

ANDREW KINDFULLER

MBA (Wharton) / JD (Georgetown)

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SENIOR MANAGEMENT & BUSINESS DEVELOPMENT EXECUTIVE

20+ years' experience maximizing revenues and net earnings in varied global environments for leading direct response, manufacturing and CPG companies:

Exceptional record leading critical business development, operational and R&D initiatives, managing business operations to maximize profits and marketing CPG, high-tech and innovative products and technologies. Adept in effecting joint ventures, strategic alliances and key account turnarounds in extremely competitive environments. Goal-oriented with a high degree of business acumen and the ability to independently manage multiple functions simultaneously.

EXECUTIVE PERFORMANCE OVERVIEW

THE TEACHING COMPANY, LLC (www.thegreatcourses.com) 2009
\$100MM Private Equity held direct-response consumer publishing company

PRESIDENT, TTC INTERNATIONAL / Chantilly, VA

Brought in to create an international operation to expand global market penetration. Developed strategic expansion plan, marketing plan and budgets for 2009 & 2010. Built/implemented processes, systems and third party supplier agreements to support UK launch (Q3) and future global operations. TTC's international revenues increased 140% 2009 vs. 2008.

GUTHY-RENKER INTERNATIONAL (www.guthy-renker.com) 2006 to 2009
\$400MM division of Guthy-Renker LLC, a privately held \$1.6B direct-response consumer marketing company

CHIEF OPERATING OFFICER / ACTING EUROPEAN MANAGING DIRECTOR / Santa Monica, CA

Formally recruited into fast-growing international division to restructure its leadership team, develop operational infrastructure and fashion systems, processes and tiers of communication appropriate to a \$400MM global organization with offices in 9 European and Pacific Rim countries. Managed marketing, operations, finance, legal, product development and regulatory support functions with shared P&L accountability for division. Planned and implemented international consumer sales marketing strategies for Proactiv Solutions, Winsor Pilates, Cindy Crawford's Meaningful Beauty and 15 other brands. Reported directly to division President with line responsibility for 23 professionals managed through 7 direct reports.

- **Increased EBITDA 42% and doubled revenues to \$400 MM** with zero increase in headcount during tenure. Infused greater focus, clarity and strategic direction throughout headquarters, overseas offices and domestic team through strong leadership, professional development and clear corporate vision. Pared deadweight in corporate HQ and vertical markets.
- **Led \$70MM post-acquisition integration**, as Acting Managing Director, Guthy-Renker Europe (2007 to 2008). Provided critical executive leadership to integration team growing multi-site business from \$26MM to \$70MM in 2 years.
- **Slashed international inventory 26% over 8-month time horizon**. Chaired global supply chain council and initiated biweekly calls to ensure forecast accuracy, align supply to demand and focus on supply chain optimization.
- **Downsized China office**; developed and implemented plan to cut losses while maximizing tax consequences.
- **Implemented global contract authorization process**, significantly reducing financial exposure and contractual risk.
- **Key contributor to IT steering committee as division's representative**. Focused on global ERP solutions, key performance indicators and consistency in the customer experience.
- **Chaired monthly P&L calls with each vertical market** to quickly identify and remediate financial issues.

INTERNATIONAL FLAVORS & FRAGRANCES, INC. (www.iff.com) 1996 to 2006
\$2B, S&P-500 manufacturer of natural and artificial flavors and fragrances sold to top companies worldwide.

VICE PRESIDENT OF GLOBAL INNOVATION & NEW VENTURES (2003 to 2006) / New York, NY

Nominated by corporate Vice Chair for promotion to this newly created Senior Executive Team position to manage global joint ventures and strategic alliances and focus on commercializing new innovations. Defined role, implemented processes and led 3 direct reports and teams of up to 25 in a matrix environment. Identified growth opportunities, assessed new technologies, negotiated multimillion-dollar contracts and advised senior team / Board of Directors.

- **Opened lucrative direct sales channel and developed joint venture with channel sales partner**. Managed development of 5 new products suited to B2C sales thereby bypassing entrenched corporate B2B-only business model.

INTERNATIONAL FLAVORS & FRAGRANCES, INC. (CONTINUED)

- **Reduced time-to-market 50% while significantly cutting design cycle times, errors and costs.** Led team in revolutionizing design strategy as project manager and business owner of a multi-million dollar key strategic initiative.
- **Fueled 125% sales gain** by increasing post-acquisition product lines and cross-category alliances.
- **Generated 15% Y-O-Y revenue increase** (2 consecutive years) via implementation of Asia-based initiative. Conceived multimillion-dollar China / India business development strategy and presented business case to Board of Directors.
- **Led commercial introductions of new market products** in cross-functional collaborations with \$180MM R&D group.

VICE PRESIDENT OF GLOBAL eBUSINESS (2000 to 2004) / New York, NY

Promoted to author and implement comprehensive eBusiness strategy designed to connect 6,500+ employees and multiple customer and supplier locations. Coordinated communications as thought leader for industry groups and business media; conducted high-platform presentations to groups of 250+ at major industry conferences and symposia.

- **Created \$5MM+ revenue stream**, integrating active online website to tap lucrative new eBusiness channel.
- **Integrated systems following \$1B+ acquisition;** led 3-person technology team in re-branding corporate Internet website and designing and launching comprehensive corporate intranet sites.

DIRECTOR OF CUSTOMER SERVICE (1999) / Dayton, NJ

Transitioned functional areas to direct team of 24 customer service representatives across 4 North American locations in support of \$200MM division. Completed two-year course of study to attain Wharton MBA while working full time.

- **Drove commercial implementation** of organization-wide integrated SAP/ERP operations and information system.
- **Managed \$1.9MM consulting contract** as business owner and project leader for a CRM program implementation.

DIRECTOR OF SALES (1996 to 1999) / Dayton, NJ

Led 7 sales representatives and 6 support staff in securing stronghold with premier client base (i.e., Kraft Foods, Procter & Gamble, Unilever, Nestlé, Estée Lauder, Colgate-Palmolive, Coca-Cola Co., etc.)

- **Delivered 14% regional sales increase to \$40MM.** Averted loss of Fortune 100 client; attained preferred vendor status and expanded alliance with this \$24MM account.

TETRA PAK, INC. (www.tetrapak.com)

1991 to 1996

World's largest food packaging company with \$9B in revenues.

REGIONAL MANAGER (1995 to 1996) / Columbia, MD

Led 5-person sales team with P&L accountability across 4-state region.

- **Increased revenue 27% to \$33MM.** Led key product launches.

PRODUCT MANAGER (1993 to 1995) / Nihon Tetra Pak KK, Tokyo, Japan

Completed 2-year ex-pat assignment to implement strategies to reverse 3-year downward sales trend.

- **Delivered 7% sales growth to \$385MM.** Introduced >10 new products and refocused marketing campaigns.

REGIONAL SALES / MARKETING REPRESENTATIVE (1991 to 1993) / Pittsburgh, PA & Columbus, OH

Opened Pittsburgh office. Enhanced existing client relationships while securing new business.

- **Drove 185% revenue increase.**

SHEEHAN ASSOCIATES / OGILVY & MATHER, Washington, DC

1989 to 1991

DIRECTOR OF MARKETING (Increased sales 64% & advanced bookings 100%)

CREDIT SUISSE FIRST BOSTON, New York, NY

1986 to 1988

INVESTMENT BANKING ASSOCIATE (Secured new \$150MM client)

EDUCATION

MBA • THE WHARTON SCHOOL / UNIVERSITY OF PENNSYLVANIA • 2000
JD • GEORGETOWN UNIVERSITY LAW CENTER • 1986 **BA** • GEORGETOWN UNIVERSITY • 1983
ADMISSION • Pennsylvania Bar, Supreme Court of Pennsylvania

INTERNATIONAL AND CROSS-CULTURAL EXPOSURE includes 2-year corporate assignment in Japan, completion of IFF Management Training Program in France, and experience conducting business overseas in 25+ countries.

POLISHED PUBLIC SPEAKER practiced in high-platform presentations and with corporate public / media relations.

ATHLETICS: Current marathon and triathlon competitor including 3 full Ironman races.