

# Todd Martin

Athens, GA - 672.555.3378 - [toddj23@gmail.com](mailto:toddj23@gmail.com) - [www.linkedin.com/in/toddjmartin](http://www.linkedin.com/in/toddjmartin)

## Chief Financial Officer

Senior Executive Team Member Enabling Triple Revenue & Profit Results in 4 Years

Millions in Cost Savings & Cash Flow Improvement at Building Pro Plus, Sam's Club, & Wal-Mart

**Senior financial executive with history of scaling businesses for rapid profits**—setting stage for growth by issuing fiscal and business decisions to boost cash flow and enhance customer service. **Strategic thinker who identifies cost and market drivers**, builds capital structures to fulfill business goals, and inspires superior staff performance.

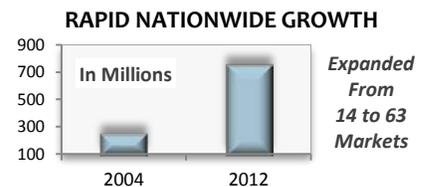
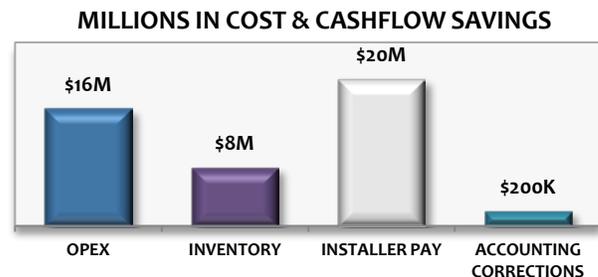
### Market-Leading Growth & Profit Strategy - Peak Operational Efficiency

Performance Benchmarks - Strategic Planning - Team Building - Market Strategy - High-Yield Bond Issuance  
Bank Covenants & Refinancing - 10-Q & 10-K Filing - Investor Road Shows - Audit - Enterprise Financial Risk - M&A  
High-Performance Talent - HR - Capital-Expense Allocation - Forecasting - Process Improvement

## Examples of Fiscal Authority & Executive Value

### Building Pro Plus: CFO Enabling Peak Profitability With Sharply Reduced Costs

- **Transformed company to well-run operation**, enabling 200% revenue jump to \$750M, growth to 65 markets, \$30M savings, and improved financial accuracy.
- Tripled credit card portfolio to \$300M.
- **Drove credit card chargeback wins to 98% from 57% (\$1M annual savings)**; uncovered customer service issues and reworked payment process. Staffed new, highly effective chargeback team.
- Took over Installations, **sharply boosting performance** with capacity models and automation.
- **Uncovered markets in need of attention** with key metric scorecards; leveraged findings to push open A/R balances down to .6% of sales from 2.5%, reducing annual write-offs by \$675K.
- Tightened inventory controls, saving \$8M; mandated purchase approvals. Oversaw China import program, with **98% fill rate**.



### Sam's Club & Wal-Mart: Multi-Divisional CFO Championing Card Portfolio & Cash Improvements

- **Reversed \$40M annual cash flow losses** with new payroll model, merchandising and staffing models, and closing decisions for unprofitable stores.
- Recognized with **Wal-Mart Chairman's Award** for instrumental role in process redesign saving \$18M annually.
- Oversaw \$2.3B in Product Services Finance; served on Senior Leadership Team bringing in Six Sigma.

## Education

**Texas A&M University**, College Station, TX

MBA, 1990 – Graduated with Distinction; Elected to Beta Gamma Sigma International Honors Society

**Northwestern University**, Chicago, IL

BACHELOR OF ARTS IN ECONOMICS, 1985 – Dean's List, 4 Years; Founded Northwestern's Recycling Program

# Todd Martin, CFO

Page Two

## TM PARTNERS, Athens, GA | 2012 – Present

Grew core business, improved operations, and led projected 2012-2014 50%+ sales / 38% ROI results; planned 2014 exit.

### **INVESTOR - INTERIM OPERATIONS HEAD & CFO - TURNAROUND EXECUTIVE - BOARD MEMBER**

*Automation - Financial Controls - Performance Standards - Service Improvement - 22 Reports - Rebranding / Marketing*

**As owner-investor, orchestrated profit turnaround by growing revenue** and expanding business, improving quality, financial accuracy, production expediency, and service at Superior Dry Cleaning commercial / industrial operation. Manage real estate / small-firm investments; conduct due diligence and revitalize for later sale.

### **Steered Operation to Rapid Profits From Across-The-Board Improvements**

- ▶ Serve on **Champion Board** (PE-owned home improvement manufacturer with consumer-direct sales at 75 sites).
- ▶ Positioned operation for **minimum 100% revenue increase by 2015**, countering years of flat growth with 30% Year 1 and forecasted 50%+ Year 2 results; entered niche businesses and drove best-in-class performance.
  - Tightened operation (17% rise in productivity at 12,000-sq-ft plant); cut waste via 5S and Six Sigma methods.
- ▶ **Boosted performance** with incentives; coached and mentored employees for increased accountability.
  - Staffed all-new management team and GM.
  - Held team to top performance/quality standards reaching Angie's List A rating and Honor Roll (top 5%).

## Building Pro Plus, Atlanta, GA | 2004 – 2012

Played central role in rapid market / revenue growth, financial, and operations improvement at #1 U.S. specialty retailer (hardwood, laminate, windows)—strengthening fiscal controls, improving cash position, reducing cost, streamlining inventory, and building teams meeting high operational standards.

### **CHIEF FINANCIAL OFFICER**

*Growth Strategy - Staff Development - Banking Strategy - Credit Card Portfolio - New Financial & Operational Models  
9 Direct / 100+ Indirect Reports - Market/Product Launch - Tax Strategy - Audit Improvement - International Operations*

**Brought in large-company mindset and systems instrumental in laying foundation for growth**—building scalable organization and expansion strategy backed by controls, talent, automation, and heightened accountability. **Headed wide suite of financial and operational functions** (Finance, Accounting, Tax, Pricing, Audit, HR, Installations, Process Improvement, Inventory Management); differentiated company in financing, quality, and service. Steered changes in banking and audit. Collaborated with CEO on long-horizon strategy.

### **Set Stage for Exponential Growth by Eliciting Excellence in Performance**

- ▶ Built sweeping consensus across Sales, IT, operations, regional / market teams, and other groups for **transformational changes in systems and procedures**. Enhanced decisions at all levels with key metrics reports.
  - Brought in company-wide Siebel installation for sales lead management and CRM.
- ▶ Created prospectus for \$110M bond offering **pivotal to growth**; conducted institutional investor road shows with CEO, resulting in \$125M over-subscription and \$20M rise in bond offering. Obtained bond ratings through presentations to S&P / Moody's.

### **Improved Accuracy & Efficiency Key to Revenue & Cash Flow**

- ▶ Refined gross margin calculations **critical to reporting accuracy and analysis**, cutting financial close process from 30 days to 7—instrumental to proper handling for sales, pay, materials costs, and reporting.
  - Identified open orders missed as installed (representing \$1.2M lost sales and cash flow in first year alone).

# Todd Martin, CFO

## Page Three

### Building Pro Plus: CFO, Continued...

#### Resolved Operational Challenges & Met Growth Demands

- ▶ Pinpointed control weaknesses and built stringent capital approval guidelines; led P&L redesign, frequent account reconciliations, new payroll processes, and 5S workflow improvements.
  - Established transfer pricing for Canadian subsidiary, navigating complex tax law and company structure.
- ▶ Established audit processes **aligned with public firm tenets** (supporting potential IPO); replaced audit firm to attain higher standards (consistent zero / minimal year-end adjustments).
  - Executed high-yield bond refinancing and issued 10-Ks / 10-Qs, *facilitated by increased accounting accuracy.*
- ▶ Created accounting-IT strategy, documentation, and operating procedures to fix issues found in market visits.
- ▶ **Grew private label credit card portfolio** to \$300M, managing recessionary challenges with secondary financing; arranged line extensions/terms, trained Sales in financing scripts, and hired consumer financing market reps.

#### Drove Down Costs With New Automation Levels

- ▶ **Cut inventory 30% (\$8M)**, created inventory management strategy, processes, and system; saved \$500K annually with restructured logistics processes.
- ▶ Saved \$32M by tracking and switching to simplified, more inclusive installer pay model.
- ▶ **Recovered \$378K** in annual vendor discounts; worked with IT on reports bringing AP discount capture to 99%+.

#### Strengthened Performance by Upgrading Talent & Expectations

- ▶ Implemented forced ranking to identify and groom A players across accounting function.
- ▶ Took over Installations with remarkable turnaround—*changing culture* with work allocation, recognition programs, coaching standards, and recruiting / training programs. Leveraged service incidence/quality ratings.
  - Supervised 117 regional installation managers, with 950+ total reports.

### Sam's Club, Chatsworth, GA | 1994 – 2004

As Chairman's Award winner promoted for ability to revitalize operations, built financial and business models and exited unprofitable ventures—creating strategies for competitive advantage. Tuned credit card strategy as key profit engine.

#### **DIVISIONAL CFO / DIRECTOR OF FINANCE, Wal-Mart, 2002–2004**

**DIVISIONAL CFO / DIRECTOR OF FINANCE:** Hardlines, 2001–2002; Product Services, 1996–2000

**SENIOR MANAGER, Business Analysis, Sam's Club Credit Cards, 1994–1996**

*Change Management - Cash Flow & Growth Planning - OPEX Savings - Offshore Subsidies - Credit Card Portfolio - M&A*

**Selected to turn around financial and cash flow performance at \$1B new venture**, developing financial goals and performance measurements; worked with executives on operations profit strategy. Oversaw Finance/Accounting goals and processes for \$15B Hardlines businesses, with millions in savings. Led \$40M Wal-Mart cash flow improvement initiative. Improved Outlet Store yearly profit \$38M by optimizing locations / changing business model.

- ▶ **Cut \$18M yearly** with Product Services Carry-In / Parts model changes.
- ▶ Led analyses for *first co-branded card* (Sam's Club MasterCard), including financial processes / interest structure.
- ▶ Took part in due diligence, valuation, acquisition, and financial integration for licensees and appliance companies.

Other Roles: **SENIOR MANAGER, BUSINESS ANALYSIS:** Credit Card Division; **FINANCIAL ANALYST**