

CHRISTOPHER S. NESBITT

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EXECUTIVE PROFILE

CEO / President / Operations & Business Development

Dynamic and visionary senior executive leader and new business developer with an exceptional career history of managing domestic and international operations, restructuring and creating process improvements, exploiting and selling into market niches, establishing business alliances, improving profitability, launching strategic plans that guide and build companies, and rapidly transforming turnaround situations.

P&L responsibility for companies and divisions with revenues up to \$60M, both in the US and China. Diverse leadership experience in high tech manufacturing, engineering management, publishing, and financial services. Directly involved in mergers and acquisitions involving companies from different industries ranging in revenue from \$4M to \$45M.

Analytical thinker with a disciplined, solutions-based approach to the resolution of highly technical issues. Careful listener and persuasive communicator who inspires confidence and enthusiasm at all levels for challenging and complex projects. Exceptional sales and relationship building skills. Highly motivated executive and catalyst, who thrives on setting the stage for successfully competing in a global economy.

Core Competencies

Operations & Administration	Strategic Analysis	Cost Controls / Avoidance
New Business Generation / Sales	Business Planning	Vendor / Alliance Management
Acquisitions & Divestitures	Finance / P&L	Customer Relationship Management
Investor / Board Relationships	Contract Negotiations	Asian and Multi-plant Operations

PROFESSIONAL EXPERIENCE

Poly-D, Lincoln, RI

2006 – 2007

Senior Vice President / Director / Shareholder / Co-founder

Part of two-person executive leadership team for start up packaging company, now in late stage development, focused on commercializing patented metered dispensing technology. Responsible for all marketing and sales; created and implemented strategic plan; managed creation of web site, marketing materials, sales process, and public relations. *Highlights:*

- Sold and negotiated largest customer relationships with revenue of \$1M.
- Led entry into new markets (medical, food, health, and beauty) and developed relationships with over 40 Fortune 500 companies.
- Positioned company to financially partner with Fortune 500 global packing firms in preparation for a capital transaction.
- Invented patented spraying system.

Dielectrics, Inc., Chicopee, MA

2004 – 2006

Senior Vice President, Chief Operating Officer

Member of executive management team of \$18M, 175-employee manufacturing firm, with two facilities (US and China) serving the medical device, commercial, and consumer markets. Implemented new marketing and sales approach to generate new revenue opportunities and to increase revenues from existing customers. Successfully introduced and implemented annual strategic marketing and planning process to focus the company in a common direction and identified new business opportunities. Co-led effort to create and manage Asian manufacturing subsidiary and a new domestic joint venture (Poly-D) to manufacture and sell products utilizing newly patented technology. **Highlights:**

- Revenue growth in excess of 25% (\$4M) in first year.
- Created new Research and Development sales strategy, resulting in annual revenue increases of \$2M.
- Co-led effort to establish and manage Xiamen, China subsidiary and manufacturing facility, including negotiating with foreign accountants, attorneys, and suppliers.
- Responsible for strategic relationships and revenue expansion of marketing efforts with major customers.
- Co-launched joint venture company, Poly-D, generating new patent royalty revenues; successfully divested it as an independent firm.

SCITECH PLASTICS GROUP, West Brookfield, MA

2001 – 2004

President / CEO / Director

Executive director with full P&L responsibility for \$60M, 475-employee, vertically integrated plastic injection molding operation with seven plants in four states, serving the medical device and commercial markets. Managed strategic business and sales planning. Analyzed and restructured processes affecting quality, customer satisfaction, and cost controls; drove a series of initiatives that improved productivity and profitability. Standardized and integrated all manufacturing, computer, and financial systems and human resources policies across the organization within the first year. **Highlights:**

- Designed, negotiated, and managed a complex restructuring process with creditors, institutional investors, and shareholders in response to financial pressures. Stabilized sales, cut expenses by \$2.4M, and reduced inventory by over 20%. Maintained revenues, employees, and the vendor/creditor base during restructuring, with full retention of customers. Identified and implemented operational improvements to increase productivity and revenues. More than doubled EBITDA between Q3 and Q4 2003 (from \$316K to \$719K).
- Led the company into emerging bioabsorbable and nano-molding markets.
- Created brand identity and national reputation for innovative medical manufacturing techniques.

BROOKFIELD GROUP, West Brookfield, MA

1989 – 2001

President / CEO / Director

Created and implemented strategy that grew a small precision tooling business into a \$30M diversified manufacturing firm with four facilities and 235 employees. Established and nurtured a common culture across the operating companies, with a strong senior management team. Designed and established a state-of-the-art 40,000 SF manufacturing facility. Developed engineering department critical to company growth as a design/build firm. **Highlights:**

- In response to growing customer interest in value-added engineering services and early supplier involvement, created a new rapid prototyping division, seeding the start-up with an

initial capital investment of \$1.5M. Grew division into the largest prototyper in the Eastern US, gaining significant new customer volume with \$6.5M in annual revenues.

- Rose to the challenge of competing for the largest bid proposal in company history for a key customer, United Technologies. Managed a working group comprised of estimating, engineering, and production departments that drove strategy development while also involving critical subcontractors. Won highly competitive, transformative \$5M contract with profits reaching record levels of \$1.1M. Later won a follow-up program for \$2.7M.
- Identified, assessed, and negotiated with acquisition targets to expand business and to build vertically integrated operation. Purchased and integrated two companies that increased revenues in excess of \$10M and EBITDA by more than \$2M.

NANLO PUBLISHING, Southbridge, MA

1986 – 1989

Chief Operating Officer

Directed all operations, managed P&L and planning for \$25M revenue newspaper company with a circulation of 300K. Developed strategic growth plans centered on development of new products and penetration of new markets that led to 25% increase in revenues. Centralized operations and reduced expenses.

PRIOR EXPERIENCE

Progressed through management roles in \$10B financial services/banking organization. Involved in strategic planning, product development, marketing, and operations. Managed Trust Department with \$1B in assets. Co-founder of \$500M bank, now part of a \$5B institution.

EDUCATION / SKILLS

BA, Dean's List Graduate • Boston University

ABA Certificate • Rutgers University, Stonier Graduate School of Banking

Technical Skills • Advanced user of MS Office applications; knowledge of many CAD/ERP systems

CIVIC ACTIVITIES & INTERESTS

Board Chair, member, fundraiser, and volunteer for numerous professional, artistic, human services, and educational institutions and organizations.