

FINANCIAL EXECUTIVE / CFO

Action-oriented leader with a strong track record of performance in multi-channel (store, catalog, and e-commerce) retail businesses

Utilize keen analysis, insights and team approach to drive organizational improvements and implementation of best practices. Superior interpersonal skills, capable of resolving multiple and complex (sales, human resources, legal, financial, operational) issues and motivating staff to peak performance.

CORE COMPETENCIES

- Strategic Planning & Organizational Leadership
- Corporate & Investment Finance
- Budgeting & Cost Management
- Growth & Expansion Strategies
- Profitability & Cost Analysis
- Process Design & Productivity Improvement
- Systems & Technology Utilization
- Global Contract Negotiations

"Sam is the kind of financial leader who, besides controlling the financial operation, excels in building collaborative relationships with our line managers to drive improved performance and cost savings"

— CEO, L.L. Bean.com

PROFESSIONAL EXPERIENCE

L.L. BEAN.COM ✧ SEATTLE, WA

The \$300 million direct division of L.L. Bean, one of the nation's leading fashion specialty retailers widely known for providing superior service and high quality, distinctive merchandise.

EXECUTIVE VICE PRESIDENT ✧ MAR 2009 - PRESENT

Reporting to CEO, recruited by executive search firm to leverage retail experience and drive operational and profit improvements. Oversee Strategic Planning, Finance, Information Technology, Merchandise Planning & Inventory Control, Print Production, Human Resources, Call Center Operations, Distribution, Supply Chain Management and Retail Store Integration. Provide strategic vision, champion formal planning processes, tighten integration of operating departments and lead the revision of organizational structure to meet growth demands of the business. Accountable for \$145M operation and staff of 900.

Notable Achievements:

- **Delivered 130% of sales and 123% of profit targets:** Developed and implemented a comprehensive strategic planning process for the business providing greater definition of targeted customers. Improved alignment of merchandise with numerous defined markets.
- **Produced +\$65M of incremental business:** Worked closely with EVP of Merchandising to evaluate and analyze catalog profit performance from targeted customer segments resulting in 11% increase in per page productivity and identification of new market/catalog.
- **Increased accountability:** Championed the development and implementation of a Balanced Scorecard business performance reporting tool to evaluate monthly results against key success measures encompassing financial, merchandise, marketing, selling and support, distribution, customer service metrics, channel performance and information technology.
- **Reduced inventory 24%:** Formalized seasonal merchandise planning process that helped achieve record inventory turnover rates and lowest markdown rates.
- **Improved Customer Service levels:** Oversaw operations of 24x7 inbound Call Center with 450+ agents. Directed implementation of tighter performance metrics, new incentives, and enhanced coaching/training.
- **Saved +\$5M in catalog costs:** Managed production and mailing of 75 million catalogs annually. Implemented strategic plan for Print Production Department that included RFP processes for printing services and paper purchasing resulting in expense reductions and cost increase avoidance.

LINDA'S CATALOGUE ✧ DAYTON, OH

Leading provider of apparel and personal care products.

VICE PRESIDENT OF MERCHANDISE PLANNING & INVENTORY CONTROL ✧ JAN 2005 - FEB 2009

Promoted to new function directing 40 individuals overseeing the planning, placement, and management of \$800M of inventory. Formalized performance standards across all classes of merchandise for evaluation of performance.

Notable Achievements:

- **Reduced inventory 29%:** Credited with the introduction of operating margin analysis by item, contributing to a significant reduction of inventory levels on a 2% increase in sales.
- **Streamlined the merchandise planning process:** Increased inventory-buying opportunities through the development and implementation of data warehouse and data mining tools.
- **Reduced merchandise analysis time by 71%:** Developed Analysis Team, implemented Hyperion Essbase data analysis tools for merchandise performance and inventory management and shortened data updating from 7 days to 2. Implemented inventory buying strategies to focus on "never out of stock" programs.

VICE PRESIDENT - CONTROLLER ✧ APR 2003 - JAN 2005

Top financial position reporting to the CFO, responsible for a department of 100 individuals overseeing all financial reporting, general accounting, inventory accounting, sales auditing, and special handling. Recognized for integrating finance function into daily operations. Took leadership role and worked closely with department heads to drive process and cost improvements throughout the organization.

Notable Achievements:

- **Grew Canadian market 100%:** Streamlined shipping to Canada by leading project that involved directing IT, Distribution, Customer Service teams, and negotiating third party contacts. Built alliances for bulk shipments, worked with Canadian government to ensure compliance, and grew market from \$10M to \$20M. Efforts were subsequently leveraged to the Japanese marketplace.
- **Saved \$125K:** Identified and led effort to recapture US Duty on parcels shipped out of the United States resulting in six-figure annual savings.
- **Improved accounting and performance information:** Led implementation of new financial systems including General Ledger, Accounts Payable, Catalogue Cost Accounting, and Financial Reporting for multiple companies within the Division.
- **Delivered +\$500K in savings:** Analyzed corporate tax structure and taxes paid producing first year savings of \$70K for workers compensation expense, \$80K in property taxes, and \$350K in sales and use taxes.

KPMG PEAT MARWICK ✧ COLUMBUS, OH

One of the world's leading providers of assurance, tax, legal, and financial advisory services.

MANAGER AND SUPERVISING SENIOR ✧ JUN 1999 - MAR 2003

Led and participated in numerous financial audits for organizations of various sizes.

- **Served as Office Computer Controls Specialist:** Audited Change Controls, Access Controls, and Physical Controls to financial and non-financial systems.
- **Recognized as Statistical Audit Specialist:** Provided assurance and verification of auditing sample sizes to ensure statistically valid results.
- **Selected to be National Instructor:** Trained hundreds of staff in accounting and reporting standards.

EDUCATION

BA, Accounting
Walsh University, Ohio

Certified Public Accountant (CPA), Ohio