
Professional Summary An accomplished P&L leader with experience overseeing organizations as large as 30,000 with \$18 billion in revenue and P&L responsibility. Ability to inspire large teams to achieve excellence and surpass goals.

Expert in developing business plans that include comprehensive analysis of the Customer, competition and economic landscape; Revitalizing stagnant businesses through both new products and marketing & sales programs that capitalize on consumer buying motivations while driving cost-improvement and productivity programs that culminate in significant savings without negatively affecting sales.

Professional Experience

Comcast Cable, Philadelphia, PA **10/96 – Present**
President, Special Counsel to the CEO **1/21 – Present**

Comcast provides broadband telephony, wireless, high speed data, video, programming content and interactive telecommunications services to consumers and small to medium sized enterprise businesses. Working with Comcast Cable leadership and the Company on a number of important initiatives, including Diversity, Equality & Inclusion (DE&I), leadership programming and development, and the advancement of digital equity in the areas of accessibility and affordability.

President - West Division, Denver, CO **1/10 – 12/20**

Responsible for \$18.0 billion in annual revenue with P&L responsibility. Oversee an organization of 30,000 internal and external employees with management responsibility for all aspects of the company's operations in thirteen (13) western states.

- Since 2011 this Division has reached #1 in 25 performance metrics established by Comcast Corporation.
- The Division also ranks #1 in employee engagement and cultural satisfaction.
- Generated Industry leading subscriber and financial growth rates.

Regional Senior Vice President, San Francisco, CA **12/07 – 12/09**

Responsible for \$3.3 billion in annual revenue. Led an organization of 7,500 employees with management responsibility of all aspects of the company's operations in the state of California.

- Created/Implemented "One California" operating model.
- Improved operating margin from 37% to 42%.
- Customer Contact Rate Reduction from 37% to 29%.
- Successfully grew HSD (to 32%) and CDV (to 16%) market penetration.
- Moved California Region from last in Power Rankings to #6 out of 21 operating units.

Regional Senior Vice President, Atlanta, GA **11/02 – 11/07**

Responsible for \$1.7 billion in annual revenue. An organization of 4,600 employees with management responsibility for sales, marketing, engineering, operations, human resources, public relations, local government, programming content and finance covering Tennessee, Virginia, Arkansas, and West Palm Beach, Florida, respectively.

Oversaw Comcast Sports Southeast (CSS), a joint venture of Comcast and Charter Communications. Launched in September 1999, and based in Atlanta, CSS is a 24-hour regional sports network that reaches more than 7 million homes.

- Overachieved operating cash flow and subscriber business plan five consecutive years.
- Built and established Mid-South Operating Region.
- Recruited new Senior Management Team.
- Reworked and rebuilt CSS while steadily improving ratings.

Comcast Cable (formerly AT&T Broadband)

Senior Vice President, Atlanta, GA

7/00-10/02

Responsible for \$500 million in annual revenue. Oversaw an organization staffed by 2,100 employees with direct management responsibility for sales, marketing, engineering, operations, human resources, communications, public relations, local government and finance covering Atlanta area. Responsibility included all of AT&T's video, high-speed data, interactive services, and broadband telephony to consumers and small businesses.

- Initiated second business turnaround for AT&T Broadband.
- Doubled annual cash flow contribution; improved margin performance from 16% to 32%.
- Revenue generating units (RGU's) from 70,000 to 360,000.
- Improved customer service through a Network Neighborhood Zone System.
- Selected as "Friend of NAMIC" for outstanding development/contribution to diversity.
- Cable Industry's Innovator and Beacon Award for Community and Customer Service

Comcast Cable (Formerly TCI)

Regional Vice President, Chicago, Illinois

10/96 – 6/00

P&L responsibility for \$250 million in annual revenue. Oversaw an organization staffed by 1,500 with direct management responsibility of sales/marketing, customer care center, engineering/technical staff, market research, government relations, marketing agency management, and a multi-million dollar expense budget.

- Generated, over three year period, double digit cash flow growth, revenue increase of +14%, and 50% reduction in selling/administrative expenses, while generating customer growth versus Company decrease.
- Recruited new senior management team.
- Reduced entry-level turnover from 40% (1996), to 22% (1997), to 15% (1998), and 10% (1999).
- Awarded Employer of the Year by "Jobs for Youth" and "Southwest Women", respectively.
- Increased customer satisfaction rating from approximately 55% (1996) to 78% (1999).

Colgate Palmolive, New York, NY

Marketing Director, Colgate Toothbrushes

10/90-9/96

4/94-9/96

Responsible for \$120 million dollar portfolio of adult and children's toothbrushes sold through mass merchandisers, food/drug chains, and convenience stores, as well as to governmental and institutional segments. Managed 20 professionals, a \$70 million annual advertising and promotion budget, and all new product activity, market research and sales development. Directed identification of productivity and cost improvements.

- Managed the growth of the overall toothbrush business to register a 30% net sales increase reversing a 12% decline during the prior two years.
- Relaunched the Kids line, yielding a 45% sales increase in 1995 and 30% in 1996 – dramatically reversing a 10% decline during the two prior years.
- Devised the Year 2000 plan, a blueprint for transitioning from contracted production activities to in-house manufacturing.
- Spearheaded the development of a number of new products that accounts for 25% of total sales, including the first sports line of toothbrushes licensed by the NFL, which generated \$2 million in 1996.
- Chaired a 1995 task force that identified \$2 million in product cost improvements.

General Manager, Market Development

1/93-3/94

Directed all business functions associated with capitalizing on opportunities in the African-American, Asian, and Hispanic consumer segments. Oversaw a staff of ten and an annual budget of \$30 million. Devised approaches for positioning products to address the buying motivations of these groups, while structuring and negotiating retailer support for promotional programs.

- Established a broker network that provided access to retailers in regions with high populations of the targeted ethnic groups.
- Developed a business plan that laid the groundwork for importing Colgate's Mexican products to the U.S. Hispanic segment, directing all marketing and logistical aspects of the program. This program generated \$1.5 million incremental sales year I, and \$2.8 million sales year II.
- Implemented ethnic-specific trade and consumer programs that generated \$10 million (Wal-Mart) in incremental sales and several awards from national industry associations for its creativity (Art Director's Club-Visions 1993; Se Habla Espanol 1993 Awards in Communication-Cinco De Mayo Learning Kits; Se Habla Espanol 1993 Awards in Communication – "Joy of Children").

Regional Marketing Manager, Atlanta, GA

10/90-12/92

Assisted VP of Sales in restructuring the national sales organization. Assumed responsibility for fifteen-state region in June 1991, with a staff of eight and \$300 million in annual sales. Heavily involved in category management and merchandising programming.

- Generated a 10% volume increase in 1992 – the highest growth rate registered by five regions.
- Designed account-specific promotions, which yielded a 25% volume increase at targeted retailers.
- Recognized as Colgate Manager of the Year in 1992, selected from among 250 peers nationwide.

PepsiCo, Somers, NY

7/87-9/90

Regional Manager, PepsiCola, Norfolk, VA

6/88-9/90

Responsible for managing the transition of a bottling operation from independent ownership. Directed an organization of 400 in overseeing sales, marketing, operations and distribution of the product line.

- Assembled management team, of which 75% recruited from outside.
- Grew market share position from 37% to 41%.
- Negotiated national corporate agreement with Food Lion Stores.

Regional Manager, Wilmington, MA

7/87-6/88

Oversaw 100 person Pepsi Cola bottling operation

American Hospital Supply (later Baxter Travenol), Chicago, IL

6/82-6/87

Regional Location Manager, Avon, CT

11/86-6/87

Directed staff of 30 in managing a \$25 million four-state territory

Area Sales Manager

6/86-10/86

Regional Sales Manager

9/84-5/86

Marketing Manager

3/84-9/84

Sales Representative

6/82-3/84

Began as a Sales Representative for American Convertors division of American Hospital Supply, covering a metropolitan New York territory; promoted to Marketing Manager in 1984 and, later that year, to Regional Sales Manager of a \$21 million mid-West territory supported by ten. Following the company's sale in 1986 to Baxter Travenol, became Area Sales Manager for textile-related products.

- Four out of ten sales representatives progressed to sales management (1986-1987).
- Introduced new operating room product that generated \$2 million in sales year I (1984).
- Led country in Performance versus Quota at 155% (1983).
- Selected as Rookie-of-the-Year (1983).

Education

B.A. 1982, Indiana University, Bloomington, IN

Service

**Hormel Board of Directors
W.W. Grainger Board of Directors
Shaw Communications, Inc. Board of Directors
Executive Leadership Council (ELC)
Delta Boule' Denver**