

John M. Collard

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410-263-9100

CEO, Equity Manager

Turnaround ► Rapid Growth ► Business Development ► Transactions

An expert in interim executive leadership, turnaround management, corporate governance, strategy formulation, and investing private equity in underperforming companies. 35 years executive operating experience in rapid growth, transition and turnaround environments; can account for new business totaling \$950mil+; \$85mil asset recovery; participated in over 40 transactions (acquire, divest, roll-up, IPO) worth \$780mil; have been exposed to private equity investing through co-raising and co-managing an \$80mil venture fund.

Strong operational leadership, strategic planning, financial, sales and marketing acumen developed building organizations in large and small companies, including President of public & private middle-market companies providing solutions to Commercial, Federal, International markets. Enterprises range from start-up to \$100+mil. Industry expertise: Manufacturing; Engineering Services; Computer Processing/Services/Software/Integration; Communications; Defense Electronics; Federal Contracting; High-Tech; Finance; Marine Services; Real Estate Development; and Commercial Printing. Unique success repositioning underperforming firms, transition planning, identifying strategic business initiatives, and dealing with issues.

CERTIFICATION - HONORS:

Turnarounds & Workouts Magazine twice named SMP as one of the 12 Top Outstanding Turnaround Management Firms – Past Chairman, Turnaround Management Association – Past Chairman's Council – ACTP Standards Committee – Inducted into Southern Illinois University's Alumni Hall of Fame – TMA's award *Outstanding Contribution to the Corporate Renewal Profession* – Certified Turnaround Professional – Top Secret Security Clearance

CAREER HISTORY:

Dec '88 to Present **President, Strategic Management Partners, Inc.**, Annapolis, MD

Turnaround management firm specializes in investing in underperforming companies, strategic repositioning, investor post acquisition support, M&A, and interim executive leadership. Select engagements: **CEO** of Network Technologies Group, Inc.; discovered massive fraud and liquidating company. **Director, COO, Advisor** of Cyber Dyne, an R&D private equity fund bringing Photonic transistor technology to the telecom market. **Raised 60mil ECU** (\$80mil US) from banks with troubled portfolios, Slovene Government, and EBRD; managed a venture asset management fund, to invest in underperforming enterprises. **Contractor to World Bank** to develop a course and teach western turnaround management and equity investing techniques. **Interim COO** of commercial printer; restructured company, hired new management team and sales force, reestablished bank relations, revenue up 30%, productivity up 20%, regained positive cash flow and profitability. **President, COO** of Delta Data Systems, a \$25mil NASDAQ traded manufacturer (TEMPEST) of microprocessor based equipment; orchestrated turnaround, divested subs (UK, Germany) and services division to raise \$3.4mil, built \$6mil backlog. **Interim Exec, COO** of \$59mil telecom firm; created plan and entered commercial market, developed management team, improved win ratio to 45%, implemented incentive structure, and divested S/W operation. **Advisor to COO** of \$33mil weapons system defense contractor; repositioned company to enter environmental market, created mission statement, designed Bid Information Review process and incentive based compensation, finalized three major wins, divested international sub for \$10mil. **Other turnarounds** include companies in manufacturing, electronics, engineering services, communications, software, and finance.

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Jun '87 to Nov '88 **Executive Director/VP, Computer Sciences Corp.**, Fairfax, VA

As Deputy to President of \$200mil Division, identified strategic business initiatives, developed plan to enter Commercial S/I market - \$4mil revenue booked, and negotiated AT&T teaming alliance on Treasury TMAC; won \$1.4B total award, \$300mil for CSC

Feb '78 to May '87 **Reached Executive Director, Martin Marietta**, Bethesda, MD
MMDS, a \$480mil operating systems integration division

Member, **Task Force** formed by president of Martin Marietta, developed strategic plans to enter Commercial Systems Integration Market. **Executive Director:** built start-up business unit to pursue computer, communications and systems integration programs in Federal and Commercial sectors; grew to \$14mil revenue, \$56mil firm contract backlog, 80 employees. **Director, New Business Development:** acquired Mathematica \$35mil and Oxford Software \$6mil - DBMS, productivity S/W; created strategy to Win \$102mil DOL and \$225mil Navy Contracts. **Director:** managed \$21mil commercial operation providing manufacturing and banking software solutions; shifted focus, grew sales, 4 major wins totaling \$76mil, cut costs, grew unearned revenue reserve \$2.1mil, backlog \$53mil; resulting in turn from (\$2.5mil) loss to \$3.2mil profit. **Director:** turned troubled hospital information systems division from (\$2.4mil) loss to \$1.8mil profit, completed fulfilling contracts, sold division to Baxter Travenol for \$6mil. **Manager of Business Development:** restructured remote computing service (RCS), software support and communications network pricing algorithms to transition from commercial into federal markets (Armed Services, NASA, Labor, Etc.); during 14 months won 12 multi-year contracts that produced over \$370mil during full contract life. Managed network operations (Satellite, Fiber Optic, Microwave, Terrestrial) bandwidth allocations.

Feb '74 to Jan '78 **Self employed consultant**, Denver, CO

Provided computer simulation, parametric modeling, financial viability analyses, and valuation services to advise investors acquiring companies and investments, totaling \$20mil. Developed methodology to value loan portfolio, prior to resale, for Security Pacific Mortgage Corp. Purchased and rezoned land for six B. B. Andersen Development Co. HUD housing projects.

Jul '69 to Jan '74 **Financial Analyst, Trans Union Corporation**, Chicago, IL

Provided operational auditing, investment, disclosure, tier structure and tax consequence analyses, and participated in 20 acquisitions, 4 divestitures, 4 role/start-ups, including start of Trans Union Credit Reporting Corp., and build-up and IPO of Ecodyne, totaling \$500mil revenue or leased asset size, and \$350mil in price paid or received.

ACCOMPLISHMENTS:

Advisor to Presidents Bush⁴³ Business Advisory Council; Clinton's National Economic Council, Bankruptcy Work Group, Bankruptcy Review Commission, Defense Technology Reinvestment Program, Commission to Promote Small Business; Bush⁴¹ NEC, Technology Commercialization Initiative – Yeltsin's Privatization Agency, Law Reform Delegations – European Bank for Reconstruction and Development on Restructuring and Turnarounds – World Bank on Western Turnaround Management & Equity Investing Techniques

PROFESSIONAL AFFILIATIONS:

Board of Directors: Turnaround Management Association; various private companies. – Association Corporate Directors, Association Corporate Growth, Advisory Board to Dean SIU.

EDUCATION / PERSONAL:

BS, Southern Illinois University, 1969, Financial Management, Architectural Engineering – Studied design with R. Buckminster Fuller – Advanced M&A Study, J.L. Kellogg Graduate School of Management, Northwestern U – CTP advanced education, Northeastern U – Big Six Audit Training – US Citizen, 58 years of age – www.strategist.ws – Strategist@aol.com