

# Mark F. Denning

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## SENIOR OPERATIONS, SALES, FINANCE & BUSINESS DEVELOPMENT EXECUTIVE

### 20+ Years' Management Experience Leading Medical Supply Distribution & Manufacturing ...

#### Seek COO opportunity to maximize business performance

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Energetic, passionate and forward-thinking executive offering expansive, cross-functional, “multi-hat” qualifications and operations leadership expertise to build corporate value for diverse organizations. Experienced in startups, turnarounds, joint ventures, restructurings and mergers. Empowering, fair and high-expectation leadership style. Tenacious, with a strong belief that destiny is related to the faith and effort poured into life. Set high standards, but can flexibly “roll with the punches” in the 21<sup>st</sup> century workplace. Management Style focuses on matrix teamwork and clearly articulated mission and values for buy-in of all levels.

### Value Offered

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| Strategic Visions & Mission Planning                         | Selling & Sales Management                       |
| Revenue Growth / Brand Identity & Market Positioning         | Integration/Change Management/Culture Shift      |
| Market Expansion & Growth                                    | Team Building & Staff Leadership                 |
| Asset Productivity & Profit Margin Growth                    | Customer Care                                    |
| Structure Simplification and Standardization                 | Efficiency & Technology Systems                  |
| Bargaining & Negotiations (Union, Buyer, Vendor, Government) | Articulate Communication & Relationship Building |

### Career Highlights

MEDSOURCE INDUSTRIES, INC. – Minneapolis, MN 2002 – present  
*Consolidated affiliate/\$400 million joint venture of MedSource Industries, Inc. (\$8 billion global manufacturer of medical devices, sterilants and water purification products) with Adamson Technologies and Zanic Resources, medical supply distribution and aftermarket sectors.*

#### SENIOR VICE PRESIDENT: INTERNATIONAL

- Recruited as a senior executive change agent to manage pivotal integration of new joint venture partners. Maintain direct P&L responsibility for 39 global distribution branches (340 teammates) generating \$225 million in revenues annually.
- As company officer, participate in long-range planning, business objectives, policies and procedures, human resource issues, operating budgets, capital expenditures, safety and partnership issues.

#### **Key Contributions:**

- Directed the international expansion developing core technologies in hollow fiber membrane devices, chemical sterilants, dialysis solutions and electronics for kidney dialysis, open-heart surgery, endoscopy and pure water preparation.
- Led the execution of an integration plan for the newly created joint venture partnership, completed within 30 days (exceeding 90-day challenge). Simultaneously exceeded year-end revenue and EBIT targets.
  - Convinced top 50 customers to buy from the new company and its new service model.
  - Reduced excess labor and delivery vehicles; consolidated redundant customer service centers, from 40 to 6. Combined inventory and consolidated information systems to provide immediate and seamless service.
- Planned, structured, orchestrated, negotiated and closed the sale of company's instrument division. Reduced overhead costs by more than \$.5 million, while winning customer support throughout the transition.

ADAMSON TECHNOLOGIES, INC. – Minneapolis, MN 1993 – 2002  
*\$800 million medical supply technologies and aftermarket distributor of customized dialysis, cardiosurgery, medical device reprocessing, biotechnology and filtration/separation products.*

#### EXECUTIVE VICE PRESIDENT, SALES & SERVICE (1998 – 2000)

- Oversaw P&L, balance sheet and strategic planning for company generating revenues of \$190 million annually through 400 shops/service centers and 700 mobile service trucks in 40 states (1,200 teammates).

#### **Key Contributions:**

- Reorganized the reporting structure to local markets, and led the implementation of “Market Power” to drive local brand identity and eliminate unnecessary management. Reduced annual overhead costs by \$2.6 million.
- Spearheaded and led an e-based sales management process and training for a national sales team of 80, successfully shifting sales and support to the company's focus on the local market.
- Achieved the rollout of new point-of-sale software in 240 production shops within 9 months.

**VICE PRESIDENT, PARK CORPORATION (1997 – 1998)**

*Adamson's distribution business, merchandising medical products to the healthcare industry.*

- Recruited to drive and lead business growth through strategic and tactical direction.
- Maintained P&L/fiscal and strategic responsibility for company generating annual revenues of \$175 million through 76 branches and 450 teammates in 35 states.

**Key Contributions:**

- Served on the team that grew the company three-fold, through prudent use of capital, in a business dominated by two OE manufacturing competitors with a combined market share over 40%.
  - Centralized all back office functions, including purchasing and inventory; minimized costs and capital employed.
  - Mentored key talent and empowered them to run the wheels of the business, securing managed, profitable growth and succession.
- Restructured purchasing patterns to optimize best pricing, while negotiating supply contracts of \$60+ million/year.
- Established national sales training and account profitability programs enabling the management team to make sound business decisions, customer by customer.

**MANAGER / GENERAL MANAGER, PARK CORPORATION (1993 – 1997)**

- Managed the single largest distribution branch and promoted to manage the facilities within the business unit's Northern Region, including the market and investment analysis and startup of 6 new distribution facilities.

**Key Contributions:**

- Led team that defined, selected and rolled out/installed centralized inventory management and point-of-sales software to 60+ distribution centers nationwide. Negotiated discounted pricing and training costs. This resulted in the most efficient use of capital, personnel productivity, and profit margins while creating the support structure for future growth.
- Accessed the reality of the interdependent business' financial economics and resource allocation. Initiated action to analyze two businesses separately.

SCANLON, INC. – Minneapolis, MN

1992 – 1993

**CONSULTANT / GENERAL MANAGER**

- Retained to restructure the business for eventual sale to a primary competitor.

FARMINGTON MEDICAL SUPPLY – Farmington, MN

1986 – 1991

*\$4.3 million distributor of wheelchairs, lifts and seating systems for all applications throughout the Midwest.*

**VICE PRESIDENT / OWNER**

- Directed all sales activities. Oversaw family-owned company's transition.
  - Secured partners and outside capital to recharge investment/reorganization. Business stabilized and thrives today.

**EARLY CAREER INCLUDES PROGRESSIVELY RESPONSIBLE POSITIONS IN 5 YEARS:**

**SENIOR MERCHANT: AGRICON - Minneapolis, MN (1983 – 1986)**

- Traded foodstuffs worldwide with Intercorp Trading Company.

**REGISTERED REPRESENTATIVE: MORGAN STANLEY – Minneapolis, MN (1982 – 1983)**

- Sold securities as a licensed agent by the SEC, NYSE and NASD, with Series 7 and 63 credentials.

**MANAGER, CITIBANK, N.A. – Abu Dhabi, United Arab Emirates (1981 – 1982)**

- Challenged to expand Citibank's commercial presence in this Province without formally establishing a branch, to avoid confrontation of The Saudi Government mandate. Served on a 3-person team that defined the target market, prospected business with commercial entities identified with that target, and helped manage banking activities with those businesses.
  - Grew business from a \$20 million Loan Production Office to \$120 million (asset) business unit lending short-term and long-term. Business operated as self-funding (deposits) entity; issued Letters of Credit, Letters of Guarantee, and Forward Foreign Exchange Contracts. Business generated \$1 million in EBIT within one year (1981 – 1982).

**Education**

***E.M.B.A. and B.A. in Finance & Economics, Magna Cum Laude: COLUMBIA UNIVERSITY – New York, NY (1981)***

- Varsity Hockey ▪ ISEC

**PROFESSIONAL DEVELOPMENT**

Strategic Management, Wharton School (1997)

Minnesota Executive Program, University of Minnesota (1996)

MENA CAD (Accelerated Program), Citibank, Glyfada, Greece (1982)

Extensive ongoing continuing education in sales, marketing, management and broad business/commerce topics.