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OBJECTIVE

To work in the Greater Toronto area *in an advisory capacity* to top management in the Health Care sector.

CAREER MISSION

1. To *lead a dynamic, ambitious organization* that needs and appreciates a highly-effective, highly-experienced professional.
2. To *build satisfying, productive, working relationships* with subordinates through helping them to define and visualize success, set performance targets, devise strategies, and achieve their goals.
3. To *continuously build* my own executive leadership skills and knowledge, in service of this mission.

PROFILE

Twenty-eight years of outstanding results in a wide variety of business roles, ranging from Branch Manager up through Chief Executive Officer, in the Financial Services and Forestry industries. Strong ability to rapidly analyze business processes, devise solutions, and follow through. A keen business analyst who particularly enjoys repairing dysfunctional operations. Broadly educated in marketing and sales force management, financial services, and other related areas. A bilingual, expert communicator (with Dale Carnegie sales training) who relishes public relations opportunities, has presented to both small and large groups on a wide variety of topics, and enjoys training others. An effective motivator who leads by example, has jump-started stagnant sales teams, revitalized moribund human resource departments, and will “roll up his sleeves” when called upon. Experienced with all major Microsoft Office applications and with more specific software such as Microsoft Project and Visio. Consciously and continually applies honesty, integrity and loyalty to all business and personal activities.

EMPLOYMENT HISTORY

Versatech Services Ltd., Cornwall, ON

One of the three largest (over 75 employees) independent pulp and paper testing laboratories in the world, performing hundreds of different analytical, physical, and optical tests on wood, pulp and paper, and finished wood products.

Chief Executive Officer

Jan 1995 – Mar 2004

*Mandate: to direct all operations, demonstrating exceptional vision and leadership in a time of rapid adverse change. Reported to the President and Chairman of the Board and supervised a staff of seven including the Vice President of Pulping, Bleaching and Environmental Services, Accountant, Administrative Manager, and four Department Managers. Intentionally interacted with **all** employees. Systematically tackled challenges of corporate leadership, troubleshooting, and executing change, with an emphasis on strategic planning and implementation. Assumed the roles of “holder of vision and values, font of inspiration, collaborator, advocate, and calibrator of performance and strategic execution”.*

Challenge **To make significant improvements to the Company's marketing effectiveness.**

- Actions**
- Monitored and enhanced the Company's strategic and marketing plans, leading the design and creative work on the latter as well as on the Company's promotional materials.
 - Conducted a marketing communications overhaul that resulted in major improvements to the website, newsletters, corporate brochures and stationery.
 - Coached and trained all department managers on marketing skills and financial awareness.

- Result**
- *Within one year*, boosted revenues by 7.76%.
 - *Within five years*, boosted per-capita revenue by over 10%.
 - Sustained market share in the industry during a lengthy economic downturn.

Challenge **To revive the Company's flagging financial performance.**

- Actions**
- Performed a major reorganization of the Company within one year.
 - Assumed complete responsibility for the Company budget, and managed costs by becoming the key negotiator for six-figure equipment purchases.
 - Conducted basic financial analysis training sessions for all staff.

- Result**
- *Within one year*, increased:
 - gross margins to approximately 54%
 - net margins to approximately 20%
 - income before taxes by 21.47%
 - Maintained performance at these levels.

Challenge **To revitalize the human resources side of the Company.**

- Actions**
- Provided strategic decision-making across all corporate departments to deal with issues such as low levels of morale and motivation due poor historic HR practices.
 - Studied work flows and met with team managers to reduce bottlenecks and alleviate their impact.
 - Coached the Company's human resources leadership in being pro-active.
 - Transformed many "supervisory" duties to a team-based leadership model.
 - Introduced a performance evaluation process for all employees.
 - Encouraged all employees to take continuing education, by instituting an annual employee education allowance of \$1000 per year and increasing the bonuses of all who availed themselves of this benefit.

- Result**
- Substantial improvements in employee performance levels and job satisfaction.
 - *Within five years*, boosted per-capita revenue by over 10%.

Challenge To improve the Company's management of information.Actions

- Analyzed and recommended improvements to accounting processes and other information systems.
- Installed a corporate Local Area Network featuring a Customer Relationship Management (CRM) program that allowed controlled "outside access".

Result

- Internal data management was dramatically improved, and customers were very appreciative of having access to information.
- The Company became much more effective at "data mining" its existing client base for information useful for enhancing customer service and formulating operational strategy.

Challenge To revive a department facing imminent shutdown by the President.Actions

- Worked personally with the Department Head to revitalize the team decision-making process, specifically by introducing the concepts of *transformational* and *team-based* leadership.

Result

- Within only 3 years, the Department became one of the most successful (as measured by revenue per employee) in the Company's history.

The Thomas Group of Companies, Toronto, ON

A privately held venture capital firm that acquired, held (for the medium to long term) and sold a diversified portfolio companies, with heavy involvement the oil and gas sector.

Chief Operating Officer (Thomas Mercantile)**1994**

Mandate: to oversee and review operations of private and publicly traded companies, including ten limited partnerships, four direct participation investment groups, with combined assets of over \$100 million. Reported to President, with eight direct reports including the Marketing Manager, three Sales Managers, the Investor Relations Manager, the Office Administrator and the Accounting staff.

- Promoted restructuring and strategic change across the Company, while improving productivity levels and effectively handling stress levels.
- Motivated and provided guidance, support and feedback to senior managers.
- Monitored the Investor Relations department and coached them on delivering top-level customer service.
- Reported to the investors and shareholders on all business ventures.
- Cultivated smooth working relationships with sixty financial planners and brokers.

Vice President, Marketing and Investor Relations (Thomas Energy Corporation) 1993 - 1994

Mandate: to develop and implement effective marketing programs for all public and private oil and gas operations.

- Assisted in starting up the Company and growing it to over \$100 million in syndicated sales.

- Reported to the President and Chief Executive Officer on technical trading patterns and performances of the Company's publicly traded holdings.
- Developed and coordinated all customized publications, promotional materials, brochures and advertising.
- Wrote corporate news announcements for the Vancouver Stock Exchange and regular performance updates for over 1,400 investors.
- Liaised with security lawyers and provincial regulatory bodies to ensure adherence to British Columbia Securities Act and Regulations.
- Wrote *Offering Memorandums* and *Participation Documents* in order to increase syndicated sales.

Regional Manager (Thomas Energy Corporation)

1992 - 1993

Mandate: to recruit, train and motivate a network of approximately 60 financial planners, brokers and managers within Ontario.

- Worked with the Marketing department to design and deliver effective marketing and motivational PowerPoint presentations to the network.
- Presented sales training seminars.
- Used accounting models (with the assistance of the Accounting department) to determine the feasibility of various investments.
- Doubled the number of planners, brokers, and managers from 30 to 60.
- Was promoted from this position to *Vice President, Marketing and Investor Relations* within seven months.

The Planners Insurance and Financial Services, London, ON

The largest Canadian-owned insurance and financial services corporation, specializing in home insurance, life insurance, deposits, RRSP's, annuities, commercial insurance and mutual funds.

Sales Manager (Head office-based position)

1990—1992

Mandate: to improve the sales performance of agencies and sales representatives. Reported to Southern Ontario District Manager and managed six offices throughout the GTA (Greater Toronto Area).

- Turned ten offices into profitable operations, by developing and implementing locally-based marketing strategies that achieved a 65 percent increase in local target market penetration.
- Reorganized six offices in the Life Insurance Division in pursuit of increased profitability and short- and long-term agency growth.
- Audited all offices to ensure effective marketing and staffing.
- Realized a 152% growth in commissions (from \$1.97 million to approximately \$3 million) for all six agencies as a whole by setting up goals and objectives.
- Developed and implemented the strategic marketing plan.
- Implemented and maintained a recruiting program designed to attract quality people.
- Taught and facilitated an extensive client service training program for corporate employees and sales staff.

Agency Manager (Brokerage) – Cooperative Agencies Ltd., London, ON 1987—1990

One of the largest regional agencies of “The Planners” in Ontario.

Mandate: to improve the operations of this very busy office.

- Reorganized the brokerage and subsequently realized consistent increases in revenues, improved systems, and greater cost efficiency.
- Established exceptional rapport with clients and senior management in the private and public sectors.
- Recruited, hired and trained all staff.
- Implemented a new computerized system to handle all sales transactions and accounting functions.

Castlemain Savings Insurance Agencies Ltd, Castlemain, ON

A member-owned, community-based financial services centre.

Branch Manager 1982—1987.

Mandate: to launch the operation in a very sparsely populated rural area.

- Managed the project all the way from forming the holding company through to licensing of the agency.
- Built it to \$150,000 in annual income within five years.
- Received several provincial sales awards including the *Chairman’s Award* from Transamerica Life and the *President’s Award* from Pioneer Life.

Previous Employment

- **General Manager,**
Realty World (Sunshine Realty franchise)
- **Manager,**
Century 21 Realty
- **Credit Union Loans Officer**
- **Real Estate Sales Associate**

EDUCATION**Business Management and Leadership...****Masters of Business Administration (M.B.A.) – Leadership Specialty (Candidate)**

Royal Gardens University, London, ON Current GPA = 3.86; convocation scheduled for **June 2005**

Bachelor of Science in Business Management with Honors (B.Sc. BM (Hons))

INSEAD, Cedex, France **2004**

Certification Level 1: Legacy Leadership Training

Coachworks International Corporation, Dallas, TX **2002**

Business Administration Diploma

Weatherstone College, Guelph, ON **1979**

Financial Topics...**Organizing and Managing a Public Company (PUBCO)**

Simon Fraser University (Continuing Education), Burnaby, BC **1994**

Raising Venture Capital in Ontario

The Globe & Mail “Insight” Conferences, Toronto, ON **1993**

Communications...

Dale Carnegie ‘Sales Training’ <i>Franklin Day and Associates Limited, Toronto, ON</i>	1988
Managing Interpersonal Relationships <i>Wilson Learning Institute, Toronto, ON</i>	1988
Dale Carnegie ‘Effective Speaking and Human Relations’ <i>Franklin Day and Associates Limited, Toronto, ON</i>	1987

Insurance and Real Estate...

District Management Development (12-month course) <i>The Planners, Guelph, ON</i>	1992
Agency Management Training Program (6-month course) <i>LIMRA (Life Insurance Marketing and Research Association), Hartford, CT</i>	1992
Agent Nominee: General Insurance <i>Insurance Council of Ontario</i>	1982
Agent Designation: Agents Pre-Licensing Course, Part II <i>Real Estate Council of Ontario</i>	1979
Branch Manager Designation <i>Real Estate Council of Ontario</i>	1977
Agent Accident: Sickness and Life Insurance <i>Real Estate Council of Ontario</i>	1976

COMMUNITY INVOLVEMENT

1996 to 1997	Director , Credit Union Insurance Services Association
1983 to 1994	School Trustee , Municipality of Castlemain
1981	Director , Kootenay Real Estate Board

PROFESSIONAL AFFILIATIONS

Member of the following organizations:

- CAMC (Canadian Association of Management Consultants)
- AMA (American Management Association)
- ADVOCIS (The Financial Advisors Association of Canada)

PUBLICATIONS and PRESENTATIONS

- *People, Productivity and Profit: The 3 P’s of a Successful Business*. Presented to the top 1% of local government, political and business leaders at seminars in Beirut, Lebanon and Bahrain.

PERSONAL INTERESTS

Wilderness hiking, jogging, racquet sports, cycling, photography and reading.