

CHARLES COOPER

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CLIENT SERVICE | SOLUTION CONSULTING | CHANGE MANAGEMENT

Dynamic, accomplished Professional highly regarded for 28+ years of professional achievements and a reputation for delivering exceptional client service and solution consulting. Known for exceptional background in establishing businesses and understanding drivers that lead to pacesetter growth against high-profile companies' value. Builds and maintains lasting relationships, understanding client needs through a people-focused approach. Sought for capacity to integrate new technologies and practices across complex organizations. Out-of-the-box thinker committed to ensuring expectations are exceeded while providing superior projects surrounding operations, IT, engineering, sales, and finance.

SELECTED HIGHLIGHTS

- ❖ Supported a high-profile client company to accelerate slow growth with a full-scale strategic plan to update CRM, MRP, and ERP, in addition to achieving in-house product manufacturing and refocusing target market; spearheaded changes aligned with CEO vision, enabling company top-line growth of 100% and a 900% upturn in EBITDA.
- ❖ Rescued client company from credit default through full recovery from troubled DC move/WMS implementation, resulting in customer on-time delivery boost of 60% in 2 weeks, and an additional 29%+ to 99.9% within 6 weeks.
- ❖ Introduced a new product line at Wellborn Forest Products that eventually eliminated a competitor's product line through data-driven positioning, allowing efforts to meet company production capacity and financial needs.
- ❖ Called in to rescue a failing DC relocation for a client that had lost product shipping ability, assisting in the rapid buildout of the new DC that was able to start shipping in week one; over three months, expanded capacity 300%.
- ❖ Founded consultancy to bring targeted operations expertise to private equity groups, with the company leveraging a unique workup strategy to become the exclusive source for a \$1B+ firm.

CORE COMPETENCIES

- Solution Consulting
- Due Diligence
- Business & Sales Acumen
- Continuous Improvement
- Capacity Planning/Definition
- Relationship Building
- Entrepreneurial Expertise
- New Technology Utilization
- Strategy Development
- Cost Model Creation
- Leadership & Collaboration
- IT Expertise

PROFESSIONAL EXPERIENCE

TITLE 2 BUSINESS SERVICES | LAVONIA, GA | 2014 – PRESENT

Co-Founder & Lead Consultant

Established and oversaw a client-dedicated organization, collaborating with a team of pacesetter leaders with a history of success across turnarounds, transformations, and continuous improvement. Employed a holistic approach via expert use of tools developed to match specific client requirements. Analyzed historic data to produce superior outcomes within strict constraints. Supported clients to define their business, ensuring mutual goals were met.

- Aided a high-profile client company to accelerate slow growth with a full-scale strategic plan to update CRM, MRP, and ERP, in addition to achieving in-house product manufacturing and refocusing target market; spearheaded changes aligned with CEO vision, enabling company top-line growth of 100% and a 900% upturn in EBITDA.
- Rescued client company from credit default through full recovery from troubled DC move and WMS implementation, resulting in customer on-time delivery boost of 60% in 2 weeks, and an additional 29%+ to 99.9% within 6 weeks; cut operating expenses 38% and increased peak season capacity 180%, all while realizing \$300M+ EV in under 12 months, resulting in complete satisfaction and numerous referrals.
- Helmed a major operational improvement to increase capacity on a primary manufacturing line by 52%, reduce operating expense on the same line by 35%, and built out scalable, extended platform for long-term success; company has since used these tools to improve overall capacity and cost position, improving EBITDA by 100%+.

TITLE 2 BUSINESS SERVICES ACHIEVEMENTS, CONTINUED

- Oversaw time-constrained consolidation of distribution operations with complete business continuity, organizing a complex move of 650+ truckloads of goods as well as all relevant processes, with a new DC running in <10 weeks.
- Called in to rescue a failing DC relocation for a client that had lost product shipping ability, assisting in the rapid buildout of the new DC that was able to start shipping in week one; over three months, expanded capacity 300%.

WELLBORN FOREST PRODUCTS INC. | ALEXANDER CITY, AL | 2010 – 2013**President**

Headed a comprehensive organization redefinition in a tumultuous market and subsequent transformation. Integrated new sales front-end that utilized business intelligence for various markets, including designing software used by more sophisticated customers. Removed nonessential on hand inventory through transition to in-house manufacturing and supplier revamps, including establishing partnerships with various stakeholders.

- Changed to direct-to-boutique strategy that elevated average sales price by ~10% during a market downturn.
- Built out new shop-floor management system that eliminated chronic performance problems and allowed for streamlined workflow surrounding CAD designed components, decreasing training requirements.
- Established new metrics structure for internal customers and PE ownership to improve profitability by 37%.
- Introduced a new product line that eventually eliminated a competitor's product line through data-driven positioning, allowing efforts to meet company production capacity and financial needs.
- Increased EBITDA by 68% and became a trusted resource with the company's board of directors.

THREE POINT SOLUTIONS LLC | LAVONIA, GA | 2008 – 2010**Co-Founder**

Founded consultancy to bring targeted operations expertise to private equity groups, with the company becoming the exclusive source for a \$1B + firm. Developed unique workup strategy that approached diligence work from a throughput/operating expense model, resulting in greater business value for a wide array of clients.

- Found businesses that matched specific workup strategy, resulting in big performance increases without capital outlay; analyzed optimal capital projects to leverage the new capacity in the business, with impacts of \$100M+.
- Secured top-tier results and exceptional profitability for the company, driving the decision to acquire the talent of Three Point Solutions as direct employees of the PE group or portfolio companies.

Additional Experience: Senior Vice President Operations, Ply Gem Holdings Inc., 2006 – 2008 / Owner, Guns & Gear, 2007 – Present / VP Operations, Alenco Windows, 1999-2006 / Controller, Newell-Rubbermaid, 1997-1999 / Cost Analyst, Kimberly-Clark, 1995 – 1997 / Airborne Infantryman, US Army, 1988-1990

EDUCATION

Western Carolina University: *Bachelor of Science, Corporate Finance, summa cum laude*

ADDITIONAL CREDENTIALS

TECHNICAL SKILLS	MS Office Suite, Autocad, MS SQL Management Studio, Visual Basic, Automation Scripting, extensive data modeling, JD Edwards, MS Dynamics (GP, Nav, AX)
PROFESSIONAL DEVELOPMENT	JLDC, PLDC, Certified Predictive Index Analyst, Carnegie Development Course
VOLUNTEERISM	Southern LR Owners Society
INTERESTS	Enjoy training for triathlon, cooking, hiking, travel, restoring old Land Rovers and spending time with family.