

SENIOR OPERATIONS EXECUTIVE

Learner-in-Chief with a Record of Tripling Revenue in Stagnating Global Markets

CAREER BRAND: Persuasive and influential C-level leader with more than 10 years of achievement fueling next-level operations in multi-industry environments with up to \$400M in revenue and 29 international locations. Lived in 8 countries and conducted business in 6 languages on 5 continents.

IMPACT: Innovation-focused change driver with a history of transforming sales with decisive action and revolutionary operational strategies. Excel at catalyzing business reorganizations to capitalize on emerging opportunities.

LEADERSHIP: Exceptional relationship manager with the ability to quickly win stakeholder trust. Recognized as a natural CEO and leadership coach with high EQ who consistently produces sustainable results.

Core Competencies:

Multi-Site Operations	Profit & Loss (P&L) Management	Revenue Growth
Sales & Marketing Management	New Business Development	Corporate Culture Change
Financial Management	Margin Improvement	Continuous Process Enhancement
Cost Containment	Global Market Development	Turnaround Leadership

EXECUTIVE LEADERSHIP ACHIEVEMENTS

BROWN BRANDS - Glen Echo, MD [2004 - 2011]

Group Chief Executive Officer [2009 - 2011]

CHALLENGE: Optimize shareholder value for privately held family of companies with \$30M in revenue. Directed team of 9 in 5 different firms with a \$1.9M budget. Presided over strategy, legal, finance, marketing, IT, HR, and concept development functions. Positioned WBCA for liquidity offering with multiple high offers.

Cut corporate debt to zero and instituted a high-profit, kiosk-based sales concept while driving up to 70% cost savings and pushing EBITDA to 25%. Raised critical capital by authorizing 5 franchisee buyouts.

- Expanded revenue flow and eradicated outside lender debt to resolve unprecedented corporate financial crisis. Outsourced IT function for 70% savings, terminated administrative functions for 60% gain, and rented out excess headquarters space for additional revenue.
- Gained entry to 93.5% of non-core market, conceiving and spearheading execution of industry-first branded sales kiosk concept. Leveraged distributor sales team to drive 9% sales share. Captured large national accounts such as Ace Hardware and Hallmark while penetrating > 60 outlets.
- Negotiated payment of 25% in vendor sales to the Group to fund system-wide branding and marketing initiatives. Payments exceeded 10% of Group revenue in 2011.

Chief Executive Officer - Brown Central, Inc. [2006-2011]

CHALLENGE: Stabilize operations and direct next-level performance in the midst of a market free-fall that cut industry retail locations 40% and tradeshow attendance 50%. Directed strategy, alliances, finance, marketing, retail operations, HR, R&D, and franchisee compliance with 4 direct reports and a \$1.5M budget.

Expanded market share from 5.4% to 6.5%, increased revenue 4%, and boosted gross margins 30%. Reengineered supply chain to source 80% of franchisee products from a single, preferred distributor.

- Lowered franchise store count from 90 to 65 to focus on high-potential operations. Offered buy-outs, sales, and non-compliance terminations to existing stores to rebuild franchise integrity. Reversed insolvency and negative cash flow, producing profit within 39 months.
- Revolutionized supply chain by eliminating 310 vendors. Improved quality through industry-first negotiations with large seed company and distributor, enabling franchisee exclusivity while bolstering volume pricing, distribution uniformity, and credit / shipping terms.
- Strengthened brand awareness and market penetration, instituting national branding for the first time in the company's history and paving the way for first-time-ever online sales. Rolled out new brand identity.
- Established BC as leading industry player through the launch of 190 new products in 2010 alone.
- Magnified corporate take of system-wide revenue 35% to solidify cash flow and franchisor reputation.

Chief Operating Officer - Brown Central, Inc. [2004 - 2006]

CHALLENGE: Steer privately owned franchisor from severe financial distress to profitability and operational excellence. Led retail operations, finance, R&D, HR, and marketing with 7 reports and \$1.4M budget.

Propelled BC out of insolvency, replacing 70% of staff while driving back-to-basics operational revamp in the aftermath of industry stagnation. Voted into Washingtonian Magazine's 50 Greatest Places to Work.

- Championed end-to-end culture change by designing first-ever business strategies, strengthening senior leadership, rebuilding sagging morale, and instituting franchisor value focus.
- Divested 2 failing retail store operations to plug critical revenue leaks. Refocused attention on lean organizational leadership, core corporate competencies, and right people / right role realignment.
- Reduced 40 inherited product development projects down to 7 key areas and replaced 3 of 4 department heads within 24 months. Spearheaded 6-month effort to clarify expenses and income.

BICYCLO A/S - Helsinki, Finland [2001-2003]

Chief Executive Officer

CHALLENGE: Turn around performance and rebuild stakeholder relationships for Finnish bicycle company. Managed a team of 5 with oversight of strategy, finance, marketing, sales, R&D, and HR with \$600K budget.

Recognized as the Finnish Technological Institute's #1 turnaround leadership team out of 110 firms in its portfolio. Slashed overhead 60%, doubled sales in 12 months, and negotiated 70% debt forgiveness plan.

- Down-sized and relocated headquarters, decreased headcount, and migrated final assembly and storage to Germany, the company's largest market. Refocused market strategy from design stores to retail outlets.
- Eliminated advertising and generated multimillion-dollar PR results, forging strategic alliances with motion picture product placement companies. Catalyzed 40+ global media interviews.
- Restructured debt repayment through face-to-face consensus-building with vendors.

EARLY CAREER PROFILE

Promoted from Marketing Assistant to CEO Executive Assistant and Export Manager with full P&L authority for business in 19 countries throughout Europe, Africa, and Asia for Winchester A/S in Denmark.

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EDUCATION

JOHNS HOPKINS UNIVERSITY- Washington, D.C., & Bologna, Italy

MA in International Economics & European Studies – School of Advanced International Studies

COPENHAGEN BUSINESS SCHOOL – Copenhagen, Denmark

HD-Udenrigshandel – Equivalent to BA in Business Administration

LEADERSHIP & PHILANTHROPIC EXPERIENCE

WILD BIRD FEEDING INDUSTRY ▪ **Director | Strategic Alliance Chair | Avian Flu Committee Member**

LEHMANN WENG HOLDING APS ▪ **Co-Founder**

ERIK OG SUSANNA OLESENS ALMENVELGOERENDE FOND ▪ **Board of Directors Member**

COOPERACION AL DESARROLLO EN AFRICA, LATINOAMERICA Y EUROPA ▪ **Fresh Water Project Volunteer**

PARFAIT APS ▪ **Board Member**