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ENTREPRENEURIAL COO / EVP / CFO – BASIC INDUSTRY & HIGH TECHNOLOGY

Multi-industry Experience • Acquisitions • Finance • Deal Making • Start-ups • Turnarounds

- Led reengineering and turnaround of faltering organization, boosting EBITDA from \$1.5 million to \$6.5 million within 12 months.
- Revamped high-volume, frozen food processing factories, achieving 150% of design capacity.
- Planned and drove growth of management company, generating \$2 million in fees within 3 years.
- Developed safety programs for hazardous industry that became industry standard.

An innovative and entrepreneurial leader, skilled communicator/team builder, and expert strategist and negotiator. Recognized for broad strengths in strategic and financial planning, organizational restructuring/reengineering, general management, new product development, manufacturing, and MIS systems. Familiar with the basics of digital and RF technologies. Successes include marine and fishing industry, frozen food production, commercial charter airlines, commercial real estate brokerage and operations management, government-foreclosed real estate, restaurants, resorts, motels, educational institutions, and parking garages. Published author and CPA.

EXPERIENCE

Independent Consultant, Missoula, MT. 1996-present.

- Providing professional consulting and interim management services to a client base consisting of mid sized corporations, Fortune 500 companies and the U.S. Government. Practice includes support for complex transitional situations including crisis management, turnarounds, reorganizations, refinancing, restructuring, strategic planning, as well as providing technical, and expert litigation support. Guest lecturer, University of Washington.
- Completing interim CFO assignment, Fall of 2002

Royal Seafoods, Inc., Seattle, WA. 1989-1996.

President and **CEO** of \$70 million, 450-employee company consisting of 3 ships harvesting and processing seafood off the coast of Alaska; a factory producing high-volume, frozen-food products for both food service and retail distribution into domestic and international markets; as well as a large commercial cold storage facility. Direct reports included President of Arctic Fresh (the sales and marketing division), Vice Presidents of Operations and Manufacturing, CFO, and Directors of Human Resources, Maintenance, and Transportation/Material Planning.

- Assumed management of company through leading, negotiating, financing, and closing successful LBO, with goal of revitalizing and turning around company with declining sales and earnings.
- Rigorously analyzed business plan and operations, then instituted sweeping changes that boosted EBITDA from \$1.5 million to \$6.5 million within 12 months:
 - Rebuilt and upgraded management team.
 - Reorganized sales, marketing, R&D, and distribution network, including creating and managing retail brand.
 - Restructured debt and secured capital for acquisitions and capital improvements, working with both domestic and international lenders.
 - Increased sales and marketing budgets.
 - Modernized plants, brought outsourcing in-house, improved QC function, and reduced administrative overhead 20%.
 - Developed and successfully rolled out 10 new retail products and 40 new food service products, boosting EBITDA 20%.
 - Launched acquisition program, resulting in purchase of 3 companies.
 - Introduced employee incentive/retention programs, cost/benefit analysis program for manufacturing capital spending, and established purchasing as an independent department.
- Authored and lobbied federal legislation regarding food and maritime safety issues as well the reauthorization of the Magnuson Act. Testified before Congress and met with media to support stance.
- Elected to Executive Vice President of the industry's national trade association.

Marine Management, Inc., Seattle, WA. 1986-1989.

Executive Vice President and **CFO** of company providing management of vessels producing frozen seafood for Royal Seafoods as well as other companies. Responsibilities included daily administrative functions plus banking relationships, investment banking activities, and liaison with overseas investors. Oversaw Directors of Manufacturing, Maintenance, QC, Personnel, and the Controller.

- Joined company in start-up stage (#2 employee) and played critical role in developing strategic business plan and growing organization into leading international seafood company. Business generated annual management fees of \$2 million with vessels producing products valued at over \$90 million a year.
- Grew company internally as well as through mergers and acquisitions, with key activities including constructing vessels overseas; establishing and documenting standard manufacturing procedures; developing dynamic CPM-based support system to ensure error-free activities of high-volume, state-of-the-art food-processing ships operating in remote seas, each producing \$100,000 of product daily; establishing product throughput at 150% of projected capacity.
- Designed and implemented innovative safety program for one of nation's most dangerous occupations—at-sea harvesting and processing—with key elements of program being adopted nationwide as industry standard. Earned one of lowest insurance premium rates in the industry.

AMR Management Inc., Seattle, Houston, Los Angeles, and Reno. 1983-1986.

General Manager and **Chief Financial Officer** of diversified company with numerous distressed assets and under performing businesses, including commercial real estate, restaurants, a private school, and parking garages.

- Hired by owners to turn around portfolio of investments.
- Reversed cash flow losses and positioned company for profitability through planning and conducting successful workout, including restructuring operations, liquidating bad assets, improving properties for successful resale, then consolidating remaining assets into integrated enterprise.
- Acquired new businesses, plus developed immensely successful format for successfully bidding on foreclosed government real estate, revitalizing assets, then selling for quick profit.

Capretto & Clark Inc., Seattle, WA. 1978-1982.

Vice President and **Controller** of multi-corporate entity with businesses including commercial real estate brokerage and operations management, commercial charter airlines, resorts, motels, restaurants.

- Directed all financial, tax, EDP, and property management activities for over 40 profit centers.

Deloitte & Touche, LLP, Seattle, WA. 1976-1978. **Tax Specialist**

Howard S. Wright Construction Co., Seattle, WA. 1975-1976. **Accountant**

U.S. Military, Rank of Captain, Pilot and Unit Commander

EDUCATION / HONORS

B.A., Business Administration, University of Washington, Seattle, WA.
Concentration in Accounting and Finance
Undergraduate Studies – Aeronautical Engineering
Washington State Society of CPA's
Beta Gamma Sigma - High Scholastic Honorary

COMPUTER SKILLS

Operating Systems: Windows XP, NT, NT Server, DOS. **Source Code:** R Base 5000, Basic, Cobol.
Application Software: MSFT Office XP, Outlook 2002, Project 2000, Front Page 2002, Net Meeting, PaperPort, Winfax Pro, Timeslips 9.0, Omni Page 11.0, Publisher 2002, IE 6.0, Turbo Tax, Power Point, Quick Books, Peach Tree Suite, and Dragon Naturally Speaking 2.0.