



Corporate Fuel Leadership Recruitment

The Right Leaders Create Real Value

In the course of our advisory work, we get to know the companies we serve in every dimension and develop a close relationship based on trust. Our approach in reviewing any business includes establishing a strong understanding of the total organization and its leadership, in addition to the strategic, financial and commercial considerations. Corporate Fuel's middle market focus provides us with a distinct perspective, enabling us to deliver an unparalleled service to our clients looking for leadership talent.

When companies get the leadership talent right, this has a powerful impact on business results. Companies cannot win in the marketplace without the right leaders to execute critical plans and create real value.

Recent Leadership Recruitment Assignments

We are often asked to help identify and onboard key members of the executive team or Board to support the strategic goals and execution needs of the business. Succession Planning and Ownership Transition Planning are also frequently the impetus for identifying new senior level talent in the businesses we serve.

On the pages that follow, are a number of recent Corporate Fuel assignments that help illustrate the potential benefits to your business that adding leadership talent can bring.

Corporate Fuel is a leading New York City based investment bank that provides advice and capital to middle market companies through three complementary businesses: Corporate Fuel Advisors, a full service investment banking firm that provides M&A, capital raising, consulting and talent services to small and medium sized companies with revenues typically between \$10 million and \$200 million; Corporate Fuel Securities, a FINRA registered broker-dealer specializing in private placements of debt and equity securities; and Corporate Fuel Partners, a private equity fund formed to make acquisitions of, or equity investments in, established companies with strong prospects.

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Build the leadership team that will help you sustain growth and create value in your business.

Case Study - Design and Engineering Company

- An innovative architectural design firm had grown to include over 30 domestic and international offices. The CEO was being drawn away from strategic issues and corporate development by the pull of daily operating and financial concerns. This fast-paced business demanded the full time attention of a broader executive team to integrate widely dispersed operations, improve control and sustain growth through challenging market conditions.
- In back-to-back searches, Corporate Fuel identified top professionals to take on newly-defined executive roles as Chief Operating Officer and Chief Financial Officer.
- This team has brought capable leadership experience to the organization in a collaborative style that fits the company culture and supports the objectives of the CEO.
- The CEO is now free to concentrate his efforts on strategic growth imperatives while his executive team maintains operational stability and financial capacity.

KEY TAKEAWAY: A high-performing company leader we had worked with on M&A financial advisory assignments needed additional executive support to sustain the success and growth of the company. With our close knowledge of this CEO and his business, Corporate Fuel was able to identify two seasoned executives who could support his strategic goals and, very importantly, fit with the company culture.

“My firm provides global architectural and design services, and we enlisted Corporate Fuel to assist in the placement of a new CFO and COO. This was obviously an important search for us and CF immediately proved to be incredibly thorough, efficient and diligent. The CF team had an impressive ability to closely understand the requirements of each candidate, create thoughtful evaluations of each, and place only the appropriate caliber of candidate in front of us. I found the significant amount of due diligence performed to be unmatched when compared with any other placement firms we've used in the past. If all of that were not enough, they are delightful people with whom to interact and exchange thoughts.”

“During the continuing market downturn our industry faced through 2010, I was particularly grateful to have the two tremendous executives at my side that CF had brought our way. They helped me reinvent the controls and culture of the company. I cannot imagine successfully weathering the past 18 months without them.”

Ozzie Nelson
President & CEO
NELSON

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Breaking Through a Growth Plateau to Create Value in Your Business

Case Study – Corporate Ethics Training and Communications Company

- A pair of entrepreneurial business founders who defined a new market in corporate ethics and compliance training found themselves in a situation common to many smaller businesses. Even with great products and consulting skills, wonderful references from world class companies, they weren't making money.
- By 1999, they had grown their business to a moderate size by relying on a unique and thoughtful understanding of business ethics and compliance, but without any background in administrative and operational management. With no time to keep prospecting and refill the pipeline, they were stuck at a growth plateau -- earning just enough to pay employees and invest in the business, but not appropriately pay themselves.
- This team designed a multi-year plan to make more money and create value in the business, and then to ultimately sell it. They were open to change and made the courageous decision to recruit a CEO to replace themselves in running the overall enterprise. This move would allow them to focus on their own strengths and strategic contributions to the business: the consulting and creative development at which they excelled. They identified a CEO with a powerful combination of sales and operations skills, whom they charged with developing a business model to drive growth and increase income. The new CEO formalized client relationships into multi-year contracts that created recurring revenue and natural exit barriers, which greatly improved the attractiveness of the business.
- With strong processes in place and a leader to drive consistent execution in sales, the company doubled in revenue in the CEO's first year. At the same time, profitability grew significantly, allowing the founders and the CEO to meet their current income objectives.
- The founders ended up successfully selling their business three years later to a large company able to support growth of technology-enabled products and programs across multiple professional markets.

KEY TAKEAWAY: This entrepreneurial team understood what they weren't good at and that to be truly successful, a business needs diverse talent in key roles. By being open to change, and sticking to their plan, they achieved the business success they sought. And this duo now has a lifestyle that allows them to select only the types of work and activities they choose.

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How Adding New Talent Can Ease Senior Team Transitions

Case Study - Steel Bridging Company

- After years of leading a successful private steel bridging company together, one of two partners decided he wanted to reduce his active role in the business. Together, he and the President determined that the organization would require a seasoned financial executive to take on important financial responsibilities he had performed.
- A major corporate transaction planned for execution in the near term reinforced the need to rapidly identify a capable financial officer for the business.
- Corporate Fuel conducted a targeted search to find qualified candidates, drawing from a reservoir of talent resources including those derived from professional relationships with accountants, bankers, attorneys and other respected referral sources. The company hired a highly experienced financial officer with pertinent manufacturing experience in related industries.

KEY TAKEAWAY: Having worked closely with the owners of this bridging company over several years and various projects, Corporate Fuel knew the leadership team’s key objectives for the business. This close working knowledge allowed CF to recruit a talented individual with the highest likelihood of a good fit with senior management and the company’s strategies.

“When my business partner decided to step back from daily involvement in our global steel bridging business, we realized we needed to find a strong senior financial executive to fill a part of the role he had played. Corporate Fuel had assisted us in a major refinancing of the Company and knew our business well; therefore, we asked them to help us with this important search.”

“We were seeking a very specific set of skills. Corporate Fuel was able to show us a number of highly qualified candidates with not only the financial acumen and manufacturing experience we needed, but also expertise in export transactions, currency, and even metals markets. The hardest part of the process for us was deciding among the talented people we interviewed.”

“We have happily just completed an important acquisition in which our new Financial Officer played an essential role.”

William Killeen
President
Acrow Corporation

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Recognizing the Importance of your CFO in Helping you Sustain Growth and Create Value in your Business

Case Study – Master Distributor Plumbing & Industrial Products

- The President of a private national master distributor of pipe, valve and fitting products needed a strong, seasoned CFO to be his business partner in driving growth, despite the extended downturn in the residential and commercial markets.
- In addition to seeking the requisite financial acumen for this role, the President wanted the new CFO to have a good commercial grasp of the industry dynamics and have hands-on operating experience.
- By conducting a nationwide industry search, Corporate Fuel identified a strong CFO who had the experience to ensure that proper financial and operational controls were in place to optimize business efficiencies and support anticipated growth.

KEY TAKEAWAY: With an intimate understanding of the business and knowledge of the senior team, Corporate Fuel was able to respond to an important talent need. We carried out a national search, directly reaching into over 40 pertinent industry companies to find a talented CFO with real industry experience. The identification of an experienced and capable financial executive strengthened the organization at a critical point in the next growth phase of the business.

“I lead a national company that supplies PVF, plumbing, waterworks and irrigation products to residential, commercial and industrial market segments across the U.S. Corporate Fuel recently completed a national CFO search to help us identify a strong, hands-on professional who understands our industry.”

“I have been in executive leadership roles with both large and small companies, and this was one of the most comprehensive searches I’ve seen in my career. The process allowed me to consider a number of qualified candidates in a streamlined and easy process. I run a mid-size company within our industry, and my time must remain focused on my business, thus, I found extreme value in using Corporate Fuel’s expertise for this search.”

Mr. Lynn A. McVay
President
Matco-Norca

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What Important Lesson can Business Owners Learn from Private Equity Firms?

Private equity firms have been undergoing a continuous process of reinvention, searching for and developing the best ways to create real value in our shifting economic landscape. In earlier periods of their progression, private equity firms employed particular winning approaches to create value: in the 1980s and 1990s they drove leverage and rigorous financial engineering, and since then they have pressed their platform companies for greater operational improvement.

Today, private equity firms once again search for new ways to create value, now seeking to systematically cultivate top line organic growth in their portfolio companies. In much the same way, business owners must also take a fresh look at ways they can propel organic growth in their companies. This is a time for company owners to identify what new capabilities they will need to add to their organizations to revitalize the business and attain the growth they seek.

The most central element needed to create and sustain growth in your business is having the right leadership talent in place. Companies cannot win in the marketplace today without the right leaders to execute critical plans and create real growth and value.

Identifying and adding the right talent to your organization in key leadership roles adds value to your business in a number of ways:

- Proven experience in pursuit of strategy and tactics improves chance of success and limits resource requirements
- Fresh perspectives support new growth and added revenue
- New talent spurs performance by others in the organization
- Additional industry expertise increases business value
- Risk is reduced -- even with the right strategy, execution risk is still high if leaders lack experience or skill
- Strong financial reporting and controls are increasingly important to enhancing company value, making the CFO position one of the most vital in achieving success

Corporate Fuel's human capital business addresses the critical imperatives for having the right executive and management talent leading small and middle market companies, whether for placement on a permanent basis or for interim assignments.

You can rely on Corporate Fuel to provide expertise and service that make the talent search process highly productive. We are able to:

- Quickly gain insight and knowledge of your organization and culture, business strategy, position in larger industry
- Bring special understanding of the challenges facing mid-size business leaders, based on years of experience
- Utilize a professional, customized, highly targeted process developed in tandem with our advisory practice
- Reach industry-specific, actively employed individuals by using our expert research and sourcing approach
- Provide compensation research and data that allow business owners to set compensation strategies with confidence
- Maintain complete confidentiality, as we do with all of our work

To discuss your plans to revitalize your business, please contact us:

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