

### Career at a Glance

1992	1994	1996	1998	2000	2002	2004	2006	2008	2010	2012	2014
<b>MICHAEL PARIS ASSOCIATES</b>		<b>ACCO BRANDS CORPORATION (GENERAL BINDING CORPORATION)</b>						<b>CARLISLE COMPANIES</b>		<b>O2COOL, LLC</b>	
VICE PRESIDENT		VP OPERATIONS VP GLOBAL SOURCING VP WORLDWIDE MANUFACTURING & STRATEGIC SOURCING						VP/GM OPERATIONS SVP SUPPLY CHAIN		EXECUTIVE VICE PRESIDENT	

**GLOBAL OPERATIONS EXECUTIVE** and Strategic Decision Maker with execution experience in building, motivating and leading teams to meet and exceed customer expectations. Reputation for quickly assessing organization and marketplace strengths and vulnerabilities, finding improvement opportunities, innovating products and services, and mobilizing resources to improve business practices and financial results. Change agent who thrives in the boardroom, with customers and walking the factory floors. Recognized for launching thousands of innovative new products that have been successful in capturing additional market share and double digit sales growth.

Successful in developing lean organizations and integrating acquisitions in the Consumer Packaged Goods, FoodService and Industrial Channels.

### Building Business Value



### Speaking Personally

**Q: How would you describe your leadership style?**

**A.** As a customer centric leader who strives for superior results through creative thinking and innovation, I lead by example with an energy that overcomes obstacles and fosters an "anything is possible" culture. Instilling a long-term continuous improvement mindset and building high performance, metric-driven teams that embrace change and personal accountability are my key priorities for achieving profitable growth and operational excellence.

**Q: How do you turn a challenge into an opportunity?**

**A.** Transforming a challenge into an opportunity requires a fact based understanding of what's occurring and insights into why its occurring. With this foundation, capitalizing on the opportunity is successfully accomplished by anticipating the future...What are the implications of actions to be taken?...What does the customer expect?...What will our competitors be doing?...How does it affect our long term plan? Once understood, a plan with accountabilities will create success.

**Q: What is the secret to executing a strategic plan?**

**A.** Communication and visibility are the key drivers. If the strategic plan is not visible or relatable, it cannot be achieved. Critical success factors include a clearly stated vision, alignment with team and culture, a roadmap to the end state, and periodic check points to ensure that the activities required remain on schedule. Care must be taken to ensure that the vision is respectful of the existing culture and that the amount of change required is realistic.

**Q: How has your international experience shaped your thinking about business?**

**A.** It is all about relationships. Establishing strong personal relationships with the executives of your primary suppliers and government leaders where you own factories provides the backdrop for success in the delivery of products and services. In most of your international business transactions, a personal bond will be much stronger than your contract. Sharing each other's priorities and developing win-win solutions is key to long-term success.

### Dynamic Results

#### Created

a culture for lean and continuous improvement. Empowered teams achieved a 46% improvement in productivity.

#### Achieved

\$18MM turnaround in EBIT in 18 months for \$250MM division.

#### Delivered

a three year global operations strategy delivering "the right product in the right place at the right cost".

#### Grew

new markets and share with innovative new products. Awarded multiple patents. New offerings are achieving double digit sales growth.

#### Reduced

inventory by 20% while maintaining high line fill rates. Closed four raw material warehouses by implementing just-in-time practices.

### Diverse Industry Experience

Heavy Equipment	High-Tech/ Software	Management consulting	Industrial	CPG	FoodService
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