

Scott R. de Ruyter

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CONTACT INFORMATION

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EXECUTIVE SUMMARY

As a Principal at Growth Management Partners, Scott de Ruyter, has spent the majority of his career advising business owners and executives on how to take advantage of their unique opportunities in the marketplace. Recommended strategies have included entering new markets, increasing sales, expanding production and planning for exit and or succession. As a results-driven change catalyst, Scott’s leadership often resulted in new profitable customers, streamlined efficient operations, increased earnings, improved market valuations and successful exits for his clients; most of whom typically generate between \$10M to \$50M in annual revenue. Scott has also engaged much larger organizations as well as nurtured some interesting start-ups as the practice targets primarily privately held, often family-owned businesses.

Scott is now focused on mentoring owners, key executives and entrepreneurs to define, prioritize and achieve their business and corresponding personal goals. A natural coach, mentor and adviser, he is comfortable working with principals in dynamic, high-velocity environments, as well as with those transitioning to a new career or launching a new enterprise.

Scott received his Bachelor of Arts degree from BYU and an MBA from Pepperdine University with an emphasis in marketing, and international business. Scott was invited to come back to Pepperdine as an adjunct faculty member where he taught the capstone strategy class in the Graziadio Business School for 15 years. He has been a guest speaker on a variety of topics, lecturing at USC, Cal Poly, CLU and other universities and colleges.

Scott is the author of several case studies, white papers, workshops, and books. His latest work, “Minding Your Own Business – How to Get Your Business to Do What You Really Want” helps Scott’s coaching and mentoring clients stay in control of their operations to achieve their goals. He is active in his community, serving on many parent boards and community service committees to help those in need and support the activities of his school age children.

PROFESSIONAL SKILL SET

Relevant skills developed during twenty-five year career specializing in growth management:

Strategic Planning	Marketing Management	Role & Responsibility Design
Executive Leadership	New Product Development	Developmental Coaching
Change Management	Public Relations Management	Recruiting & Staffing
Creative Problem Solving	Customer Service	Effective Team Building
Organization Communications	Business/Market Development	Continuous Learning
Strategy Integration/Adaption	Financial Analysis	Operations Management

PROFESSIONAL EXPERIENCE

GROWTH MANAGEMENT PARTNERS, NEWBURY PARK, CALIFORNIA

1995 TO PRESENT

Founder and Principal, Managing Partner

Advisory and consulting firm focusing on small to mid-market family run private companies. Provides business advisory services to owners on growth management issues stemming from trying to achieve the "next level". Issues and concerns often involve, preparing a company for exit, succession planning, new market entry and new product development. Other services include strategic alignment of executive teams and change management, management development and training either live or through e-learning tools, improving valuations, and resetting strategies. Often issues are rooted in owner desires to live a more balanced and fuller life away from the business, while still maintaining control over its performance. Highlights of over 100 projects in a twenty-five plus year career include: (company's have been kept confidential)

- Increased international sales from 8% to 48% of total sales for \$10M luggage, photo, and industrial case manufacturer. Expanded sales to 15 countries, realigned territories with existing agents, created international collaterals for use in diverse cultures. Launched several new products within the line and created a separate line for women.
- Expanded local boutique financial services company to all fifty states. Recruited and trained national sales force team of 400 professionals while adding sales and marketing management and staff of 25. Established training institute with 30-hour CE accredited workshops for legal and financial professionals to certify on the products and services. Increased sales from \$2M to \$10M over 3 year period.
- Assisted in bringing in \$14M in increased exports while participating as lead consultant/contractor for the Department of Commerce. Trade grant included providing consulting services to 40+ clients that had no previous experience with selling to foreign markets. Provided international marketing support including product development, promotional strategies, distribution and sales rep management, and pricing scenarios.
- Prepared a band of mission indians tribal leadership for the construction of a \$300M casino and move them into complimentary diversified, non-gaming businesses through investment and acquisition. Initiated a business advisory executive team to make ongoing recommendations on operations, using workshops to integrate them with the family leadership. Developed criteria for evaluating investments and acquisitions.
- Turned around an e-learning company after VC passed on funding the second traunch. Transformed organization repositioning strategy to create over 300 training courses serving clients including Deloitte & Touche, AICPA, GE, CAR, CCH, and Alaris. Initiated sales and marketing processes, media campaigns, strategic alliances, trade show campaigns collaterals development and public relations. Acquired content development company as part of growth strategy. Company was subsequently successfully sold out of the VC portfolio.
- Developed curriculum for customized leadership development program for \$50M auto industry company. Knowledge transfer components included setting competencies levels, case studies, texts, learning models, and operational strategies for the company. Coordinated delivery of content by various subject matter experts within and outside the company in a blended learning environment.
- Saved millions in education and training costs from the \$35M budget of global accounting and consulting firm through participating in, recommending, and implementing integration of national e-learning strategy, suggesting blended media approach, CMS functionality, and RLO design. Worked with learning directors and subject matter experts to convert content emphasizing design differences between live, and self-paced learning.
- Following \$5M VC investment into a \$80M food preparation company, assessed and prepared them for acquisition. Managed potential changes for over 500 employees, negotiated with vendors, customers, and other stakeholders, resetting strategy and improving valuation.
- Through successful public relations campaign and expanding into new international markets, successfully exited a family from oil servicing tools company. Increased valuation and eventual acquisition transaction by \$10M.
- Established distribution for scrapbook photo imaging company with WalMart in all 2700 stores resulting in \$1M in sales in the first quarter. Assisted with operational fulfillment and delivery through strategic venture with Kinko's.
- Developed market strategy for "napkin" idea selling ESD safety equipment into European markets resulting in over \$1M in sales the first year. Campaign included adapting to european standards, translations of messages, collateral development, logos, product names, design, pricing and sales distribution.

PEPPERDINE UNIVERSITY GRAZIADIO SCHOOL OF BUSINESS, MALIBU, CALIFORNIA

1992 TO 2007

Adjunct Professor

Recruited to teach graduate courses and workshops to traditional, full time working, executive, and president/key executive MBA candidates. Highlights of 15-year career include:

- Taught capstone strategy class to over 1,200 MBA candidates delivering real world case based curriculum. Also taught marketing, and organizational development courses as needed in undergraduate program to full-time working students.
- As part of capstone class, required student teams to provide strategic recommendations and business plans to local business, NPO's, and start-ups of their selection. Provided over 300 pro bono plans and recommendations during tenure.
- Developed and delivered critical thinking curriculum to address the need to provide skills to undergraduate students. Taught critical thinking elective to undergraduate students.
- Facilitated 2½ day simulation workshop involving teams of graduates competing against each other in manufacturing simulation developed at Pepperdine. Integrated computer program included real world scenarios such as negotiating labor contracts, vendor delivery times, illness and other loss of personnel, and other exercises designed to keep students engaged outside the computer number crunching.
- Co-Produced and delivered 2½ day Ethics workshops to address issues for CEO's in wake of The *Sarbanes-Oxley* Act of 2002. Coordinated special furlough of executives convicted of fraud to address audiences of 25 CEO's. Resulting workshops were significant profit vehicles as well as high impact education models for the university.
- Served as cohort chair for executive MBA class. Participated in periodic meetings. Coached students through their class assignments and projects. Coordinated lessons and assignments with lead faculty.
- In addition to Pepperdine, lectured and taught at University of Southern California, Cal Poly San Luis Obispo, Cal State University Northridge, University of California, Santa Barbara, California Lutheran University, Soka University, and a number of community colleges.
- Served on Marketing Curriculum Council for Community Colleges.
- Published "CFS Financial" case study with study guide, used in strategy and organizational development courses at Pepperdine and other Universities.

EDUCATIONAL BACKGROUND**PEPPERDINE UNIVERSITY GRAZIADIO SCHOOL OF BUSINESS, MALIBU, CALIFORNIA****Master of Business Administration**

- Initial four semester, full-time traditional program with 25 students in cohort taught by president/key executive faculty with extensive real world marketing, strategy, international, and finance curriculum.
- Scholarship recipient. Winner of annual management essay contest. Founded "Malibu MBA Society" the student representative body for the school and served as president. Worked with professors on their consulting projects while in school. .

BRIGHAM YOUNG UNIVERSITY, PROVO, UTAH**Bachelor of Arts**

- Asian Studies Major with 60 additional hours in zoology, chemistry, philosophy, Korean, and art.
- Senior thesis: "Confucius and Plato: Twins Sons of Different Mothers"

YONG SEI UNIVERSITY, SEOUL, REPUBLIC OF KOREA**Graduate Certificate**

- Certificate program from Korean Institute for Cultural Studies -Korean language, history and culture curriculum

PUBLICATIONS, PRESENTATIONS, & WORKSHOPS

“MIND YOUR OWN BUSINESS! – HOW TO GET YOUR BUSINESS TO DO WHAT YOU WANT”

Workshop for Business Owners and Executives 2018

- One day workshop coaching attendees to identify and address obstacles to their success.
- Deliverable included a high level draft of action plan

“STRATEGIC PRINCIPLES”

Business Primer and Reference Guide 1999

- 300 page reference guide used in conjunction with Strategic Assessment Matrix.
- 3 Covers Organizational Strategy, Structure, and Society.

“CONSOLIDATED FINANCIAL SERVICES: A CASE STUDY IN TECHNOLOGY”

A Business Case, Study Guide, and Teaching Aid 2001

- Used to discuss impact of technology on strategic planning and execution.
- Used by professors at community colleges and universities, including Pepperdine.

“KNOWLEDGE MANAGEMENT SYSTEMS”

Presentation to ASTD American Society of Training and Development- Los Angeles 2000

- 90 minute discussion of emerging e-learning technology and potential impact on instructional design.
- Published white paper in conjunction with the presentation.

“ESSENTIALS OF EXPORTING”

Workshops presented to clients of the World Trade Center 1995

- Developed and taught cross cultural course as part of the ongoing 6-course series on basic exporting
- Instructed and advised over 100 clients

VOLUNTARY AND COMMUNITY SERVICE

CHURCH OF JESUS CHRIST OF LATTER-DAY SAINTS, SALT LAKE CITY, UTAH

Missionary Representative

- Self-financed, twenty-four month voluntary missionary service to Republic of Korea. Supervised 150 missionaries as assistant to mission president.

BANYAN ELEMENTARY SCHOOL, NEWBURY PARK, CALIFORNIA

Docent, Music of the Masters Program

- Developed curriculum for monthly 60 minute presentation to students on historical developments in music from pre-renaissance to jazz and contemporary.

NEWBURY PARK HIGH SCHOOL, NEWBURY PARK, CALIFORNIA

Board Member, Officer

- Umbrella Boosters (parent booster club with Tax ID for entire school-wide boosters program)
- Choir Boosters, Theatre Boosters, Track Boosters, Football Boosters
- School Site Council Officer

CHURCH OF JESUS CHRIST OF LATTER-DAY SAINTS, NEWBURY PARK, CALIFORNIA

Self Reliance Coach

- Assist community members with creating employment strategies for self reliance
- Includes budget, job coaching, resume building, and networking coaching