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***A value-driven Senior Executive who delivers sustainable sales, profits, people
And team results from start-ups to Fortune 100 companies.***

2006 – 2007

BANK OF AMERICA CORPORATION (Wilmington, DE)

Vice President

Bank of America's (BAC) 2006 merger with MBNA took credit card outstandings from \$146 billion to \$204 billion. I was selected to improve processes and revenues in Card Services Marketing now within BAC's Global Consumer & Small Business Banking Division. After successful project completion, my position was eliminated, and I am looking for new opportunities in General Management, Marketing, or Operations.

Mid 2005 – Mid 2007

Revenue Optimization: We delivered, ahead of schedule, a +\$300 million EBIDTA opportunity by re-engineering the processes supporting a \$670 million marketing plan across 9 channels in the Marketing Resources Management (MRM) campaign and digital asset management program representing 13 major credit card products (MasterCard, Visa and American Express) and 80 BAC-wide cross sell products across 13 lines of business with 4,000 affinity and co-brand partner relationships and 500 direct MRM users. The project automated key processes to allow marketing micro segmentation so marketing efforts per year could triple to 45,000 efforts without any increase in staff, a 10% operational cost savings and reduced the competitive response, last-minute price change time by 75%.

- **Drove** a cross functional team of 25 to deliver, 3 months ahead of schedule and under the \$6 million budget, the business process alignments and the MRM front-end for enhancing the Channel Automated Publishing (CAP) system to incorporate all brands, products, offers, incentives and disclosures for producing the marketing communications collateral for each effort. Learned the operational details and interfaces of 3 major systems.
- **Delivered** all aspects from developing preliminary requirements to production implementation with six sigma quality controls, compliance management and user education.
- **Managed** key stakeholder's participation and buy-in that included Advertising, Digital Asset Management, CAP, Channel management and production for Direct Mail, Event, Internet and Media, Affinity Marketers, Strategies, Marketing Finance and Disclosures

Business Development Process Optimization: We revamped the affinity group account manager processes that helped grow 2006 revenues 28%, reduced litigation claims by 63% (a triple digit millions impact) and increased group customer satisfaction by 20%.

- **Ran** the technical upgrade to include the BAC products and channels in the MBNA Group Exclusion Listing System (GELS) for database suppression of affinity and co brand accounts from cross sell marketing lists in a highly compressed schedule to accelerate new sales. This helped make the merger profitable in the first year.
 - **Assumed project leadership** in the critical last 3 months in an environment of changing requirements and led a cross-functional team of 20 to deliver on time allowing the implementation of the new BAC brand transparency strategy to retain financial service groups representing 15% of outstandings.
 - **Identified** that up to 50% of cross selling leads would be lost due to mandated GELS exclusions and developed successful mitigation strategies to retain and grow revenue of over \$250 million.
- **Re-engineered** the Group Release-Termination Process where we delivered a 63% reduction in process-related litigation claims (a triple digit millions impact). Team members included **Law, Contract Administration, Group Compensation, Database Marketing, Finance, Customer Service, Credit, and Group Administration.**
- **Led** an educational group with 3 direct and 35 indirect team members that developed and delivered 17 different training courses to help the newly restructured account teams produce a 32% revenue growth. In the process I became the subject matter expert on 4 systems.

1999 – 2005**MBNA CORPORATION** (Wilmington, DE)
Corporate Senior Vice President

Recruited to this multi-national, \$120 billion financial services company (about 70% was credit cards) in 1999, to use my general management skills and perspective to be a cultural change agent in Corporate Purchasing / Supply Chain Management as previous purchasing efficiency “waves” had not produced lasting results. After 11 years with EPS of +23% AGR, MBNA’s 2005 projections were 5-9% AGR, and rather than stay independent, we merged with Bank of America starting in mid-2005.

2005 – Mid 2005

Business Transformation: Reorganized the \$14 million Fleet department of 600 vehicles. I led a team of seven and drove the schedule to include Fleet in a major restructuring. Results included multiple business unit process redesigns, a 41% total vehicle reduction, insurance adjustments, and outsourcing savings of around 30%, a reduction of 90 people and increasing EBIDTA by \$6.5 million.

2003 – 2004

Re-organizing Facility Asset Management: Selected to lead the complete revamping of the budgeting and spend management processes. Developed financial analysis and management software to optimize asset entry and exit and that would provide savings of 40% in capital renovation, operational and purchasing efficiencies. Immediate goal was to mitigate \$100 million in business-critical capital renewal by \$25 million. This innovative software includes 0-40 year predictive lifecycles of the total asset as well as of each individual facility component, zero-based budgeting, cost controls and operational tasks; all linked to annually updateable reference costs and facility management software (CMMS/CAFM). The program was terminated due to merger negotiations. The software application was commercialized and is now in production by VFA Inc. of Boston MA.

1999 – 2003

Purchasing Re-engineering: Moved to the other side of the sales negotiating table upon joining MBNA in 1999, first to run an operations group and call center of 23 people. And then to spearhead the Corporate Purchasing Commodity Analysis group to reduce the worldwide, \$1.5 billion purchased spends. Results were used to fund additional new account growth.

Developed my inexperienced team of seven direct reports to perform at the level of (McKinsey) business restructuring consultants. We ran concurrent projects that involved over 130 people at one time. We did not have a corporate mandate so had to continually prove the value of our savings for business units to meet their and our goals. Focus was on total cost of ownership (TCO), and execution by changing the way we bought (policies, demand and processes), what we paid (vendor management) and sustaining involvement to keep the supply chain solutions aligned. This provided key expense controls when our expansion slowed as the market got more competitive and saturated with credit cards.

The table shows that the MBNA’s high loan growth and earnings were declining starting around 2001. The sourcing processes and controls help trend the Purchased Expenses down and supported the earnings starting in 2000. Note: 2002 earnings reflect an industry wide accounting change.

	1999	2000	2001	2002	2003	2004
Total Managed Loans, Billion	\$72.3	\$88.8	\$97.5	\$107.3	\$118.5	\$121.6
% Change	21.3%	22.8%	9.8%	10.1%	10.4%	2.6%
Earnings/Share, % Change	27.6%	27.5%	25.5%	4.7%	33.6%	14.5%
Purchased Expenses, % Change	44.3%	19.1%	21.9%	12.6%	11.8%	7.7%

The bottom line:

Produced over \$150 million in initial savings in cross-functional projects involving more than 20 business centers including Credit, Information Technology, Consumer Deposits, Facilities Management, Consumer Finance, Treasury, Insurance and Marketing (Advertising, Direct Mail, Loyalty, Sports, Internet, Telesales/Telemarketing and Events). By using customer-driven, key account management techniques, the **ongoing, annual cost avoidance ran over \$120 million.**

Bank-wide change ranged from streamlining and sourcing entire banking systems for international expansion, to new facility construction process re-design, to transforming how we bought and delivered the 8-15,000 individual marketing mailings per year. The US print commodity/stream projects alone ran \$40-60 million in annual cost avoidances and new savings.

1996 – 1999 **CIBA SPECIALTY CHEMICAL CORP.** (Newport, DE)
Business Center Director / General Manager

Recruited to this Basel, Switzerland-based chemical company with \$5.3 billion in global, industrial (B2B) sales into the US Pigments Division of Newport, DE with the \$240 million in global sales.

Selected to turnaround the premier, but declining sales, \$90 million NAFTA (\$150 million worldwide) Automotive Finishes Unit that drove more than 60% of the global Division's profits. We sold to NAFTA and global Tier 1, automotive paint manufacturers including DuPont, PPG and BASF. My chief strategy was to lead my business team of 12 direct reports, 11 international team members and 8 distributors to grow the business through relationship account development and new value-added products and services.

Led the unit to grow sales, profits and market share by overseeing marketing, sales, pricing, technical service, channel management, regional and global contract negotiations, strategic planning, media / advertising, trade shows, order fulfillment and R&D for US, Canada, Mexico, Europe, and global key account management. Complete profit and loss responsibility.

Global Business Unit Management / Turnaround & Growth

Reversed a 3-year sales decline by redefining the global sales strategy to focus on near term opportunities while developing new line extension products for the main business with a 3-5 year selling cycle. By segmenting customer account areas into large and small sales, I grew overall market share 3% while increasing spot market sales by 31%. In the face of automotive industry demands for annual 3-5% cost reductions, grew EBITDA margins by 9% and 73% of the time we were able to show value rather than take a price reduction.

Identified \$153 million in new opportunities with \$100 million in prototype products and \$53 million in existing products and revamped selling and incentive strategies that successfully passed customer approval.

Rescued an \$80 million production modernization project in severe ROI jeopardy due to a previously unrecognized 3-year customer approval cycle. Defined the critical customer parameters and redirected R&D processes and policies to reduce this to 5 months, an 86% reduction, putting the project back on track.

Performed value chain analysis that identified new opportunities, revised selling approaches and redefined major R&D projects to capture value and improve margins. Coached sales team on technical value-in-use presentations to avoid forcing all issues to price. Directed significant improvements in the global technical labs and manufacturing that, under strict QS-9000 criteria and using Six Sigma concepts, resulted in first ever customer product acceptance based only on our data without additional customer testing. This opened a deadlock on \$7 million in sales and reduced new product time to market by 60%.

1982 – 1996 **OLIN CORPORATION**

Olin was a Stamford, CT-based, diversified chemical and manufacturing company with 1995 sales of \$3.2 billion, five major divisions, 40 sites world wide and 13,000 people.

1988 – 1996 OLIN ORDNANCE DIVISION - St. Petersburg, FL (now owned by General Dynamics)

General Manager - Director of Programs / MCA Business Unit

Systems management and manufacturer of ordnance products and services with sales of \$320 million. 93% of sales were firm fixed price, "no mercy," competitively bid government, commercial and Foreign Military Sales (FMS) contracts. Major issues were 65% reduction in defense spending, continued consolidations within the industry, and 47% reduction in overall division manning. In spite of this, and against stiff competition, we grew our division sales 28% from 1988-96. In early 1996 the government cut the ammunition budget 90% and canceled \$45 million in contracts I had already won, forcing a major reduction and my position was eliminated.

Promoted in 1988 to run a \$45-65 million, Medium Caliber Ammunition (MCA) OEM manufacturing unit with 200-350 people (30% of the division) with multiple national sites with national and international customers. This consisted of five separate businesses with 90 major SKU's; MCA alone had 9 product lines with 72 major SKU's. Complete Profit & Loss (P/L) responsibility.

Multi-Business Unit Management / Turnaround & Growth

Led the turnaround team that reversed the previous two years of losses. By 1994, through reduced costs, increased sales with new products, alliances and ventures, and during a market reduction of 50%, doubled profits, increased sales 45%, inventory turns fourfold (to 14.2 turns) and order fulfillment to +99%, reduced overhead 39%, and grew ROI (RONA) to high of 56% with an average ROI of 37% against corporate goal of 17%.

Directed multiple units concurrently: Fiber Products ('91); Advanced Engineering ('92-94); and Business Development ('93-96). To build a base for the future, I led the Advanced Engineering Group into funded contracts in areas such as plasma physics, advanced polymers, and electronic systems. Supervised up to 8 direct and over 70 matrix-indirect reports/team members on a regular basis.

Performance of my unit helped justify the 1994 acquisition of GenCorp's, Aerojet Ordnance Division (\$210 million sales), expanding my MCA unit to \$125 million and 450 people. Was acquisition task force manager, and then managed its integration and turnaround. Established local teams that reduced metal parts manufacturing and assembly costs 30-71%, doubled inventory turns, introduced 8 new products, and increased sales by \$103 million. Developed the strategy to guide the global, \$300 million, Air Dispensed Munitions business unit. The reliability and value of these products were seen in their flawless action during Operation Iraqi Freedom.

Acquisition / Due Diligence / Integration / M&A / Divesture / Spin-off

Directed a two-year integration, relocation and consolidation of marketing, 12 new products and manufacturing lines (MCA sales of \$123 million) from Aerojet acquisition in California to an existing operation in Illinois. We met or exceeded all milestones, product start-ups, quality and contract delivery requirements, came in \$8 million under budget and won follow-on production and R&D contracts.

Marketing / Customer & Business Development

Maintained relationships and value with customers directly and through global agents with a customer-driven, "large sales" marketing strategy. Grew my overall sales to \$210 million by 1996, \$69.3 million by internal-organic development, and then we added \$140.7 million (67%) by acquisition. In the combined businesses we won major RFQ/RFP bids, and retained market dominance through vendor alliances and pricing strategies on multi-year fixed price government contracts.

Ran over 12 development and 18 production RFP responses (bid values ranged up to \$100 million) with 93% success rate with 90% acceptance of my pricing recommendations. We met or exceeded 17% ROI, cash flow and profit objectives with 8-16% pre-tax.

Simultaneous Engineering / Commercialization of Technology

Reduced new product cycle time from idea to production by 30-75%. 90% of sales were from new products and processes introduced over previous 6 years. We brought 37 major new products to market, each with complete business cases in the \$4-10 million range.

Cost Reductions / Quality Improvement

Directed production line reconfiguration that reduced overall operating costs by 15% and specific product costs by 50%. This incorporated automation, JIT, SPC, TQM, kanban, six sigma, demand flow, lean manufacturing and flexibility into the lines. Reduced costs 8-23% in other lines, and achieved ISO 9000 certification while increasing sales and profits.

1982 – 1988 OLIN WINCHESTER DIVISION

Steady progression of promotions from R&D Manager, to Marketing Manager to Business Development and Program Manager

1979 – 1982 US ARMY - Research Chemist / Program Manager (Civilian)

1971 – 1979 US AIR FORCE - Captain - Research Chemist; Lieutenant - Aircraft Maintenance Officer

EDUCATION & GENERAL

M. A., Science Education-Chemistry & Biochemistry, East Carolina University

B. A., Chemistry, East Carolina University

Height: 6'1"; Weight: 228; Favorite Sports: Weight Training/Gym Workout, Hiking;

Active in people-helping charities such as Habitat for Humanity and coaching inner-city soccer teams.