

# DONALD G. SMITH

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## CHIEF EXECUTIVE OFFICER

*Finance • Administration • Operations*

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Highly accomplished, visionary Chief Executive Officer with solid experience in operations, financial management, sales, human resources, public relations, strategic positioning, technology development, and compliance with regulatory issues. Proven track record of increasing sales and market share, reducing expenses, and implementing technology to increase productivity and profitability.

### CORE COMPETENCIES

- Financial Management
  - Operations Management
  - Market Identification
  - Strategic Business Planning
  - Technology Implementation
  - Change Management
  - Mergers and Acquisitions
  - Strategic Alliance Development
  - Personnel Development / Retention
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## PROFESSIONAL EXPERIENCE

**HOOD COMPANY, INC.** – Cedar Rapids, IA

2006-Present

### Chief Executive Officer

Hand-selected to return company to high profitability through efficient restructuring and cost-cutting measures. Analyzed current operations, finance, human resources, marketing, and sales divisions, and formulated key strategies to effect change. Devised and implemented strategic financial, public relations, marketing, brand awareness, advertising, employee productivity, and outsourced grower plans. Formulated outside sales department to focus on marketing products to retail and wholesale operations.

#### Key Achievements:

- Increased sales from \$22 million to \$40 million in a three-year timeframe and negotiated an interest expense reduction of \$500,000 per year.
- Slashed total expenses by \$1.5 million in 13 months through debt load restructuring, facility management consolidation, and inventory management strategies.
- Revitalized company through complete image transformation, resulting in 5 new strategic alliances.
- Negotiated with the State of Iowa on a compliance issue, garnering a 90-day temporary operating permit in lieu of a total shutdown. Complied with issue in a five-week timeframe.
- Recovered more than 90% of outstanding accounts receivables through negotiations with debtors
- Opened 15 new marketing channels in Asia and Europe and introduced 13 new products for global markets.

**COUNTRY COMPANY** – Rapid City, SD

2002-2006

### Chief Financial Officer

Recruited to analyze existing reporting methods and devise control systems to accurately portray the financial position of a \$100 million company. Implemented best practices and finance fundamentals, including financial analysis / reporting processes, credible cash flow forecasts, on-time financial closings, and developed / executed a solid financial roadmap and priorities. Managed relationships with financial institutions to ensure access to capital.

#### Key Achievements:

- Consolidated information from three mergers in the prior eight month period and uncovered \$500,000 in unaccounted for interest credits.
- Negotiated with suppliers for extended payment terms, which increased cash flow by \$12 million
- Increased employee productivity 100% by incorporating participatory management and accountability principles.

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**IOWA NON-PROFIT** – Iowa City, IA

1999-2002

**Vice President**

Oversaw the financial, human resource, public relations, and customer service divisions for a non-profit organization. Introduced sound business practices and business planning objectives for the attainment of government and private industry contracts. Implemented a centralized filing system for contracts.

**Key Achievements:**

- Authored and presented grant proposals, which resulted in receiving a \$2 million graduate fellowship grant from four government entities.
- Performed market research in the development of an online training division, which increased funding for projects.

**ACME CORPORATION** – Des Moines, IA

1995-1999

**Executive Vice President - Administration**

Tapped for newly created position, charged with revamping administrative operations for a company with 20 locations, 140 employees, and annual revenues of \$100 million. Directed human resource, administrative services, public relations, corporate communications, and information technology divisions. Defined functions of each division, developed employees in areas of expertise, and established a human resource department. Enhanced the information technology capabilities of the organization. Conducted e-business research and development, strategic planning, and crystallized business development methodologies.

**Key Achievements:**

- Increased revenue \$13 million in four years by expanding product offerings, establishing strategic alliances, and researching and implementing a global e-business division.
- Reduced expenditures 12% by identifying operational inefficiencies and consolidating locations.

**ACE COMPANY** – Sioux City, IA

1991-1995

**Chief Financial Officer / Assistant General Manager**

Engaged by CEO and Board of Directors to streamline the accounting department for a \$150 million entity with 17 locations and 200 employees. Administered a \$16 million budget.

**Key Achievements:**

- Facilitated and completed a merger between three businesses, which encompassed conducting financial due diligence, integrating employees, and consolidating redundant positions, reducing head count costs by 37%.
- Reallocated human resources by cross-training employees in multiple job functions, which produced savings of \$500,000 annually.
- Secured incremental taxing and loans for the development of a \$16 million processing plant.
- Reduced workers compensation claims 34% by hiring a Safety Manager and implementing comprehensive safety awareness programs.

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**EDUCATION AND CREDENTIALS**

**Master of Business Administration – concentration in Finance • Iowa State University**

**Bachelor of Science in Business Administration • University of Iowa**

**Certified Public Accountant**