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Professional Experience

Playcore, Inc, Chattanooga, TN.....12/10 to 4/11

Consulting assignment as **Operations Director** to integrate Spectrum Products into Ever Active Brands, a business group of parent Playcore. Playcore is the largest producer of playground equipment in the US. The company is establishing a "Water Group" of products, using Spectrum Products as a platform company to add other appropriate acquisitions, and to extend existing Playcore products into the Aquatic Facility market. The goal is to facilitate this integration within a 12-18 month time frame.

The Mendota Group, Madison Wisconsin.....07/05 to 12/10

President Spectrum Products, LLC

Spectrum Products is a Private Equity owned Company located in Missoula, Montana. The company manufactures Assisted Lifts for placing handicapped individuals into pools, spas and therapy tanks, (41% of the business) and manufactures pool deck equipment for commercial aquatic facilities. Annual revenues are approximately \$7.5 million. At the request of the investors, I accepted responsibility for energizing a downward trending business that was losing money, building it, and through selected acquisitions growing the business, or positioning it to be attractive to another buyer.

- >Sold losing Catalog Distribution Business
- >Re-directed sales channels used to go to market to target key Architect and Design firms and end users
- >Added Field Sales/Account Managers
- >Streamlined Manufacturing and Engineering processes significantly reducing lead times and improving margins
- >Expanded presence in Therapy Markets
- >Introduced new innovative products

Through these actions, the manufacturing business has increased 40% in just three years, the operating line of credit with the bank is reduced by over 50% to its lowest level in several years and the business has the "curb appeal" to attract interested buyers with whom we are having preliminary discussions. Finalizing the sale is the main focus for 2009. (Sale closed December 2010)

Jore Corporation, Ronan, MT.....04/01 to 12/31/04

President and CEO • \$50 million power tool accessory manufacturer. Troubled company requiring extensive financial and strategic repositioning.

At the request of the lenders and the board accepted the challenge of turning the company around and returning it to profitability. Spun off unnecessary assets, reduced redundant expenses and personnel, redirected sales and marketing efforts, and sought Chapter 11 protection in May 2001. The company emerged from Chapter 11 protection in April of 2002 under new ownership. Continue to move the company into new markets, new brands, and new customers. Transitioning the company from an entrepreneurial, low accountability environment that led to its difficulties to a professionally run corporation.

PRECISION SAWMILL SYSTEMS, INC., Superior, MT.....1999 to 2005

President and CEO • Family-owned manufacturer of electronic sawmill systems and log handling and merchandising systems. Custom engineering and fabrication serving the wood products industry.

PARAGON CORPORATE HOLDINGS, INC., Niles, IL.....1998 to April 1999

President and CEO • Holding company owned by Nesco, Inc., that includes A.B. Dick Company and Curtis Industries. The two companies represent \$300+ million operations with worldwide presence, combined staffing of over 2000 employees and market dominance in two segments, printing equipment and supplies (A.B. Dick Company), and automotive and industrial supplies distribution (Curtis Industries).

>Developed and implemented synergistic programs between the two companies, addressing common areas of distribution, information technology, purchasing, logistics and human resources. >Led road show to enter high-yield bond market, obtaining \$115 million of Senior Notes at 9 5/8% to retire higher-cost debt and fund growth through acquisitions.

A.B. Dick COMPANY, Niles, IL.....1996 to April 1999

President and CEO, • A \$200 million manufacturer which produces and distributes graphic arts equipment and supplies worldwide. The company operates an extensive after-sale service group. With 150 distributors worldwide, several subsidiaries and a substantial direct selling organization, the company dominates the quick print and small commercial print equipment and consumables market.

Recruited by General Electric Company plc (GEC), the sole owner, to evaluate and recommend disposition of A.B. Dick Company.

>Evaluated various company strategies and recommended GEC sell the company. Located buyer and facilitated the sale within 15 months. (Sale to Paragon Corporate Holdings, Inc. in 1998.)

>Reversed 48-month loss record to solid earnings after the sale of the business; 1997 and 1998 results yielded significant profits.
>Reduced overhead by 35%. Exited several fringe products and markets.
>Restructured field operations, sold underperforming subsidiaries and repositioned the company to capitalize on high-margin products using manufacturing capabilities as a market edge.
>Implemented growth strategies for 1999, combining acquisitions and internal product development.
>Negotiated exit of one million square foot headquarters/manufacturing and distribution facility and associated overhead costs to appropriately sized facilities. Relocation completed October, 1, 1998.
>Acquired two distribution and logistics businesses in Holland and distributor of graphic arts products in the UK. Other strategic acquisitions in process.

AMERICAN PAPER GROUP, INC., Richmond, VA.....1995 to 1996

President and CEO, • A \$75 million database management company that manufacturers and provides church offering envelopes to independent churches and major denominations in North America.

Consolidated structure and managed a company comprised of the acquisitions of Union Envelope and Duplex Envelope Company from International Paper Company, Inc., American Paper Products, Inc., Postal Church Services, Inc., and J.S. Paluch, Inc., from shareholders of a previous LBO. The resulting company is the largest producer of church offering envelopes in America.

>Merged all factions into new entity, reducing overhead by 30%.
>Consolidated sales, marketing, and IT functions resulting in sales increase of 7%.
>Acquired new updated equipment to increase productivity and quality.
>Developed coherent operating plan to meet venture capital and banking credit lines.
>Developed long-range cash and acquisition plans which were approved by the Board and lender. Remained member of Board of Directors until the company was sold.

MAN ROLAND, INC., Westmont, IL.....1990 to 1995

Chief Executive Officer, • New company formed through the acquisition of two former competitors with widely diverse cultures. MAN Roland, Inc., is a \$200 million subsidiary of MAN ROLAND AG (German parent, \$1.2 billion) located in Offenbach, Germany, the world's second largest producer and distributor of printing presses.

Recruited to consolidate, organize, and direct MAN Roland, Inc., as CEO and member of the Board of Directors. Also Chairman of the Executive Board, North America and Chairman of the Board of MAN Roland Canada, Ltd.

>Merged two major companies (Miehle and Miler Printing Equipment Co.) into a new MAN Roland entity.
>Grew business 62% with market share improvement of three points in a highly-competitive, price-sensitive market.
>Added new products to convert the business to a full line supplier, resulting in additional sales of \$20 million and provided customers with one-stop shopping.
>Reduced operating costs and structure by 40%.
>Developed and implemented high-visibility growth and customer support strategy, substantially improving name recognition.
>Redefined market strategy, linking sales and marketing to financial results.

AM INTERNATIONAL, INC., Chicago, IL.....1985 to 1990

A \$1 billion manufacturer of printing, imaging, and copying equipment, service, and supplies.

Multigraphics Division, Mt. Prospect, IL.....(1986 to 1990)

President • A \$250 million manufacturer of printing duplicators and supplies, supported by a large service organization. Promoted to turn around AM International's largest, but chronically unprofitable business.

>Developed and successfully implemented a three-year strategy for achieving growth and profitability, resulting in 7% EBIT and positive cash flow 1.5 times earnings. Improved ROA by 106% and ROS by 16%.

>Grew key elements of the business, such as parts and supplies, by 30%.

>Introduced new service programs and a special unit to service competitive products to offset the decline in traditional business and improve customer service response.

>Selected partners to fill product line gaps that improved margins and added 20% to revenues.

>Pruned, redesigned/reconfigured manufactured products to meet changing market needs, resulting in reduced inventories, flexible products and reduced costs through standardization.

Bruning A Subsidiary of AM International, Itasca, IL

President.....(1985 to 1986) Promoted to manage this \$250 million blueprint/diazo equipment manufacturer, including multiple manufacturing facilities.

>Added dealer network resulting in increased revenue and lower direct costs.

>Partnered with other companies to add new technology for emerging markets.

Vice President Operations.....(1985)

Recruited by AM International to operate multi-plant manufacturing, R&D, engineering and distribution functions.

>Rationalized multiple manufacturing facilities, focusing each on specific products.

>Negotiated environmental settlements with EPA.

Previous Positions

GF FURNITURE SYSTEMS, INC., Youngstown, OH

General Manager • A \$150 million manufacturer of metal office module systems.

Recruited by GF to manage Forest City, NC multi-plant division. Full P&L responsibility.

GENERAL ELECTRIC COMPANY, Multiple Locations

Career with GE in business including ballast, transformer, major appliances, and plastics; disciplines included manufacturing, sales, distribution, customer support, and plant management; eight relocations, exposure to a variety of businesses, training at Crotonville, NY and exceptional development process with the company resulted in a career path that started as a production worker and culminated with Manager, Plant Operations.