

ROBERT A. MENAFEE

937-229-5385 office rmenafee1@udayton.edu

OVERVIEW

Exceptional business leader with progressive experience in multiple disciplines of corporate strategy, M&A, financial analysis, industrial organization, and market research including competitive intelligence, channel structure, pricing, and customer segmentation. Proven ability to frame and dissect complex issues – through the collection, synthesis, and presentation of empirical data – thereby enabling executive management to make more incisive enterprise-level decisions.

PROFESSIONAL EXPERIENCE

LECTURER

University of Dayton: 8/22 – Present

Dayton, OH

Sinclair Community College: 9/10 – 9/21

Dayton, OH

- Provide instruction in micro/macro-economic theory; developed acronyms to explain demand and supply.
- Provide instruction in marketing and management principles courses; created decision-making matrix.
- Strong facility with learning management systems.
- Tested several curricula and led transition to new publisher content.
- Established and administered course shells for two full-time and nine adjunct professors.
- Worked with a colleague to host an accounting and economics tutoring lab.
- Presented content on sound decision-making and participated in several group discussions to assist students with navigating college (African-American Male Initiative).
- Earned tenure and promotion.

PROGRAM MANAGER

Initiative for a Competitive Inner City: 1/10 – 9/10

Boston, MA

National non-profit organization that promotes economic prosperity in America's inner cities through business development and private sector engagement. The Inner City 100 program is a national competition to identify, celebrate and support the one hundred fastest-growing inner city companies across the U.S.

Managed all projects, activities, and staff (2) related to the Inner City 100 program:

- Developed a national outreach strategy to establish and maintain partnership with various economic development agencies whereby ICIC sourced candidate companies.
- Researched and analyzed company financial and survey data and interviewed CEOs of inner-city companies.
- Organized relevant MBA-level content for the annual CEO Forum at Harvard Business School.

Minority Business Partnership: 3/09 – 12/09

Dayton, OH

Non-profit organization that assists Dayton-area companies and organizations in developing supply chain diversity programs (demand side) and minority business enterprises (MBE) with improvement of strategic positioning and operational effectiveness (supply side).

- Sized the Dayton market of minority business enterprises (MBEs) at or above \$500,000 in revenue: 60 companies and \$500 million of revenue.
- Conducted meetings with MBEs to gauge strength of business model, providing a brief assessment of company's strategic logic; made referrals to local technical assistance programs.
- Sourced and disseminated white papers relevant to effective business practices, supply chain diversity, and regional economic development based on intentional minority inclusion.

STRATEGIC PLANNING ASSOCIATE

Cincytech USA: 7/07 – 12/07

Cincinnati, OH

\$10 million seed-capital fund sourcing, funding, and assisting early-stage IT, bioscience, and advanced manufacturing companies in Southwest Ohio to qualify for "institutional" Series A financing.

- Wrote investment memos to obtain investment committee approval for software application companies delivering marketing analytics, MRO e-procurement, and web-platform aggregation of local entertainment.
- Conducted due diligence consisting of evaluating business plans, analyzing financial statements, and gathering critical information from entrepreneurs.

Reynolds & Reynolds: 9/05 – 6/07**Dayton, OH**

\$1 billion software application developer of dealer management software (DMS) for franchise automotive retailers.

- As part of annual long range planning process, sized and segmented entire U.S. market of dealership SG&A spending – \$4.5 billion; analysis ultimately played crucial role in \$3 billion acquisition of Company.
- Developed a financial comparables set based on five year/ trailing twelve-month performance history of six publicly held dealer groups utilized in a major account pitch; project became an invaluable reference tool.
- Performed market research and trend analysis to determine reasonable price point of used car inventory management / demand planning software application; built market penetration model utilizing pricing analysis.
- Contributed substantial input to M&A target analyses by developing competitive intelligence model on small DMS providers as well as broad-based target company list financial overview.
- Defined new areas of potential revenue growth in compliance and procurement, completing strategic roadmaps for each: acquisition and internal development, respectively. Also completed plan to rationalize company's professional services consulting practice.

Deloitte Consulting: 9/04 – 6/05**Cincinnati, OH**

- Conducted strategic market analysis of Enterprise Content Management industry, developing charts and graphs to illustrate research and conclusions; advised client to pursue indirect sales channel via value-added resellers and complete medium-term product roadmap to add dynamic functionality to product.

Black Forest Motors: 8/01 – 3/02**Chicago, IL**

Intern at independent automotive repair company servicing only European brands.

- Authored business plan outlining strategy to consolidate independent repair shops, performing in-depth market research and industry structure analyses.
- Advised client not to sublet in-house collision repair facilities but rather to convert facility to increase existing service bay capacity; consulted company owner on use of commercial bank debt to support business growth plans.

CREDIT & VALUATION SENIOR ANALYST**InnerVision Group: 4/99 – 7/00****Oakland, CA**

Founder/Principal: Established and ran operations of start-up company providing valuation services to small companies, including independent automotive repair company and music production company.

- Valued Germany's Best at \$1 million; owner utilized analysis to secure bank financing for capital expansion.
- Created "consolidation play" concept enabling independent repair shops to compete more vigorously with franchise dealer service departments.

KPMG: 6/98 – 3/99**San Francisco, CA**

Performed economic consulting and valuation services, conducting functional and economic analyses to establish transfer-pricing strategies to manage clients' tax burden.

- Developed robust intangible asset valuation model providing rationale for clients relocating intangible R&D assets offshore, saving clients up to \$50 million.

McDonald & Co. Securities: 9/96 – 9/97 & 12/93 – 7/94**Cleveland, OH**

Built discounted cash flow and comparable models to value middle-market clients for M&A assignments. Performed transaction due diligence and capital markets/industry research.

- Developed financial models, wrote investment memo, and performed due diligence for \$60 million sale of forged aluminum piston company.

Comerica Bank: 8/94 – 8/96**Detroit, MI**

Analyzed and monitored financial performance to underwrite and structure loans for middle-market clients.

- Completed intensive credit analysis training program.

FORMAL EDUCATION**Master of Business Administration: Strategy, Marketing, and Organizational Behavior (Honors) - 2002**

University of Chicago Booth Graduate School of Business – Chicago, Illinois

Bachelor of Arts, Economics - 1993

Stanford University – Palo Alto, California