

PAUL MCPHAIL

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BIOGRAPHY

One of the criteria that make an individual truly successful is by taking the lead in driving results and achieving the goals of the organization; while continuing to deliver the same success to his subsequent pursuits. Likewise, **Paul McPhail** has regarded the same mindset as a guiding principle in his undertakings, which has helped him to succeed in his profession. In addition, his uncompromising standards and firm work ethic, along with a keen attention to detail, have enabled him to work efficiently with others to effect profitable growth.

Throughout his extensive career, Paul has earned a reputation as a results-driven executive with a proven track record of delivering results in turnarounds, startups, integrations, and leveraged buyouts. Known for his dynamic leadership, Paul is also recognized as a change enabler, with strong communication and negotiation skills that have both played integral roles in the success he has achieved over the years. Moreover, he possesses excellent business judgment, along with superior analytical and problem-solving skills that ensure the provision of quality customer service. His expertise have encompassed all the aspects of operations of an organization, including sales, marketing, operations, IT, and finance.

Shortly after graduating from college, Paul began his career at Kraft Foods first as an accounts payable supervisor and later as a financial analyst. He demonstrated his capabilities to lead as well as work alongside various professionals early on, and this has continued as his career progressed. After his tenure at Kraft, Paul served as senior financial analyst for Noran Instruments, Inc., a subsidiary of Thermo Electron Corporation with four divisions across the United States, United Kingdom, Netherlands, and Japan. Subsequently, he joined Orval Kent Food Company in 1995, wherein he took on the positions of Corporate Accounting Manager; and Corporate Credit Manager.

During the early juncture of his career, Paul had already equipped himself with in-depth expertise in financial planning, forecasts, and analysis. Thus, 1999 saw him climbing up the corporate ladder and taking on weighty responsibilities at Kaysun Corporation. As the Chief Financial Officer of the organization, Paul spearheaded the aggressive turnaround as well as cost-cutting efforts. Those initiatives resulted to the increase in EBITDA, from \$1.9 million in 2000 to \$6 million in 2006; as well as to the decrease of debt-to-equity ratio, from 7:1 down to 2:1. Paul also initiated the launch of an activity-based costing system, which enabled a greater visibility of customer profitability while also increasing the accuracy in quoting. This implementation brought significant improvement in the gross margin, from 18% in 2000 to more than 25% in 2006. In 2004 Paul led the management team, in a successful effort, in taking Kaysun to market and was able to garner offers from six private equity groups before the owner decided not to sell.

Most recently, Paul had the role of Chief Financial Officer at Jerky Snack Brands, Inc., where he handled the accounting, finance, IT, human resources, and purchasing functions as well as banking relations and evaluation of potential mergers and acquisitions. After joining the company in 2007, he contributed to numerous achievements by continuing to exemplify his reputation as a change enabler. To name a few, Paul led the efforts to increase the visibility of working capital in monthly financial reporting metrics, along with setting benchmarks for key performance indicators. As a result, the inventory decreased from \$10 million at the end of 2008 to \$1.5 million by end of 2009. Furthermore, he was responsible for driving the changes that resulted in the growth of contribution margins from 11% to 30%, as well as reduced fixed expenses by \$7 million. Paul was appointed interim CEO for four months in 2009 and made significant contributions in the successful negotiation of the asset purchase agreement and sale of the business, in late 2010, to the industry leader of the meat snack category.

Paul McPhail studied his Bachelor's degree in Finance at the University of Wisconsin—Milwaukee, and is a member of Financial Executives International. He currently resides in Fort Collins, Colorado.