

BEN HANAFIN
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SUMMARY OF QUALIFICATIONS

Goal oriented, pragmatic and responsive PRESIDENT / CEO with a reproducible record of success. Creative and persistent problem solver who thrives on challenges, is calm under pressure and gets the job done. Loyal, decisive and seasoned team builder with outstanding interpersonal and communication skills.

Quietly assertive / hands-on leader and catalyst, systematic planner, and win / win negotiator dealing effectively across all levels of the organization. Accustomed to a fast changing environment and multiple projects, fulfills priorities and balances competing agendas. Strong application of ethics and discipline to consistently maximize business opportunities, relationships and profits.

AREAS OF EXPERTISE

General Management Leadership including defining and communicating the vision; strategic plan development, communication, and implementation; business merger and acquisition, licensing, structural effectiveness and day to day management.

New Product Development including direction and leadership, defining product pillars, resource optimization, patents, trade secrets, launch decisions, coordination of efforts among departments, and balancing cash cows with high tech.

International Management including growth through merger and acquisition, licensing, global and local distribution, sales force leadership, and regulatory navigation.

Corporate Culture including recognition, redirection, integrity, design, risk management, facility design and management, and business focused community involvement.

BUSINESS EXPERIENCE

CAROVA MANAGEMENT, LLC., 1997 – Present

For 18 years, Carova Management earned millions of dollars for clients by focusing on **interim executive** leadership and **strategic planning**. These two functions are treated as distinct products. Interim management always includes strategic planning and implementation while strategic planning service to CEO's and boards are separately available.

Listed below is a **partial list** of interim CEO and consulting assignments (five additional and successful client assignments of under six months duration are not described for brevity reasons), some client company names are withheld for confidentiality reasons and will be provided upon request. Due to overlapping of many assignments, dates omitted.

sHeli-Port, President: Invented and championed product development from initial concept to manufacturing and marketing. Recognized the need for risk reduction and property protection to owners of helicopters. Created a patented, hydraulic-powered, clamshell-like fiberglass enclosure to secure a helicopter from potential tampering, effects of weather, and hanger rash. (www.sHeli-Port.com)

Sales strategy included niche marketing penetration by capitalizing upon network, word-of-mouth and the Internet.

Board of Directors Member, BioNeutral Group: Board level role for publicly traded company to researching, developing, commercializing and marketing of products focused on the liquid sterilants. Active on the Compensation and Audit committees.

Executive Vice President: A privately held manufacturer of components sold to railroads and rail car builders with approx. \$30 million in sales.

Full P&L responsibility for all aspects of the business especially the strategic planning process and change management. Managed 9 direct reports, approx. 100 employees and reported to the Owner.

- * New products were developed too late and were too expensive. Restructured the New Product Development process internally to conceive, design and produce new products immediately. **Result:** generated \$9 million in sales from products developed in previous 12 months.
- * In highly cyclical business, strategically balanced external product demand with internal resources and capability, carefully rebalanced internal systems to match sales volume through focused cost-cutting, improved processes including sourcing procurement. **Result:** profitability maintained despite 70% drop in nationwide rail car production.
- * To synchronize marketing & sales with the strategic business plan, established "War Room" which refocused and concentrated the sales and marketing efforts on the company's strategic direction. **Result:** products developed and sold in targeted directions rather than scattered "luck."
- * To stay competitive, refocused Quality Assurance department and entire workforce on the need for ISO certification. **Result:** within only 9 months, achieved full ISO certification.
- * Safety costs due to injuries were hurting profitability. Reviewed, redesigned, implemented fair and profitable incentive measures and policies. **Result:** able to reduce reportable incidents to zero within 6 months.
- * Productivity was hampered by cramped conditions. As a consultant, analyzed business processes and future, real world expectations. Moved business to more efficient facility with cutting edge R&D capabilities. **Result:** achieved industry wide recognition and profitability through introduction of new products.

Managing Director: A \$25 million software business serving the distribution industry.

Hired to change the corporate culture as company was shifting its business emphasis from software development to targeted product based initiatives. Reported to the Owner of parent company.

- * To improve sales, company was selling anything that could be programmed. Researched, wrote and implemented comprehensive Strategic Marketing Plan which focused the company on product-based direction. **Result:** achieved \$3.5 million profit turn within 14 months and company's first profitability in 3 years.
- * Sales were scattered through many unconnected markets. Analyzed five-year sales history in detail and refocused efforts in strong areas of sales. **Result:** product sales increased greatly in markets the company had strengths.

Strategic Planning Consultant: software start-up firm.

- * Employees had not been fully paid in previous month. Wrote and implemented "emergency 90-day plan" and attempted management buy-in. **Result:** employees were excited and bought into the plan; company folded because owner would not follow through.

Strategic Planning Consultant/Executive Coach: \$120 million plastic molding firm.

- * To improve sales and profitability, facilitated the writing of a meaningful strategic plan then coached its implementation. **Result:** sales doubled in 3 years.

PYMAH CORPORATION, 1976 – 1997

A \$40 million medical device developer and manufacturer with 300+ employees.

President: 1988 – 1997. Led company through rapid growth period, acquiring 290 active patents by the time of sale to 3M. Reported to the Board.

- * Grew PyMaH from \$6 million in sales to \$40 million in less than 9 years.
- * To increase sales, applied and implemented strategic planning process so all employees knew what they were expected to do. Prepared detailed job descriptions and closely managed the business. **Result:** profitability never dropped below 10% of sales after tax each year.
- * To increase sales and profitability, acquired and integrated ATI, a \$5 million manufacturer of sterilization products into PyMaH. **Result:** acquired industry recognition as the leading sterilization indicator business in the U.S. and additional profits of well over \$2 million.
- * To focus the company and improve sales, restructured the company to permit each division to concentrate on its unique area of expertise. **Result:** achieved 25% annual increase in sales.
- * Business infrastructure limited growth. Managed concerted effort to modernize facilities. **Result:** built world-class 200,000 ft. research, manufacturing and headquarters facility in Flemington, NJ designed for operating efficiently; improved corporate culture and capable of future expansion. Delivered on time and on budget.
- * To reverse a drop in internal quality due to rapid growth, communicated quality standards and trained 100% of employees on professional quality management tools and techniques. **Result:** able to imbed quality procedures into all our activities, and improve profitability through lower cost of quality.
- * To strengthen sales, conducted detailed analysis of sales by customer and product. Redirected marketing efforts. **Result:** recognized existing customers who were in market areas that we did not know we were in, allowing us to focus on sales in those markets.

Vice President, International Sales: 1984 – 1988, Brussels, Belgium

- * To expand internationally, established a Sales & Marketing office in Europe, emphasized commitment and importance of our international business. **Result:** sales grew to 35% of total volume; strengthened ability to sell in Asian and Latin American Markets.
- * To lower cost and improve market penetration, ran the company production facility in the Republic of Ireland. **Result:** for selected products, company achieved marketability in Europe.

Managing Director, Ireland: 1981 – 1997

Manufacturing Director: 1976 – 1985

EDUCATION

MBA, LEHIGH UNIVERSITY, 1981

Bachelor Industrial Engineering, Stewart School of Industrial & Systems Eng. GEORGIA INSTITUTE OF TECHNOLOGY, 1976

LANGUAGES

Working knowledge of French

AFFILIATIONS

Trustee, Board of Directors – GLASSMAN USA, INC

Trustee, Board of Directors – St. Peter's University Hospital Foundation

Trustee, Board of Directors – Catholic Charities, Diocese of Metuchen, NJ

Board Member – Young Presidents, World Presidents Organization, New Jersey Chapter

PERSONAL DATA

Willing to travel and open to relocation worldwide.