

# Executive Resume

David Seidl  
Fort Collins, CO 80525  
(970) 481-3073  
d\_seidl@hotmail.com

## Expertise

Executive Leadership, Mergers, Acquisitions, and Exit Strategies, Financial Management, Communication and Team Building, Strategic Planning, Organizational Collaboration, Operations Management, Product Development, Global Business Development, Cultural and Diversity Inclusion, KPI Metrics, BofD advise and consent

## Leadership Profile

Outstanding ability to drive accelerated growth, maximize EBITDA, and position an emerging organization for an early exit strategy. Adept at acquisition due diligence including industry analysis, target market analysis, formulation of operating plans, talent acquisition, and implementation of business development initiatives. To track performance, I am focused on building KPI metrics, structuring team accountability, and identifying mission critical financial benchmarks. Accomplished at Board of Director advise and consent.

I have the business savvy necessary to succeed in today’s complex economy. The paradigm shifts are profound and leadership must be nimble and quick to seize market opportunities, solve problems, leverage digital transformation, and possess the courage to make the buy, sell, or hold decisions that are right for all stakeholders.

I have captured the essence of these leadership initiatives in the following infographic. While it obviously does not cover every issue, it does highlight the importance of integrating all functions to drive success:



## Leadership Experience

### Aspen Acquisitions Fort Collins, Colorado

2018 to Present

#### Founder/Managing Director

- Constructed a full business plan with Industry Analysis, Market Analysis, Operations Plan, and Financial Projections. Established comprehensive performance metrics.
- Worked with legal team to develop Private Placement Memorandum (PPM), Limited Partnership Agreements (LPA), Federal and State compliance documentation, corporate documents, and client contracts.
- Developed investor strategies and presentations in cooperation with the board of directors.
- Conducted thorough due diligence on prospective companies for acquisition that fit the PE model

### Western Energy Support & Technology (WEST) Loveland, Colorado

2014 to 2017

#### Chief Compliance Officer

- Served as a member of the senior leadership team, engaged as a trusted advisor on compliance programs and recommended management actions. Regularly reported on change progress.
- Designed and implemented corporate marketing strategy between six different high-level SBU's.
- Facilitated a major merger for the sale of 80% of the holding company stock, including the consolidation of information for nine SBU's during the due diligence stage.
- Provided compliance guidance to the board of directors, senior management, staff, and employees
- Evaluated new strategic initiatives and worked with senior management on strategic project implementation (including but not limited to M&A, new products/services, IT Solutions).
- Served as corporate secretary and officer for nine different SBU's under the WEST holding company with over 200 employees in total
- Facilitated cost savings of approximately \$150,000 in consolidated insurance including GL, Property, Pollution, Auto, Foreign, Cyber, and D&O among six different SBU's
- Served as trustee on corporate wide employee benefits package

### Colorado Engineering Experiment Station, Inc. (CEESI) and Flow Systems, Inc (FSI)      2005 - 2014 Nunn, Colorado

#### Director of Business Development

- Increased total revenue from \$5mm to over \$13mm.
- Oversaw revenue streams of five subsidiaries beneath the umbrella of the holding company.
- Developed models for predicting expenditures and cash flow for major capex projects.
- Developed metrics for the CFO, CEO, and COO to help track current revenue and performance.
- Implemented job costing and analysis of current pricing schedules to increase gross profit.
- Worked closely with the CFO to forecast future revenue, cash flow, gross profit, and EBITDA.

**Colorado Engineering Experiment Station, Inc. (CEESI) 2003 to 2005  
Nunn, Colorado**

**Manager of Business Development**

- Helped increase sales between 15% and 20% each year.
- Engaged and built relationships with customers regarding major requests and/or issues.
- Developed fluid flow measurement test plans to meet customers' needs.
- Managed customer accounts and negotiated contracts.
- Worked closely with engineering staff and customers to ensure maximum customer satisfaction.
- Managed employees and delegated workload to improve efficiency
- Worked closely with a marketing company to design new brochures and tradeshow booths.
- Attended industry functions, such as association events and conferences, and provided feedback and information on market and creative trends.

**Big O Tires  
Fort Collins, Colorado**

**1998 to 2002**

**Sales/General Manager**

- Led a sales force of 5-6 people with monthly sales of \$200,000.
- Worked on supply chain management and just in time inventory management.
- Scheduled employees including technicians, mechanics, and sales team.
- Interviewed and hiring of shop employees.
- Performed daily close outs and bank reconciliations.

**Colorado Engineering Experiment Station, Inc. (CEESI) 1992 to 1998  
Nunn, Colorado**

**Associate Engineer**

- Analyzed and performed regression curve fits for customer data.
- Forecasted and extrapolated data on special projects for engineering managers.
- Wrote and reviewed technical reports for low uncertainty calibrations.
- Dealt with technical customers on a daily basis from multiple industries.

**Education**

- Colorado State University 2015 – 2018
  - Master of Business Administration
  - Relevant Coursework: Private Equity and Venture Capital, Leadership and Teams, Business Analytics, Marketing Strategy and Planning, Corporate Risk Management,
- Colorado State University 1998 – 2002
  - Bachelor of Arts in Economics
- Front Range Community College 1992 – 1994

# **Key Accomplishments**

## **Restructured the Organization to Reduce Insurance Expense**

### **Situation:**

As Western Energy Support and Technology (WEST) grew by acquiring and starting new companies, each individual entity was operated independently under the direction of WEST. After careful analysis of each companies' insurance program it was determined that not only were some entities under insured but there were also overlapping on some areas. Additionally, the company was not taking advantage of potential discounts for bundling insurance coverage packages.

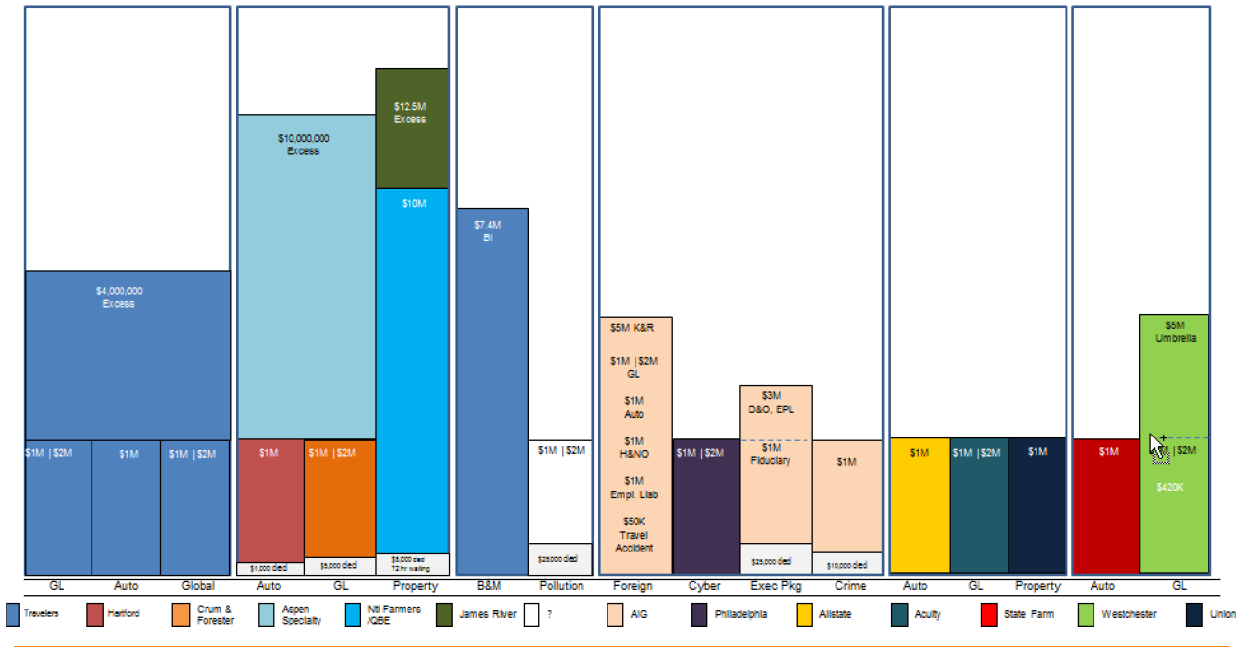
### **Action Plan:**

- Each SBU's insurance program was collected and analyzed, a total of 14 different insurance providers with six different programs.
- Multiple insurance brokers were researched and interviewed across the United States. Selection was made based on the following guidelines:
  - o Accessibility to build strong relationships with multiple insurance providers in-order-to leverage quotes to obtain best pricing schemes.
  - o Ability to understand complexities of multiple operating SBU's in varying industries.
  - o Ability to leverage knowledge of business risks and verify proper coverage based on comparable businesses.
- After carefully selecting the best fit for our organizations, the program consolidated auto, general liability, foreign, direction & officers, cyber, property, and umbrella.
- New consolidated program was selected and rolled out to each individual entity.

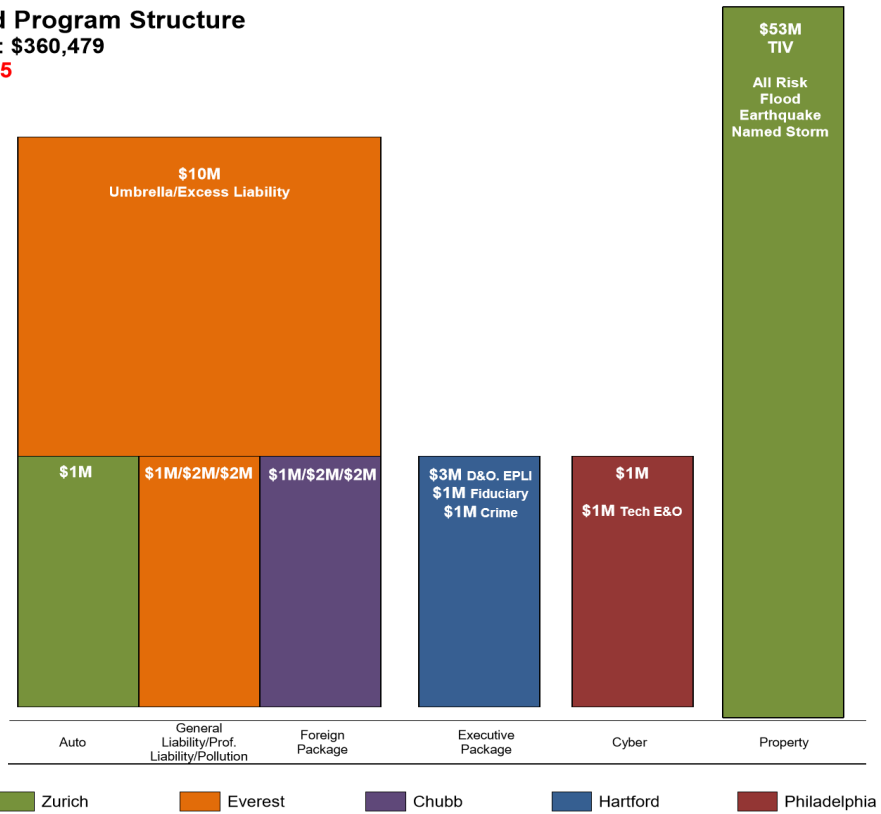
### **Results:**

Insurance for seven individual SBUs were consolidated and restructured to insure maximum coverage. One contact was established on the broker side to enable ease of information and certificate issuance. A savings of over \$134,000 was realized by the organization.

**Expiring Program Structure**  
**Expiring Premium: \$494,714**



**Recommended Program Structure**  
**Annual Premium: \$360,479**  
**Savings: \$134,235**



## ***Key Accomplishments***

### **Facilitated Major Acquisition of Multiple Corporations under One Holding Company**

#### **Situation:**

Our holding company Western Energy Support and Technology (WEST) was approached by a Private Equity firm seeking to purchase a majority stake. The private equity firm wanted to close in less than two months. As WEST had seven independently operated companies under its control there was extraordinarily little consolidated information prepared, creating a cumbersome and painstaking due diligence process.

#### **Action Plan:**

- Assigned as main point person for seven individual operating SBUs. Served as liaison between professional firms (legal, accounting, and private equity firm), the operating entities, and ten individual shareholders of the selling entity. Created and owned database for due diligence documents.
- Directed the creation of forecasts defining growth potential within each SBU creating consolidated value model.
- Worked with each SBU to clearly define and document revenue streams by market segment and customer listings.
- Assisted leadership of each SBU to define and document operational plans and product offering options.
- All legal, insurance, HR, and accounting information organized and consolidated for the due diligence process.

#### **Results:**

Under extremely tight deadlines all necessary information was provided and all closing documents signed between more than ten stakeholders and the PE firm on the last day of the year, resulting in a stock sale of more than 80% of the company for over \$24 million. This transaction created significant value for previous entity owners, along with creating a roadmap to value creation for the new private equity owners.

# ***Key Accomplishments***

## **Created a 401K Committee and Analysis Process**

### **Situation:**

After many years of having the same 401K benefits provider WEST decided to go to market and consolidate the benefits of the seven SBU's under its umbrella. The current 401K provider was under performing and not providing the necessary fiduciary compliance required by new laws.

### **Action Plan:**

- Determined goal of benefits package to assess change for new restructured benefits package
- Performed in depth review of plan documents and determined necessary changes
- Determined new legal requirements for fiduciary 401K vendors
- Created listing of requirements to assess new providers against
- Interviewed multiple vendors and researched claims by interviewing current clients
- Assessed vendors online presence, determined to find best solution for employer reporting options as well as participant access to data
- Developed fiduciary committee, including committee guidelines and investment policy
- Created processes and procedures for investment committee quarterly meetings including fund performance requirements

### **Results:**

By switching 401K provider, we were able to increase fiduciary compliance, reduced both employer and participant fees by 10%, while increasing reporting availability for the different funds. Participants had greater online access to their accounts while the employer portal provided greater access to plan reporting.

# ***Key Accomplishments***

## **Analysis and Determination of Stock vs Asset Sale by a Private Equity Firm**

### **Situation:**

After completing an 80% sale of the total stock in our holding company it was believed switching to an asset sale would have added long term tax benefits for the corporation. This could have substantial implications to each individual SBU under that holding company's umbrella.

### **Action Plan:**

- Analyzed and worked closely with high level accounting and legal firms to determine added benefit of switching from a stock sale to an asset sale
- Helped determined complicated personal tax implications and reimbursements for individual stockholders who acquired increased tax liabilities from the switch
- Gathered required data regarding both corporation tax estimates and shareholder personal tax assessments
- Created present value return analysis to determine if additional cost and debt requirements would be beneficial to the corporation

### **Results:**

The determination was that switching from a stock sale to an asset sale would result in greater than \$4.4 million tax savings over 5-7 years for the corporation.



# **Industry Insights**

## **Industry Insights (Private Equity)**

The intrinsic issue with most private equity (PE) firms is they are operated with the sole purpose of creating shareholder value, most typically at the cost of culture and what is in the acquired companies best interest. This applies more to the larger PE firms that utilize debt leveraging, cost flow syphoning, or divesting of entities. There is a market for smaller PE firms to acquire smaller companies that have yet to reach their growth potential due to lack of ownership knowledge and the tools to apply that knowledge.

### **Identifying Potential Companies**

The key to the smaller PE model is finding companies that have not reached their full potential. This is any company that is currently run by an entrepreneur that has never had the basic business training or ability to apply that training. A company that can flourish in the \$100K to \$1mm revenue typically cannot be run the same way a \$5mm revenue company. As a company grows and employs more individuals, proper structure (policies and procedures) must be put into place to allow those individuals to not only complete their jobs but allow them to grow and expand.

### **Building a successful business plan**

Many small business owners and entrepreneurs lack the knowledge and capability to develop structures, policies, and procedures to grow to a larger company. Building business plans allows companies to identify their current customer markets but also research markets that could help break into new revenue streams. Executing business plans, long term strategies, and metrics while maintaining accountability will allow these companies to achieve the goals that help create substantial increases in worth. This gives smaller companies the roadmap to the future.

### **Tools for the entry level business owner**

Business owners need to be given the tools they require to analyze the companies they are responsible for growing. Most small business owners often state that the majority of their time is taken up by tasks that are either outside their expertise or not within their strengths. Take the owner of a widget manufacture, he knows the best way to build and sell these widgets but if he is spending more time with the financials or marketing then the company will never reach its full potential. This owner needs a quick and easy dashboard for information that will assist him to quickly see if any of his companies main Key Performance Indicators (KPIs) are out of line.

### **Setting obtainable short- and long- term goals**

A key issue for many small businesses is setting goals for both the short term and long term. These should be goals that not only push the company out of its comfort zone but also are obtainable. Once goals are established, they should be written down and tracked on periodic basis.

### **Leadership**

Any company that wants to grow to the next level will require strong leadership. The key to strong leadership is not just getting people to follow. It is understanding and analyzing key employees to make sure you are getting the most out of each position. What might motivate and inspire one employee might discourage another. While one employee might need to be told what task is next another might need to be

given detailed instructions on how to complete the entire task. A true leader will surround themselves with people that complement any shortcomings that he or she might have. Being open to all ideas and suggestions typically leads to the best solution or road.