than 16 years. Provide a valuable perspective to Boards in strengthening teamwork, setting visions, goals and strategies to produce best-in-class results and the highest possible ROI.*

- **Strives for better every day.** Excited by forward momentum, the energy that comes from team cohesion and having an entire team succeed through collaboration and generosity of spirit.
- **Executes with excellence.** Uses intelligence and tough-mindedness coupled with empathy and compassion to orchestrate positive change and encourage empowerment.
- **Culturally competent.** Educated and resided in multiple countries, comfortable collaborating with multi-national cultures.
- **Innovative thinker.** Brings fresh perspectives, depth and breadth of experience to any business situation.
- **Truth teller.** Communicates respectfully with candor, confidence and authenticity.

### Board Positions

- **ABC Company:** Private Equity Portfolio CEO & Board Member
- **DEF Company:** Non-Executive Board Chair
- **GHI Company:** Governance Board Member
- **JKL Company:** Not-for-profit Scouting Organization) - Board Member
- **MNO Company:** Executive, Governance, Capital and Audit

### Executive Experience | Business & Leadership Contributions

#### ABC Company, Anytown, NJ

2020 to Present

*Nation's leading farmer-owned cooperative and global energy, grains and food company. Nearly 11,000 employees, 19+ countries, sales of \$38B.*

#### Executive Vice President | Chief Financial Officer | Chief Strategy Officer

- Oversee 500 direct reports and together with the strategic leadership team oversee entire operating budget.

#### Current Project:

- Improve finance function to make it best-in-class through financial shared services, centers of excellence and enhanced FP&A. This initiative will drive efficiency and business performance through analytics and insights.

#### Business & Leadership Contributions:

- Inherited and restructured CHS' flat organization to a smaller executive team with added tiers of leadership.
- Completed a private placement debt raise of **\$222M** that bolstered long term liquidity for growth and future investment.
- Achieved a cost take out of **\$100M**.
- Launched a cash optimization initiative. Eliminated 6 days out of cash conversion cycle and freed up more than **\$300M**.
- Navigated the ongoing market challenges of Covid and delivered net income 31% higher than the prior year.
- Unveiled a new operating model that was an ambitious multi-year financial transformation. Built a best-in-class high-performing team leveraging financial shared services and centers of excellence.
- Rolled out a new growth framework to support organic and inorganic growth strategies for portfolio optimization.years.
- Developed a new review and approval process and provided financial oversight and governance for cap expenditures.

## DEF Company, Anytown, New York

2017 to 2019

PE-backed, leading manufacturer and supplier of four divisions: Healthcare, K-12 Education, Lab Sampling and Agriculture.

**Non-Executive Board Chair** (2019) | **Chief Executive Officer** (2017 to 2019) | **Chief Financial Officer** (2017)

### Business & Leadership Contributions:

- **Promoted** to CEO from CFO after eight months to turn around performance of this PE-backed company.
- **Reversed** double-digit EBITDA declines to 9.7% growth and deleveraged company by one turn in 15 months as CEO.
- **Transformed** organizational structure and elevated internal capabilities. Created a new senior leadership team, upgraded talent and right-sized the team from 19 to 10 direct reports.
- **Increased** operating income in the Healthcare division 8.46%.
- **Launched** a new healthcare technology product that produced sales of \$2.5M in one year.
- **Grew** international sampling revenue 20% with plus an additional 6% in domestic growth.
- **Revamped** branding with tagline, "Results You Can Trust," with full marketing alignment.
- **Accelerated** sales through Amazon's seller central 415% and vendor central 85%+.
- **Achieved** a 480-bps gain in gross margin by spearheading pricing strategy, SKU optimization, and sourcing. Rationalized program 80K-SKU portfolio, eliminated 10K+ unprofitable SKUs, which represented 33% of largest education category.
- **Spearheaded** strategy to enter Career and Technical Education (CTE) market. Integrated curated portfolio of existing products to capitalize on myriad funding opportunities (including Perkins V).
- **Grew** educational custom kits business 30%+ YOY. Added 500 bps to margins aligning products (hands-on manipulatives) with public / private education curricula and learning outcomes. Created marketing message, "If You Can Dream It, We Can Build It," that influenced win for State of Michigan's next generation science curricula.
- **Positioned** company to deliver on PE investment thesis. Established Program Management Office (PMO) and instituted in project delivery method to prioritize essential projects and ensure ROI.
- **Reduced** headcount 18%+, simplified business structure, elevated customer experience closing and integrating two facilities in MS and CA into WI location. Yielded \$3.6M in net annual savings.
- **Cut** annual health insurance costs 18%+ in one year. Redesigned plan to include more options, raised employee contribution 15%, (seven points below industry average of 22%) and maintained positive morale.
- **Nearly doubled** customer satisfaction scores from mid-40s to high-70s on Foresee scale.
- **Restructured** procurement team to execute new sourcing strategy - delivered \$125K+ incremental net annual savings.
- **Sponsored** safety initiatives that cut injuries 50% in one year.
- **Led** financial optimization effort that reduced close process from 35+ to 9 days; trending to decrease further.

### Chief Financial Officer | ABC - The Americas

Directed financial operations for \$2.3B division. Head of Tax, Financial Reporting, and Treasury for North America and Latin America. Instituted short-term incentive plan targets for executives. Developed Group CSR strategy as member of Global Sustainability Committee.

### Business & Leadership Contributions:

- **Executed** operational excellence program, "KerryExcel," to deploy optimal organizational design and operating model, and leverage scale to create efficiencies, leading to \$48M in 2013 gains, representing 1.5%-2.0% of sales annually. Established PMO, trained 200+ people across Americas region, and built team to drive adoption.
- **Revamped** monthly reporting package to enhance benchmarking, include trended reporting, and provide comprehensive approach to performance assessment, optimization, and management.

### Vice President, Corporate Finance | ABC - The Americas

### Business & Leadership Contributions:

- **Funded** corporate M&A strategy by restructuring \$600M+ in debt for US holding company.
- **Positioned** company for successful global Tier 1 ERP system implementation as SME working with cross-functional team worldwide to reengineer and optimize global operating model.

## Education

UNIVERSITY OF WISCONSIN, MADISON

Master of Business Administration

Focus: General Management