

# DOUGLAS MARKHAM

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## SENIOR EXECUTIVE / PRESIDENT / CEO

<b>EXECUTIVE PROFILE</b>	Innovative, confident, and top-performing executive with 20 years experience in the social expression industry leading organizations through mergers and acquisitions, driving market share and revenue growth, and building cohesive organizations. Known for the ability to create and articulate corporate vision and move teams to embrace it. Impeccable ethics and integrity.																		
<b>LEADERSHIP INSIGHT</b>	<p>A hands-on leader, with an entrepreneurial-ownership attitude, who believes remarkable corporate leaders:</p> <ul style="list-style-type: none"><li>▪ Possess the wisdom to "do the right thing" and are capable of making the hard decisions.</li><li>▪ Give consistent, clear messages and empower employees to succeed.</li><li>▪ Build cohesive plans that gain consensus by synthesizing inputs from all vested interests.</li><li>▪ Adapt to changing business requirements, market conditions, and emerging technologies.</li></ul>																		
<b>EXPERTISE AND KNOWLEDGE</b>	<table><tr><td>▪ Strategic Planning</td><td>▪ Sales Strategies</td><td>▪ Mergers and Acquisitions</td></tr><tr><td>▪ Creative Marketing</td><td>▪ Direct/Indirect Sales Channels</td><td>▪ Acquisition Due Diligence</td></tr><tr><td>▪ Revenue Growth</td><td>▪ Channel Conflict</td><td>▪ Budgeting/Forecasting</td></tr><tr><td>▪ Margin Improvement</td><td>▪ Sales Incentives/Bonus Plans</td><td>▪ Organizational Restructuring</td></tr><tr><td>▪ Expense Reduction</td><td>▪ Customer Retention</td><td>▪ Relationship/Team Building</td></tr><tr><td>▪ Profit and Loss</td><td>▪ Innovative Programs</td><td>▪ Training and Mentoring</td></tr></table>	▪ Strategic Planning	▪ Sales Strategies	▪ Mergers and Acquisitions	▪ Creative Marketing	▪ Direct/Indirect Sales Channels	▪ Acquisition Due Diligence	▪ Revenue Growth	▪ Channel Conflict	▪ Budgeting/Forecasting	▪ Margin Improvement	▪ Sales Incentives/Bonus Plans	▪ Organizational Restructuring	▪ Expense Reduction	▪ Customer Retention	▪ Relationship/Team Building	▪ Profit and Loss	▪ Innovative Programs	▪ Training and Mentoring
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<b>MERGERS AND ACQUISITIONS</b>	<p>The Card Craft – Apex merger represented a joining of 2 highly profitable, but very distinct corporate cultures – one highly technical, staffed with highly skilled personnel and the other traditional, conservative with dated technology.</p> <ul style="list-style-type: none"><li>✓ Positioned Card Craft for merger with Apex.</li><li>✓ Collaborated with President and CFO in performing due diligence to facilitate Singer, Inc., acquisition by Card Craft. Determined market opportunity, forecasted customer retention, assessed value of inventory, strength of receivables, and targeted revenues.</li><li>✓ Requested to head marketing efforts at Card Craft. Managed liabilities, product obsolescence plans, managed down inventory and brand decline after merger. Developed marketing plan and built U.S. implementation arm previously non-existent.</li></ul>																		
<b>CORPORATE RESTRUCTURING AND MANAGEMENT INTEGRATION</b>	<ul style="list-style-type: none"><li>✓ Selected as the V.P of Sales in the new merged organization. Within 6 months integrated marketing and customer care responsibilities/business units into sales function and personally managed all three functional areas. Customer surveys indicate 90% good to excellent satisfaction levels with the new organization.</li><li>✓ Re-focused marketing from an internally driven to customer-focused organization. By establishing sales/profitability goals and increasing margin, empowered sales reps to make high-quality deals. Reduced the number of deals requiring Finance's approval rate by 68% and eliminated the adversarial relationship between Sales and Finance.</li><li>✓ Reduced sales regions from 4 to 3 and re-deployed sales force within the 3 regions.</li><li>✓ Developed/launched umbrella brand, Summit Greetings, to facilitate unified messaging and sales of the individual brands housed under the joint company.</li><li>✓ Devised sales/distribution strategy to resolve the conflict of merging Card Craft's 100% direct sales channel with Apex's 100% distributor channel. Divided the market into two segments: high touch customers requiring a great deal of service such as supermarkets serviced drug, and variety/dollar stores and low touch customers such as card shops and party stores. Distributors met the needs of high touch customers and the direct sales force continued to serve card shops and party stores eliminating any conflict.</li></ul>																		

- LEADERSHIP**
- ✓ Established 2- and 5-year Growth and Sales Plan. Pioneered "roll-up" forecasting methodology. Based on historical data, determined individual growth plans and sales target for distributors and retailers. Launched systems to measure performance against targets. Established Bonus Plans for Card Craft personnel and Volume Discounts for distributors/retailers as performance incentives. Resulted in 30% increase in sales, 5% higher than target.
  - ✓ Led the development of electronic measurement/management tools to track YTD performance against plan. Evaluated category specific contribution in terms of sales and profitability. Expanded to include item specific analysis to maximize core sales and accelerate overall department turns. Anticipate incremental 10% sales gain.
  - ✓ Developed standardized practices/procedures within the distributor network including MIS, sales presentations, wholesaler response, alliance vendor, best practices, accounts payable, order/fulfillment, inventory management, financial reporting, and financial offer analysis.
  - ✓ Established a "standards of excellence" requiring specific performance levels within operational and selling categories from distributors to qualify for transfer of business, marketing support, and enhanced discounts.
- MARKET SHARE AND REVENUE GROWTH**
- ✓ Grew market share by 15% per year in 1999, 2000 – 2003. Card Craft's merger with Apex resulted in the loss of 2 top Apex customers and a loss of 19% market share. Recaptured the 19% loss and increased share by an additional 2% for a total increase of 21% in year one. In year 2, lost 10% share, but regained the 10% share and grabbed another 7% for a total growth of 17% in year two.
  - ✓ Recaptured all of the 62 (33%) lapsed Paramount contracts and achieved a stable 97% customer retention rate.
  - ✓ Altered the profile of the core customer base to fewer customers producing higher revenues. Grew average "rooftop" revenue by 30%. Trained field reps on sophisticated, sales techniques and equipped them with laptop computers.
  - ✓ Conducted competitive analysis of brands/manufacturers to determine pricing and embellishment comparison. As a result, increased prices by 21%, modified 10,000 SKU caption mix, embellishment matrix, and seasonal products.
  - ✓ Introduced new product categories in gift wrap, gift bags, wrap ancillary components, and packaged goods. Developed short- and long-term product category requirements as well as systematic sales/profit performance measures.
  - ✓ Created price strategy to achieve desired ROI and provide attractive margin to distributors.
  - ✓ Developed marketing/promotional program to create brand awareness/preference with distributors/retailers through trade show participation, advertising, and networking. Devised fixtures, signage, merchandising opportunities, turn models, and expansion programs.
  - ✓ Introduced Singer to low entry cost, high ROI channels of distribution: college bookstores, convenience stores, hospital gift shops, adult care living facilities.
- PROFITABLE PARTNERSHIPS**
- ✓ Developed Alliance Advantage Program – partnering with manufacturers of non-competitive products to extend the product line and offer "one-stop" shopping for retailers.
  - ✓ Signed 13 key distributors to long-term contracts (\$5.5M/contract average).
  - ✓ Managed transfer of Singer direct sales business to exclusive distributors.

**CAREER DEVELOPMENT**      **October 1998 to Present**  
**Vice President Sales and Marketing**  
**Card Craft, Inc, Denver, CO**  
Card Craft is the dominant manufacturer and marketer of social expressions products into Canada and Northwestern U.S. Card Craft markets four separate brands into distinct market segments. Card Craft acquired Singer, Inc. to grow U.S. market share.

**May 1995 to October 1998**  
**Vice President Business Development**  
**Vice President Distributor Division**  
**Singer, Inc., Chicago, IL**  
Privately held manufacturer of unique social expression products.

**January 1994 to May 1995**  
**Vice President Business Development**  
**Vice President Western Region**  
**Vice President Distributor Division**  
**General Greetings, Inc., Cincinnati, OH**  
General Greetings is the second largest publicly held greeting card manufacturer in the social expression industry. Primary market penetration is in the Supermarket industry with additional success in the mass channels and chain drug.

**June 1981 to May 1995**  
**President**  
**Sales Manager**  
**Sales Representative**  
**Cards n' Stuff, Inc., Denver, CO**  
Cards n' Stuff is a regional distributor of social expression products in Colorado, New Mexico, Wyoming Texas, Montana, Eastern Washington, Western Nebraska, and Western North and South Dakota. Cards n' Stuff wholly owned subsidiary, R.F. Sales is a manufacturers representative marketing to supermarkets and mass merchandise channels with seasonal products.