

# Michael J. Quails, CTP, MBB

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## Overview

Action oriented, results driven, senior level manager with an extensive ten-year record of accomplishments. Recognized for possessing a business operations, financial, and information technologies skill-set, focused on increasing organizational effectiveness to generate substantial net profits. My unique domestic and international experience leading total organizational turnarounds for failing businesses and transforming significant losses into highly profitable operations makes me a valuable member of any leadership team. MBA/CTP/MBB.

## Core Competencies

- Operations Management
- Wholesale & Distribution Center Management
- Manufacturing Plant Management
- Services & Logistics Management
- Turnaround & Re-Engineering Leadership
- Mergers, Acquisitions, & Divestitures Leadership
- Training & Development Leadership
- Six Sigma & LEAN Initiatives Leader
- Strategic Planning & Competitive Analysis Expertise
- Financial/ P&L Management
- Revenue & Profit Growth Leadership
- Pricing & Cost Leadership
- Inventory & Commodities Management
- Manufacturing Process Management
- Services Process Management
- Budgeting, Cash Flow & Risk Management
- ERP/POS Systems Implementation Expertise
- Business Intelligence (BI) & Financial Analysis Expertise

## Professional Experience

Nexus Lighting, Inc. – Jul 2008 to Dec 2008

### **President and General Manager – \$3.1MM SV Lighting Business Unit**

Served as senior leader for the SV Lighting manufacturing and distribution business, offering architectural grade LED lighting products and fiber optic lighting systems. In this role, I provided leadership to the business by increasing the focus on the customers' requirements, and improving operational procedures.

- Reorganized the sales function by adding to and upgrading the inside sales function, and focusing the outside sales function to better serve the lighting agency network and lighting designers/product specifiers. These changes lead to a 20% increase in bookings and shipments.
- Dramatically improved the customer service and repair function through key process improvements, and proper talent selection, resulting in a 50% reduction in repair case backlog.
- Significantly improved the business's inventory and warehousing operations including the shipping and receiving functions. Segregated the business's inventory by product line, re-organized the physical warehouse, and rationalized the composition of the inventory to better serve the customer, achieving a marked reduction in monthly operating costs and carrying costs.
- Enhanced both the LED fixture and fiber optic illuminator manufacturing process by introducing master scheduling and final assembly scheduling. These changes allowed the business to better serve the customer base by transitioning from build to order processing to build to stock processing, and reduced backlog by 50%.
- Materially improved key financial areas of the business by salvaging past due key customer accounts, and improved planning for the supply chain.

My contributions in this role resulted in highly effective operational changes with positive and direct financial impacts that will allow the business to continue strengthening its competitive position in the future. Current economic conditions however required the business to consider strategic alternatives in the form of facilities consolidation out of state, in order to maintain its competitive cost structure and market position.

Consultant – Jul 2007 to July 2008

**Project Manager – Universal American (UAFC) – Policy and Commissions Systems**

Served as operational leader and project manager for the enterprise's consumer policy information and agent commissions processing systems. Responsible for converting 16 business units to a new operating platform, and released a web portal AgentLink.uafc.com.

**Director of Operations – Gameday Management / ClickandPark.com**

The CEO required proven leadership while negotiating the divestiture of the ClickandPark.com business. Responsibilities included leading operations for the ClickandPark.com, parking services website. I also led the transportation & logistical command center for the 2008 Super Bowl.

**Project Manager – Radixx International – Revenue Management Systems**

Served as the operational leader for a project translating airline passenger reservation data, from the Radixx Air Enterprise system to the Revenue Management AirRM system, for four international airlines.

HD Supply, Inc. – Jan 2006 to Jul 2007

**Senior Operations Manager – 1.5B Plumbing/HVAC Business Unit**

Major responsibilities and operational accomplishments included achieving: customer price productivity, top-line margin growth, increased inventory turns, as well as, serving as the principal integration leader for the enterprises (12 business units) implementation of Zilliant, a pricing analytics, optimization, and price management solution.

- Oversaw the operation of 180+ locations providing guidance and direction on business process and methodologies to improve performance and profitability.
- Implemented and managed a revenue management process including pricing matrix optimization plan achieving 200bps margin lift.
- Implemented and managed a commodity inventory in-stock level optimization process resulting in a 10% inventory reduction in commodity lines and full turn increase in commodity inventories.
- Principal integration leader for the enterprise's implementation of Zilliant, a pricing analytics, optimization, and pricing management solution.
- Highly involved in the company's rebate management process.

My efforts in this role contributed to generating a 270bps EBITDA improvement across seven regions.

HD Supply, Inc./Hughes Supply – Jan 2005 to Jan 2006

**Operations Manager – Hughes Supply 4.0B Holding Company, Treasury Unit**

In this role, I supported the executive leadership team; my efforts were specifically focused on improving the enterprise's financial ratios to obtaining the highest possible multiple during the sale/bid process to Home Depot. I focused on operations and treasury functions; balance sheet restructuring; Oracle Financials implementation; and acquisition integration and divestures activities.

- Oversaw the operations of 450+ branch locations, providing guidance and direction on business processes and methodologies to improve performance.
- Led and participated in key initiatives related to the restructuring the balance sheet including sale lease backs on equipment, vehicles, and facilities, inventory management, and debt restructuring.
- Developed, and put into service financial models to forecast operational balance sheets, income statements, and the statement of cash flows for eleven business units and the holding company.
- Implemented a financial risk exposure forecasting and tracking program for the enterprise including interest rate, foreign exchange, debt, and commodity risk exposures.
- Led and participated in the financing function, including the negotiating and management of the revolving line of credit, as well as, managing and sourcing of unsecured debt.
- Highly involved in the interest-rate management program including interest rate swaps resulting in 1.0MM net gain due to the timely unwinding and termination.
- Principal leader of the company's data warehouse initiative to include operational, as well as, financial, and risk related metrics.
- Performed detailed competitor analysis at the business unit level for purposes of strategic planning, marketing activities, green field branch openings, and debt agencies ratings.

Consultant – July 2004 to Jan 2005

**Project Manager – Global Travel International – Member and Booking Systems**

Managed the outsourcing process for the company's membership and consumer travel booking website, the internal operational process changes, and revised the company's data warehouse to include new pre-aggregated metrics at the monthly, quarterly, annual, three-year, and five-year time intervals.

American Pioneer Title Insurance Company – December 2001 to July 2004

**Operations Manager – 150.0MM Policy Recording and Imaging Services Business**

Managed the policy processing operations and document imaging services business. In this role, I lowered throughput processing times and increased volume 215% directly resulting in 2.0MM annual cost savings for the businesses combined.

Consultant – June 2001 to December 2001

**Project Manager – Harcourt/Reed Elsevier – 2.1B Schools Operations Unit**

Enabled the Shared Services Department of Harcourt to report: manufacturing statistics, inventory levels, receivables, payables, as well as, financial results to its new parent company Reed Elsevier.

Hughes Supply, Inc. – November 1999 to June 2001

**Manager Strategic Planning and Operations Department – 3.0B Wholesale Business**

Under my leadership, the department facilitated the operational planning and budgeting process for the company's 400+ wholesale branch operations and 100+ cost centers nationwide.

- Led branch level operational planning and budgeting process for all branches, including improvement planning for the bottom 20 performing branch operations.
- Highly involved in the research and planning of green field/new branches locations.
- Published and co-authored a strategic, operational, and financial planning workbook annually. The workbook served as the operational tool for branch managers to build business and financial plans based on senior management's strategic direction and financial goals.
- Functioned as a Project Manager for the yearly implementation of the Business Planning application, which gathered vital strategic planning, operational initiative, financial statement, and competitive intelligence data from the branch operations and administrative branches.

Faro Technologies – October 1997 to October 1999

**Operations/Information Systems Manager – ERP & CRM Systems**

Managed the Enterprise Resource Planning, Customer Relationship Management, ISO 9000 documentation system, and systems infrastructure for the parent company and nine subsidiaries worldwide located in United States, France, Germany, and the United Kingdom.

**Technical Summary:**

- Microsoft Office Suite – Well versed in Excel, Word, Power Point, Map Point, Project, Access, Publisher, and Visio including the 2007 version and previous releases, including VBA development.
- Development – Extremely proficient with C# & VB .Net 3.5 version and each of the previous versions, utilizing Microsoft: VS2008/2005/2003 and Infragistics: NetAdvantage controls. Highly accomplished application builder capable of generating effective win forms, web forms, windows services, and web services.
- Administering SQL Servers – Microsoft SQL Server 2008, 2005, 2000, and earlier versions; Oracle 10g, 9i, and earlier; Sybase SQL Servers, and DB2. Highly accomplish with ANSI SQL, TSQL, and MDX for OLAP.
- Microsoft Server Technologies – BizTalk, SharePoint, Active Directory, IIS, and Enterprise Service (COM+).

**Education:**

**Master's Degree** – Saint Leo University, Lakeland Florida – MBA Program. (Graduation, Spring 2009)

**Bachelor's Degree** – Florida Southern College, Lakeland, Florida – Double Major: Accounting and Finance; Minors in Economic and World Finance.

**Certified Treasury Professional** – Association for Financial Professionals.

**Master Black Belt** – Completed the Home Depot Six Sigma introductory, intermediate, and advanced courses.

**Hughes Leadership Development** – Hughes University Leadership Program – Complete 20 total courses.

**United States Army** – Received 11 honorable decorations and awards; Gulf War veteran.