

ANDREW KINDFULLER

MBA (Wharton) / JD (Georgetown)

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CHIEF EXECUTIVE OFFICER / CHIEF OPERATING OFFICER

Accomplished management and leadership executive experienced in maximizing revenues and net earnings for leading direct response, MLM, manufacturing and consumer products companies. Exceptional record leading critical business development and operational initiatives to maximize profits while marketing CPG, high-tech and innovative products. Adept at business turnarounds in extremely competitive environments. Driven to succeed.

EXECUTIVE PERFORMANCE OVERVIEW

PLATINUM PROTECTION, LLC (www.platinumprotect.com) 2010-Present
Privately held national direct-to-consumer security sales and installation company acquiring 25,000 new customers annually. One of General Electric's biggest security system dealers in the country.

CHIEF EXECUTIVE OFFICER / American Fork, UT

Recruited by owner and VC firm to establish business infrastructure and lead this 5-year-old, \$50MM organization with 20 offices and 700 employees (including 350 sales representatives). Report to Owner and Chairman of the Board; given full autonomy to run company. 165,000 customers.

- **Built financial and operational infrastructure**, improved management processes, established financial discipline (GAAP) and 5- to 7-day monthly closing, and strengthened organizational leadership and direction.
- **Developed 5-year strategy and financial plan** including organic growth and mix of debt and equity financing.
- **Negotiated and secured \$7.5MM in mezzanine financing.**
- **Established streamlined organizational reporting structure.**
- **Led development of a smart phone app** that enabled sales reps to identify "qualified customers." Results included:
 - Improved closing ratios, sales revenues, and profitability.
 - Increased activations collected from 44% to 70% (59% increase).
- **Initiated an internal communications plan** that unified the company and improved morale despite massive change.
- **Improved financial health and value of the consumer accounts acquired**; improved quality and satisfaction scores of existing accounts. Increased customer credit score 8%, to average FICO of 726.
- **Focused on customer service improvements** resulting in 3.5 point increase in Better Business Bureau scores.
- **Drove 130% increase in automatic withdrawal (ACH/EFT) payments** (from 30% to 70%).
- **Diversified sales channels and positioned company for 20-25% increase in new accounts** in 2012.
- **Participated in structuring and helped negotiate sale of company.**

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 and implemented strategic expansion plan, marketing plan and budgets for 2009 & 2010. 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.
- **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.
- **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.

EARLIER CAREER included sales, marketing, product, and regional management positions for Tetra Pak, Inc and Sheehan Associates/Ogilvy & Mather, as well as an investment banking associate position at Credit Suisse First Boston.

EDUCATION**MBA** • THE WHARTON SCHOOL / UNIVERSITY OF PENNSYLVANIA**JD** • GEORGETOWN UNIVERSITY LAW CENTER **BA** • GEORGETOWN UNIVERSITY**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, ultra-marathon and triathlon competitor including 3 full Ironman races.