

## **Addendum to Resume for Ronald L. Hollis, Ph.D.**

Since the exit of Quickparts.com to 3D System (NYSE: DDD), I have been focused on helping entrepreneurial businesses break out of their slumps and prepare for the next phase of growth. Typically, the CEO is unsure of the causes for their business issues and a fresh perspective is powerful. My primary strengths in helping these companies and CEO include:

- Understanding how to build and execute “multi-functional integrated” strategic plans for the organization.
- Understanding of optimal organization framework and performance management
- Talent assessment and transformation
- Keen appreciation that companies serve their customers, team members and shareholders
- Experienced with many business types and leadership styles

Typically, the business has outgrown the strategies that got it to the current level. As well as the people have not evolved their skills to handle a larger company. So, I focus on getting the right people in the right seats.

Other attributes that allow me to be successful in business transformation include:

- Being candid with everyone
- Strong leadership skills
- Strong coaching skills
- Systems and Process thinker
- Believe in metrics driven decision making

For the past few years, I have been focused on leading MFG.com as the CEO. I was brought in by the last private equity team to transition the business. MFG is a former tech darling that raised some \$70M from high profile investors, including Jeff Bezos. The entrepreneur CEO was unable to handle the next level of growth and made several poor strategic decisions. After several years, they lost the money and Fulcrum Equity came in with a loan and ended up owning the business.

My role was to split out the legacy technology that was focused on procurement management into another business and rebuild the MFG.com business such that it could be a “tuck in” into another business. We spun out Livesource and rebuilt MFG.

MFG is a marketplace for custom part manufacturers to connect and build relationships with product development buyers of custom parts. We help manufacturers grow their business with strong connections from buyers that have a near-term need. Also, we are a great asset for buyers to easily find and qualify new suppliers.

Key MFG Successes:

- Rebuilt the technology stack from scratch (old server-based technology to cloud-based)
- Rebuilt the executive team
- Re-developed the overall business strategy to focus on manufacturing marketplaces
- Maintained our overall customer base and ARR while re-developing the business with over 600 customers

- Maintained a fragmented APAC market business unit
- Positioned the business to be acquired

All while getting \$0 in additional funding...so entire project had to come from operating cash flow (BTW, not an ideal situation).

**Contact:** Frank Dalton, Fulcrum Equity (fd@fulcrumep.com)

Other businesses I have supported executive leadership include:

**3DEO (Torrance, CA):** A leading Additive Manufacturing technology company with a focus on AM of tight tolerance metal parts.

I have been a direct advisor to the President (Sand) from the early days of the business through several rounds of fund raising. My value here has mostly been experiential sharing on challenges the growing business has faced.

**Contact:** Matt Sand (matt.sand@3deo.co)

**Signum Group (Atlanta, GA):** An IT integration company with a focus on Oracle-based maintenance technologies. This company works with F500 businesses to transform their MRO strategies and technologies.

I was integral in re-developing the business for a future exit. The business has been run very entrepreneurially and needed structure and a stronger team to make it appealing to an acquirer.

Key Successes:

- Re-developed the business strategy and structure for scale
- Changed the organization structure and added talent in key roles
- Positioned the company as an acquisition target
- Successful exit to a strategic buyer for over \$10M

**Contact:** Sue Hrib (shrib@auntiz.com)

**Ogarajets (Atlanta, GA):** A market leader in pre-owned business jets. They are a 40-year, multi-generational business that needed significant transformation to prepare for the next generation. They transact over \$500M per year in a global market and considered the dominant player in their space.

I was hired to help the business re-develop their over organization; assess current and future talent needs and re-structure the balance sheet and cap table. The company was relying on outdated strategies that were no longer viable. I worked as a Co-CEO to lead the transformation of the organization and then stepped back for the CEO to lead alone, which he has done a great job doing.

Key Successes:

- Re-developed the strategic plan for the business to assess positive revenue channels

- Re-structured the organization for better execution and performance management
- Transformed with team talent by upgrading some people that were better suited elsewhere
- Positioned the leadership to handle their functionals and allow the CEO/President to lead the business
- Increased overall profitability and cashflow to support additional growth

**Contact:** Johnny Foster, CEO ([johnnyfoster@ogarajets.com](mailto:johnnyfoster@ogarajets.com))

**Proco/AICA (Atlanta, GA):** A market leading healthcare provider throughout Georgia. They are headquartered in Atlanta and provide multi-faceted healthcare services to patients from chiropractor to spine surgery.

I was hired to help transform the business from \$40M to over \$100M. The 20-year-old company had grown successfully over the years but was ready for the next phase of rapid growth to position the company for a successful to healthcare private equity.

Key Success:

- Assessing the current and future state of the organization to identify areas of transformation for growth and operational control
- Re-structured the organization structure to better align functionals to performance managing
- Re-structured the executive leadership team with the addition of key roles, including a COO to partner with the entrepreneurial CEO.
- Implemented a Priorities management system to help provide organizational focus for execution

**Contact:** Tim Marlowe (COO) ([tim@proco-llc.net](mailto:tim@proco-llc.net))

Other:

I have worked with over 30 companies the past decade and was able to help some of them achieve their goals. In this journey, I have accepted that my skills are better aligned with being a CEO instead of a consultant, thus the reason I took the MFG gig. Now that is wrapping up, I'm seeking the next business adventure.