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# Michael G Cobb PhD

*Founder and Managing Principal*

## Education

Ph.D., Physical Sciences, Georgia Institute of Technology, *with emphasis on mathematics, computational analysis and physics*

B.S., Chemistry, Georgia Institute of Technology

Finance Curriculum, Carnegie Mellon University

Strategic Planning Curriculum, Clemson University

Finance Curriculum, The Wharton School, University of Pennsylvania

Succession Management Training, The Conference Board

Behavioral Change Training, Center for Management Research

Sales Training, Huthwaite

Leadership Training, Center for Management Research

Director Compensation Training, National Association of Corporate Directors

## Professional Credentials

- Over 25 years of comprehensive experience, as an entrepreneur, business executive and management consultant, in the areas of executive leadership, strategic planning and execution, change management, operational design and execution, lean implementation, financial analysis and management, business economics, M&A/strategic alliance planning and implementation, and organizational development and training
- Experience working closely with clients in the performance of financial due diligence, capital structure development, analysis and implementation of large capital projects, and the securing of growth and acquisition financing
- Experience providing strategic, operational and financial leadership to small and medium-sized firms, as well as Fortune 500 companies and large government organizations, spanning a broad range of industry sectors, including manufacturing and distribution, automotive, communications technology, food and beverage, chemical and process industries, metals, energy, insurance and financial services, biotechnology, security, e-learning, broadcast media, internet-based services and government
- Experience in the Federal proposal/bid process and GSA contract oversight/administration

## Professional Experience

**ANDESA STRATEGIES INC. and ANDESA INVESTMENT SOLUTIONS INC. – Lehigh Valley, PA** **2003-2008**

*Interim Chief Executive Officer.*

As an extension of a comprehensive leadership consulting engagement, interim chief executive of an NASD financial services practice, providing executive benefits counsel to Fortune 1000 companies and executives, and an NASD Registered Investment Advisory affiliate of Raymond James, providing financial counsel and asset management services to Fortune 1000 executives and high net worth individuals.

**CRITERION LLC and IBS LLC – Atlanta, GA** **1999-Present**

*Founder and Managing Principal.*

Managing Principal of two business advisory practices, providing strategic, operational, financial and organizational advice and interim management to private and public organizations.

**SMALL TOWN RADIO INC. – Atlanta, GA** **2001**

*Interim Chief Financial Officer.*

Provided financial leadership to an early stage public company (OTC:BB) engaged in the aggregation of radio stations in non-urban markets.

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## Michael G Cobb (continued)

**iCARNEGIE - Pittsburgh, PA** **2000-2001**

*Vice President, Operations.*

Responsible for all aspects of financial and operational management of training/e-learning spin-off from Carnegie Mellon University.

Developed business plan, provided strategic guidance and leadership, developed and implemented operating infrastructure. Continued to provide consulting advice after departure as Vice President.

**LOCKWOOD GREENE ENGINEERS - Atlanta, GA** **1998-2003**

*Manager, Operations Strategy Consulting Practice.*

*1998-1999*

Led and grew consulting practice within Lockwood Greene Engineers. Provided strategic and financial consulting to Lockwood Greene clients.

*Strategy/Finance Consultant.*

*1999-2003*

Left full-time employment with Lockwood Greene to form Criterion LLC. Continued to provide strategic and financial consulting to Lockwood Greene clients.

**APCO INC. - Atlanta, GA, United Kingdom & Colombia** **1986-1998**

*President, APCO International, Atlanta, GA*

*Managing Director, APCO Europe Ltd., Brighton, UK*

*Managing Director, APCO Latin America Inc., Bogotá, Colombia*

Developed and grew a global manufacturing and distribution network on four continents. Directed all aspects of foreign joint ventures, including the expansion of business into continental Europe and South America.

Involved in oversight and management of Federal GSA contract.

**MICRO FORGE INC. - Atlanta, GA** **1986-1987**

Cofounder of hard disk drive OEM supplier on the cutting edge of early development of PC peripherals.

**ACCUSERV LABORATORIES INC. - Atlanta, GA** **1986-1987**

Founder of industrial and environmental testing laboratory. Grew business and built Fortune 1000 client base prior to sale of company.

**ASHLAND CHEMICAL COMPANY - Columbus, OH** **1983-1986**

*Manager of Product Development and Technical Services.*

Led a team of professionals in the development and commercialization of new product lines from the laboratory stage, through pilot plant development, to plant process and commercial implementation.

While at Ashland, worked closely with GM and Ford:

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## Michael G Cobb (continued)

General Motors Corporation – *Warren, MI*

Member of a select strategic problem-solving task force at General Motors, responsible for solving critical line problems related to the manufacture and coating of fiber reinforced plastic (FRP) Corvette automotive parts.

Ford Motor Company– *Utica, MI*

Member of a cross-disciplinary vendor team at Ford, responsible for solving critical line problems related to the manufacture and coating of Reaction Injection Molded (RIM) plastic automotive parts.

**UNION CARBIDE CORPORATION – Bound Brook, NJ 1980-1983**  
*Product Development Manager.*

Responsible for research, development, commercialization and technical service for new and unique coatings for metal substrates, polymeric additives for concrete, and phenoxy binders for the magnetic tape industry (Memorex).

### **Selected Experience**

**CH2M HILL / Lockwood Greene – Atlanta, GA**

Participated as a key bid team member on proposals/bids for large Federal contracts (Department of the Defense, Department of the Treasury).

**ENFOTRUST NETWORKS LLC and GUARDIAN NETWORKS LLC  
– Atlanta, GA**

Conducted a comprehensive current state/future state analysis and providing strategic recommendations for sister companies delivering workforce management and wireless machine-to-machine networking technology to the commercial and public sectors. Analysis included all aspects of the business, including strategic, financial, market, and technological.

**FPMI – Washington, DC, Huntsville, AL and Orlando, FL**

Conducted a comprehensive current state/future state analysis and provided strategic recommendations for a company delivering services and technology in areas related to homeland security. Analysis included all aspects of the business, including strategic, financial, market, organizational and technological.

**TURNING POINT INTERNATIONAL – Atlanta, GA**

Provided strategic direction, operations and project management support. Performed a comprehensive strategic, technical and economic feasibility study in support of the piloting and commercialization of a novel energy and carbon capture technology. Currently shepherding

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## Michael G Cobb (continued)

the company through the intellectual property and commercialization process.

### **BASWOOD, LLC - Atlanta, GA and Los Angeles, CA**

Performed a comprehensive technical and economic feasibility study in support of the commercialization of a novel wastewater treatment technology.

### **WM. WRIGLEY JR. COMPANY - Flowery Branch, GA**

Performed a comprehensive operational and financial analysis in support of a major production realignment at Wrigley's Georgia facility.

### **UNITED STATES AIR FORCE - Hill Air Force Base, UT**

Provided strategic planning/change management guidance and conducted ongoing strategic planning and problem solving workshops with senior executives and managers at Hill Air Force Base, Ogden, UT, in conjunction with a major lean transformation. Engagement resulted in 20% reduction in operating costs, 46% reduction in cycle time, 34% increase in chargeable hours with 17% staff reduction via attrition, 10% footprint reduction and 60% reduction in inventory carrying costs.

### **MINNESOTA STEEL INDUSTRIES - Minneapolis, MN and Marquette, MI**

Conducted a major strategic, market, operational and financial analysis, provided strategic consulting and developed investor collaterals in support of a \$1.3 billion debt/equity raise.

### **DATAPATH, INC. - Atlanta, GA**

Provided strategic and financial guidance and negotiations in support of anticipated merger opportunities for major global satellite communications provider.

### **UNITED STATES TREASURY - Washington, DC, Philadelphia, PA and Denver, CO**

Provided strategic planning/change management guidance for a major lean transformation of the United States Mint. Developed a capital/operational financial investment justification for a multimillion dollar manufacturing and material handling realignment. Engagement resulted in significant cost reductions, reduced cycle times and increased speed to market for new products.

### **HEXCEL CORPORATION - Anderson, SC**

Developed a capital/operational financial investment justification in support of the manufacturing and material handling realignment of a major specialty textile manufacturer, including scenario and sensitivity analyses. Designed a program to enhance the measurement of financial

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## Michael G Cobb (continued)

performance and workplace incentives, incorporating, among other things, the implementation of Economic Value Added (EVA) measurements.

### **BATTELLE INSTITUTE / EMBREX – Columbus, OH and Research Triangle Park, NC**

Developed a capital/operational financial investment justification for a multimillion dollar biopharma manufacturing plant, including scenario and sensitivity analyses.

### **BUSH BROTHERS – Nashville, TN**

Developed a capital/operational financial investment justification for a multimillion dollar food processing plant, including scenario and sensitivity analyses.

### **CHEMDAL CORPORATION – Palatine, IL**

Developed a capital/operational financial investment justification for a multimillion dollar chemical manufacturing plant, including scenario and sensitivity analyses.

### **THE PERRIER GROUP OF NORTH AMERICA – Greenwich, CT**

Conducted three strategic/financial studies in support of capital investment decisions related to client's distribution supply chain and injection molding operations. Studies included extensive scenario and sensitivity analyses.

### **PEPSI GEMEX and PEPSICO, INC. – Mexico City, Mexico and Purchase, NY**

Conducted an enterprise wide study of client's business processes, operations and organization, resulting in a recommended strategic realignment program to meet client's growth objectives.

### **VISIBLE GENETICS, INC. – Atlanta, GA and Pittsburgh, PA**

Conducted a comprehensive process analysis for manufacturer of genetic sequencing protocols and equipment. Study included benchmarking against competitive products.

### **THE WAKEFIELD GROUP – Pittsburgh, PA**

Participated in the development of a capital/operational financial investment justification for a multimillion dollar chemical processing plant, including scenario and sensitivity analyses.

### **CLARK INDUSTRIES – Pittsburgh, PA**

Developed a capital/operational financial investment justification for a multimillion dollar steel manufacturing plant, including scenario and sensitivity analyses as well as capitalization options.

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## Michael G Cobb (continued)

### **ANDESA TPA INC. and ADASTAR LLC - Lehigh Valley, PA and Sarasota, FL**

Developed a comprehensive strategic financial and capitalization model in support of the merger of two financial services companies and commensurate capitalization of the merger transaction. Engagement included performance of an enterprise-wide strategic, market, operational, organizational and financial study.

### **THE POWER OIL COMPANY, INC. - Atlanta, GA**

Provided strategic and operational guidance. Performed financial valuation and developed capital model in support of private equity investment to accommodate client's growth objectives.

### **ENITIATIVES - Atlanta, GA**

Guided the development of business plan and growth strategy. Responsible financial management and development of capital model in support of private equity investments.

### **EPANACEA - Atlanta, GA**

Provided strategic and financial guidance to early stage company delivering ASP services to small businesses.

### **PMG.NET - Atlanta, GA**

Provided strategic and financial guidance to web services company. Served on Board of Advisors. Guided the design and implementation of a stock appreciation rights (SAR) plan.

### **DISCRETE WIRELESS, INC. - Atlanta, GA**

Provided financial and operational guidance to the CEO of an early stage company supplying web based fleet management services.

### **SYNAPSIN PHARMACEUTICALS, INC. - Columbia, SC and Charleston, SC**

Provided financial, operational and strategic guidance to the CEO of an early stage biopharma company, including growth capitalization.

### **CPT MED, INC. - Columbia, SC and Charleston, SC**

Provided financial, operational and strategic guidance to the CEO of an early stage distributor of custom surgical procedure trays, including growth capitalization.

### **AMEC, INC. - Santiago, Chile**

Provided strategic and leadership guidance to Chilean subsidiary of a global, UK-based engineering firm in support of the assimilation and integration of the subsidiary into the parent company.

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## Michael G Cobb (continued)

### **Selected Professional Board Appointments**

- Board of Advisors, PMG.net, Atlanta, GA
- Board of Advisors Member/Interim CFO, Power Oil, Atlanta, GA
- Board of Advisors, Atlanta Gathering of Angels, Atlanta, GA
- Board of Directors, Andesa Strategies Inc., Lehigh Valley, PA
- Board of Directors, Andesa Investment Solutions Inc., Lehigh Valley, PA
- External Advisory Board, School of Chemistry and Biochemistry, Georgia Institute of Technology, Atlanta, GA

### **Selected Awards and Achievements**

- President's Award for Excellence, Ashland Chemical Company
- Sigma Xi, The Scientific Honor Society

### **Selected Professional Affiliations and Activities**

- Association for Corporate Growth
- National Association of Corporate Directors
- The Conference Board
- The Turnaround Management Association
- World Trade Centers Association, Life Member
- National Association for Business Economics
- Institute of Management Consultants
- American Society for Training and Development
- The Bull and Bear Club, New York, NY
- Association for Manufacturing Excellence
- Council for Entrepreneurial Development
- Organization for Entrepreneurial Development
- International Institute for Business Analysis
  
- Guest lecturer, Georgia Institute of Technology, Atlanta, GA
- Adjunct professor, Georgia Highlands College, Atlanta, GA
- Invited Guest, Chief Executive Radio Network, Philadelphia, PA