

S.A.V.E. Servotronics Proposal

Shareholder Action for Value and Employees

Dear Fellow Shareholders and the Servotronics Board of Directors,

We are Beaver Hollow Wellness, LLC, one of the largest shareholders of Servotronics, Inc. (“Servotronics” or “the Company”) and we are compelled to present this proposal with urgency and purpose. The goal is to address a critical situation that threatens the financial stability of Servotronics.

For nearly three years, Beaver Hollow Wellness, LLC has made efforts to collaborate with the Servotronics Board of Directors (“the Board”) and its leadership. We have offered executive support, offered to make strategic industry connections, and offered to uncover untapped asset value—all in an effort to support the Company’s success. Unfortunately, these offers were repeatedly declined. As a result, Servotronics customers, along with its shareholders and employees, have faced mounting frustration, along with a significant decline in shareholder value.

It is our belief that the Board and CEO have failed to deliver the necessary outcomes to stabilize the business and create wealth for all stakeholders. Instead, they have disproportionately and shamefully enriched themselves, to the detriment of the company’s long-term performance and future. This failure has placed Servotronics future in serious jeopardy and immediate action is needed to prevent further financial deterioration.

So now and with great urgency, we seek your support to reclaim the future of Servotronics.

These are the Key Objectives of the S.A.V.E. Proposal:

- **Rapidly improve manufacturing capabilities.**
- **Regain customer confidence.**
- **Restore employee morale.**
- **Reverse the devastating decline in Shareholder Value**

We anticipate that the Board may argue they are already implementing some of the actions outlined and that this plan doesn't introduce anything new. Not only do we disagree, but their own reported operational failures and unprecedented financial losses provide ample evidence that their perspective can no longer be trusted. We argue that the Strategic Evaluation, Financial Stabilization, Customer Engagement, Workforce Development, and Collaboration with the University of Buffalo, are all fresh and distinct initiatives. Overall, the key difference is our proposed team of expert director nominees. These are the people who can be trusted to successfully execute this plan. They have the in-depth

understanding and expertise to do what is required and intended for each of the elements of the plan, focusing on better talent, an empowered team, and an aggressive timeline.

To ensure the success of this plan, we have collaborated with Industry Leading Experts, two of whom are proposed nominees for the Servotronics Board (including one who is proposed as new interim company CEO) and the former COO of Servotronics. Each of these individuals are considered experts in the areas of change management, manufacturing efficiency and operational effectiveness. These individuals have graciously added personal letters of endorsement for this plan and as a courtesy, we have attached these letters along with their professional credentials.

Respectfully Submitted,

Paul Snyder, III

For and on behalf of Beaver Hollow Wellness, LLC

Strategic Business Plan: 2025 - 2027

Executive Summary

Servotronics faces critical challenges, including, Leadership, financial instability, declining shareholder value, and a lack of operational efficiency. This strategic business plan outlines key initiatives focused on leadership transformation, financial stabilization, operational efficiency, engineering enhancements and product roadmap review, customer-centric practices, and product growth strategies that addresses these issues and will drive a successful turnaround. Immediate and decisive action is required to restore Servotronics to its position as a leading manufacturing company in Western New York.

Leadership Transformation

Revitalized Leadership Structure

The reconstituted Board will deliver strategic thinking, operational insight, and financial acumen, complemented by a commitment to diversity and inclusion. The revamped leadership team will leverage extensive experience and industry knowledge to develop and implement strategic initiatives that foster innovation and accountability.

Key Components:

- **Transformational Leadership:** Introduce a leadership style that promotes innovation, collaboration, and accountability to create a culture of continuous improvement.
- **Strategic Vision:** Develop a clear vision positioning Servotronics as a customer-centric innovator of advanced engineering products, guiding all decision-making processes.
- **Diversity and Inclusion:** Ensure the Board includes diverse perspectives to enhance decision-making and foster innovation.
- **Executive Coaching:** Implement coaching programs for leadership to ensure alignment with organizational goals.
- **Financial Oversight:** Introduce rigorous financial oversight mechanisms to stabilize finances, enhance cash flow management, reduce debt, and ensure transparency.
- **Stakeholder Engagement:** Foster strong relationships with employees, customers, and investors through open communication.
- **CEO and Board Overhaul:** Establish a six-member Board from the current number of Five. Immediate replacement of the CEO and a majority of the current Board with experienced leaders possessing industry-specific expertise as follows:
 - 1) **Paul Snyder** should assume the role of Chairman, bringing a track record of successful leadership experience and community commitment. He is focused on the long-term success of Servotronics and building long-term shareholder value. He will also lead the committee overseeing the work of the investment banking firm, to ensure the strategic evaluation aligns with shareholder interests.

- 2) **Chris Alfiero** should lead the Compensation Committee, ensuring transparency and alignment of executive compensation with company performance.
- 3) **Chris Marlow** should head a newly established Corporate Efficiency and Effectiveness Committee, dedicated to improving operational performance and streamlining processes.
- 4) **Michael Dolpp** should act as interim CEO to spearhead operational, financial recovery, and improved engagement of employees and customers.

Strategic Evaluation

Engagement of Investment Banking Firm

Engage a reputable investment banking firm for a comprehensive strategic evaluation and most importantly, manage this engagement with a reconstituted Board, with the expertise to ensure a successful outcome for all Stakeholders.

- **Scenario Analysis:** Utilize scenario planning to test strategies under various market conditions.
- **Technology Audit:** Evaluate current technology systems to identify opportunities for automation and digital transformation.
- **Evaluation Objectives:** Assess operations, financial standing, and market positioning, while developing a roadmap to achieve the strategic vision.
- **Alternative Paths and Structures:** Explore mergers, acquisitions, divestitures, or partnerships aimed at maximizing long-term shareholder value.
- **Transparency:** Provide shareholders with regular updates on progress and outcomes.

Financial Recovery

Effective cash flow management is crucial for ensuring the financial health of Servotronics. Here are the initial strategies to achieve this:

- **Dynamic Financial Modeling:** Implement real-time financial modeling to test the impact of proposed changes.
- **Comprehensive Banking Relationships:** Restructure inefficient debt through new banking relationships that support growth.
- **Vendor Financing:** Negotiate better payment terms with key suppliers to improve liquidity.
- **Aggressive Accounts Receivable Collections:** Implement stringent measures to collect outstanding receivables promptly. This can involve offering early payment discounts or more efficient invoicing systems.
- **Improved Service Delivery:** Enhance service delivery for Products, along with R&O Services to reduce customer penalties and improve payment cycles.

Real Estate Optimization

Real estate assets should be leveraged to stabilize finances:

- **Sale/Leaseback Transactions:** Execute sale and leaseback arrangements for corporate real estate. This strategy unlocks significant capital, which can be reinvested in the business for growth initiatives or debt reduction.
- **Property Utilization:** Evaluate the use of all company properties to ensure they are utilized efficiently. Underused or redundant properties can be sold off or repurposed.

Operational Excellence

Supply Chain Overhaul

Optimize supply chain operations to ensure reliability and cost-effectiveness. We anticipate that Servotronics may claim they are already addressing this as part of their current business plan. However, objectively, they have not succeeded in fully executing or realizing the intended outcomes, and we disagree with the notion that this plan doesn't offer anything new.

Key strategies include:

- **Integrated Supply Chain Platforms:** Use platforms like SAP for end-to-end visibility and management.
- **Supplier Relationship Management:** Develop strong relationships with suppliers to enhance collaboration, improve quality, and reduce costs.
- **Inventory Management:** Use advanced inventory management techniques such as demand forecasting, safety stock calculations, and reorder point formulas to maintain optimal inventory levels.
- **Logistics Optimization:** Streamline logistics to improve delivery times and reduce shipping costs. This can be achieved through better route planning, consolidation of shipments, and leveraging technology for real-time tracking.

Lean Manufacturing

Implement Lean principles to reduce waste and improve efficiency across all manufacturing processes. This includes:

- **Value Stream Mapping:** Analyze the flow of materials and information currently required to bring a product or service to the customer. This helps identify and eliminate waste, ensuring a smoother process. Remove barriers to achieving single piece flow. Assess manufacturing and improve profitability of unfavorable product mix.

- **Digital Twin Technology:** Simulate manufacturing processes to identify bottlenecks and optimize production.
- **Just-In-Time Production:** Produce only what is needed, when it is needed, and in the amount needed to minimize inventory costs and reduce lead times.
- **Continuous Improvement (Kaizen):** Foster a culture of continuous improvement where employees at all levels work together proactively to achieve regular, incremental improvements in the manufacturing process.

Zero-Defect Deliverability

Achieve 100% on-time delivery with zero defects to rebuild customer trust and improve contract adherence. This can be accomplished through:

- **Total Quality Management (TQM):** Implementing TQM principles to ensure every employee is committed to maintaining high standards of work in every aspect of a company's operations.
- **Six Sigma:** Utilize Six Sigma methodologies to identify and remove the causes of defects and minimize variability in manufacturing and business processes.
- **Automated Quality Control:** Employ advanced quality control systems and automated inspection technologies to detect and correct defects before products reach the customer.

Customer Engagement

Foster a customer-centric culture within the organization to ensure all actions and decisions are aligned with customer needs and expectations.

- **Net Promoter Score (NPS):** Regularly measure customer satisfaction and address feedback promptly.
- **Customer Data Analytics:** Personalize customer interactions and anticipate needs using advanced analytics.
- **Proactive Issue Resolution:** Develop real-time monitoring systems to identify and resolve issues before they impact customers.
- **Feedback Mechanisms:** Conduct regular surveys and focus groups to understand customer needs and preferences.
- **Consistent Communication:** Establish clear and regular communication channels with customers to keep them informed about order statuses, new product releases, and any potential delays. Utilize multiple platforms, including email, social media, and direct calls, to maintain an open dialogue. Establish Annual / bi-annual key account reviews with Executive management teams.

- **Assurance:** Implement rigorous quality assurance processes to ensure that all products meet or exceed customer expectations. Regularly review and update quality control measures to address any emerging issues promptly.
- **Dedicated Support Team:** Establish a dedicated customer support team that is easily accessible and equipped to handle inquiries and issues efficiently. Ensure that support staff are well-trained and have a deep understanding of the products and services offered.
- **Business Value Assessment:** Conduct a review of current customer contracts and existing sales versus customer complaints to determine if the book of business adds value or needs a pricing adjustment and if the terms of the agreement are balanced and reasonable.

Commitment to Workforce Development

Enhanced Employee Investment

Enhance employee satisfaction and retention by creating a people-centric culture and addressing key concerns identified in satisfaction surveys.

Implement the following strategies:

- **Upskilling Programs:** Introduce modular training in emerging technologies like AI, robotics, and IoT. Offer continuous learning opportunities through in-house training, workshops, and online courses. Develop clear career paths and provide mentoring to support employee growth.
- **Employee Value Proposition (EVP):** Define and communicate EVP to attract and retain top talent.
- **Leadership Development:** Invest in programs to equip managers with skills to inspire their teams.
- **Innovation Encouragement:** Create an environment that supports and values employee creativity.
- **Competitive Compensation and Benefits:** Ensure that salaries and benefits are competitive within the industry. Introduce performance-based incentives and reward programs to recognize and motivate employees.
- **Work-Life Balance:** Promote a healthy work-life balance by offering flexible working hours, remote work options, and wellness programs. Encourage taking regular breaks and vacations to prevent burnout.

- **Inclusive Work Environment:** Foster an inclusive and diverse workplace where all employees feel valued and respected. Revitalize policies to prevent discrimination and promote equal opportunities.
- **Employee Engagement:** Regularly engage with employees through surveys, feedback sessions, and town hall meetings to understand their needs and concerns. Act on the feedback to improve workplace conditions.

Collaboration with Educational Institutions and Government

Partner with the Northland Workforce Training Center and other educational institutions to access a skilled labor pool and secure grant funding. Expand workforce development initiatives by:

- **Apprenticeship and Internship Programs:** Collaborate with technical schools and universities to create apprenticeship and internship programs that provide hands-on experience to students and potential employees.
- **Grant Funding for Training:** Secure grants to fund training programs that enhance the skills of the current workforce and prepare new employees for the demands of the manufacturing industry.
- **Facilities Upgrade:** Use grant funding to upgrade facilities and invest in state-of-the-art engineering technologies, providing employees with the tools they need to excel in their roles.
- **Skilled Labor Recruitment:** Directly collaborate with local and state organizations to secure grants aimed at employing recently laid-off skilled workers in the region. Commit to aggressively supporting the training and hiring of unemployed skilled workers in WNY.
- **Community Engagement:** Build strong relationships with the local community and stakeholders to create a pipeline of skilled talent that ensures long-term operational excellence and regional economic growth.

Industry Proven Growth Strategies

- **Market Expansion:** Diversify into adjacent markets compatible with core competencies and identified “Opportunity Set” from internal engineering leadership, such as repair and overhaul (R&O) services, medical devices, and advanced aerospace components, allowing the company to tap into new revenue streams reducing reliance on any single market.
- **Geographic Expansion:** Explore expanding operations into new geographical regions, both domestically and internationally. Conduct market research to identify regions with high demand for the company’s products and establish distribution channels and local partnerships to facilitate market entry.

- **Innovation Hubs:** Establish dedicated teams to focus on new product development and meet emerging market needs and preferences. This will help in capturing a larger market share and driving revenue growth.
- **Innovation Focus:** Invest in R&D to develop cutting-edge products, acquire necessary certifications, and establish technological superiority. Encourage a culture of innovation within the organization by providing resources and support for employees to experiment and develop new ideas.
- **Strategic Partnerships:** Engage with state and local government initiatives to secure funding and enhance manufacturing capabilities. Form strategic alliances and partnerships with other companies, research institutions, and industry organizations to leverage shared expertise and resources.

Governance and Accountability Strategies

Distribute improved quarterly shareholder updates with comprehensive details on financial performance, strategic initiatives, and operational progress. These updates should include:

- **Financial Reports:** Detailed quarterly and annual financial statements, including balance sheets, income statements, and cash flow statements.
- **Strategic Initiatives:** Progress reports on key projects, market expansions, new product developments, and other strategic goals.
- **Operational Metrics:** Key performance indicators (KPIs) that track operational efficiency, productivity, and other critical metrics.

Develop Performance Metrics

Align executive and board compensation with company performance to incentivize success and ensure accountability. This can be achieved through:

- **Performance-Based Bonuses:** Tie bonuses to specific, measurable performance targets such as revenue growth, profitability, and market share.
- **Stock Compensation:** Grant stock options and/or restricted stock that vest based on achieving long-term performance milestones.
- **Balanced Scorecard:** Use a balanced scorecard approach to measure performance across various dimensions, including financial, customer, internal processes, and learning and growth.

Independent Oversight

Utilize third-party audits and industry benchmarks to validate progress and maintain transparency. Key strategies include:

- **External Audits:** Engage reputable external auditors to conduct regular financial and compliance audits.
- **Benchmarking:** Compare performance against industry standards and best practices to identify areas for improvement.
- **Risk Management:** Implement robust risk management frameworks to identify, assess, and mitigate potential risks.

Stakeholder Engagement

Foster open communication and engagement with all stakeholders, including employees, customers, suppliers, and the community. Strategies include:

- **Town Hall Meetings:** Host regular town hall meetings to provide updates and gather feedback from employees.
- **Customer Surveys:** Conduct surveys to understand customer satisfaction and areas for improvement.
- **Supplier Conferences:** Organize conferences with key suppliers to discuss collaboration and performance expectations.
- **Community Involvement:** Engage with the local community through corporate social responsibility (CSR) initiatives and partnerships.

Ethics and Compliance

Establish and enforce a strong ethical framework and compliance program. Key components include:

- **Code of Conduct:** Develop and communicate a clear code of conduct for all employees and stakeholders.
- **Training Programs:** Provide regular ethics and compliance training to employees at all levels.
- **Whistleblower Policy:** Implement a whistleblower policy to encourage reporting of unethical behavior without fear of retaliation.

Implementation Timeline

Phase 1 (0-6 months)

- **Leadership transition:** Appoint new leadership to drive strategic initiatives and motivate employees.
- **Cash flow stabilization:** Implement measures to improve liquidity and manage debt effectively.
- **Lean manufacturing deployment:** Optimize production processes to enhance efficiency and reduce waste.
- **Enhance Employee Satisfaction:** Creating associate centric culture, identifying key concerns identified in satisfaction surveys.
- **Begin Customer trust rebuilding:** Management engagement with customers to rebuild trust through quality improvements and transparent communication.

Phase 2 (6 -12 months)

- **Operational improvements:** Enhance supply chain management and streamline operations.
- **Continued Customer trust rebuilding:** Team engagement with customers, fostering intimate relationships at all levels of customer contact.
- **New market penetration:** Identify new markets to diversify revenue streams and increase market share.

Phase 3 (12-18 months)

- **R&D advancements:** Invest in research and development to innovate and stay competitive.
- **Workforce expansion:** Hire and train new talent to support growth and enhance capabilities.
- **Revenue growth:** Focus on sales and marketing efforts to drive revenue and profitability.

Conclusion

By implementing the outlined strategic initiatives, Servotronics can reverse its downward trajectory and achieve sustainable growth. The key points of the plan include:

- **Leadership Overhaul:** Appoint a new leadership team to drive strategic initiatives and foster a culture of innovation and excellence.
- **Financial Recovery:** Enhance cash flow management, restructure debt, and optimize real estate assets to stabilize finances.
- **Operational Excellence:** Implement Lean manufacturing principles, overhaul supply chain operations, and ensure zero-defect deliverability.
- **Customer Engagement:** Adopt a customer-centric approach, improve communication, and enhance quality assurance to rebuild customer trust.
- **Commitment to Workforce Development:** Invest in employee training and development, foster an inclusive work environment, and collaborate with educational institutions for a skilled labor pool.
- **Industry Proven Growth Strategies:** Expand into new markets, develop new products, and form strategic partnerships to drive revenue growth.
- **Shareholder Value Focus:** Transparent governance, performance-based incentives, and long-term sustainability.

The S.A.V.E. Servotronics Plan we have prepared, aims to restore stakeholder confidence and regain Servotronics position as a leading manufacturing company in Western New York. Shareholder support is essential to executing this transformation effectively, ensuring the company's long-term success and sustainability.

If you would like more information, please visit our website www.saveservotronics.com. We have established this website to provide valuable and timely updates for all stakeholders. Please stay active and informed because by working together- we can S.A.V.E. Servotronics!

THANK YOU!



Harrison W. Kelly III, Ph.D.
Cogency Consulting, LLC
174 Main Street #101
East Aurora, New York, 14052
www.CogencyLLC.com

January 31, 2025

Paul Snyder III
Chairman
Founders Holding Corporation
450 Corporate Parkway, Suite 100
Buffalo, New York 14226

Subject: Endorsement of the S.A.V.E. Servotronics Proposal


Dear Paul,

Thank you for the opportunity to review your plan titled “S.A.V.E. Servotronics Proposal.” I’d like to begin by introducing myself and summarizing my credentials, which I believe position me well to assess this proposal.

I have a deep background in manufacturing and business system development, holding a Ph.D. in Industrial Engineering from the University at Buffalo and a Master’s Degree in Applied Statistics from the Rochester Institute of Technology. Over the past 30 years, I have focused on improving business performance through data-driven decision making and engineering innovations. My firm, Cogency Consulting, LLC, provides direct support to small and mid-sized manufacturing companies in highly regulated industries—including medical device, automotive, and aerospace—by delivering compliance and engineering solutions that enhance operational efficiency. Additionally, I spent 20 years teaching graduate and undergraduate industrial engineering courses within University at Buffalo’s Department of Industrial Engineering while holding multiple leadership roles, including Director of the NYS Engineering Design Innovation center and Director of Undergraduate Studies in the Industrial Engineering Department.

As a matter of public record, I briefly served as COO of Servotronics, Inc. in 2024 before resigning due to differences in leadership priorities. Since I am not in possession of any current information regarding Servotronics, Inc. my commentary and opinions are based on my expertise alone. I can confidently say that the structure and approach laid out in the plan are well-founded and would benefit many struggling companies. As a proud Western New Yorker, I have witnessed too many once-thriving companies leave the area for various reasons (e.g., Sumitomo Rubber USA/Dunlop Tires, New Era Cap Company, Globe Metallurgical, Ingersoll Rand, Motorola/Continental AG). I commend your commitment to revitalizing Servotronics, Inc. and preserving local industry. Given my experience and perspective, I believe this plan presents several innovative ideas and a strong framework for transforming Servotronics, Inc. I am pleased to offer my full endorsement of the “S.A.V.E. Servotronics Proposal.”

Sincerely,


Harrison W. Kelly III, Ph.D.
Cogency Consulting LLC
President

Michael Dolpp
8794 Hearthstone Drive
East Amherst, New York 14051

January 31, 2025

Beaver Hollow Wellness, LLC

Attention: Mr. Paul Snyder, III

Subject: Servotronics, Inc.

Dear Paul,

The last thing that our community needs is for another viable manufacturing business to falter or leave Western New York. I have reviewed the historic public Investor Summaries and the details of the proposed actions by Beaver Hollow Wellness that are necessary to assist with turning this organization around.

I am in full support of the actions noted and am honored to be included in the efforts to improve the financial position and market presence of Servotronics. I look forward to helping you and the team assembled achieve the noted objectives.

Sincerely,

M W Dolpp
Michael W. Dolpp

The S.A.V.E. Servotronics proposal is a comprehensive multi-dimensional plan that bolsters shareholders, employees and customers. It was formulated by a skilled team of industry professionals with proven success in the cornerstone areas of strategic thinking, value creation, financial acumen and operational excellence. It prioritizes Board transparency and accountability to regain stakeholder trust.

The actions outlined in the plan are critical in order to reverse the decline created by the current CEO and Board of Directors, as so poignantly illustrated by SVTs own public filings.

I participated in the formulation of the S.A.V.E. Servotronics plan and I wholeheartedly endorse it.

Signed,

Chris Marlow

Harrison W. Kelly III

Career Overview

An accomplished Executive Operations Leader with expertise in engineering, operations, quality management, and regulatory affairs. Demonstrated success in optimizing processes, improving efficiency, and enhancing financial performance across multiple industries.

Career Experience

- Chief Operating Officer, Servotronics, Inc. (2024) – Led manufacturing operations, implemented Lean principles, and significantly improved financial performance.
- Professor of Practice, University at Buffalo (2012-2024) – Developed and taught courses in Industrial Engineering, Lean Six Sigma, and Statistical Methods.
- Director of Undergraduate Studies, University at Buffalo (2021-2023) – Managed and ensured regulatory compliance for the Industrial Engineering program.
- President, ProVision LLC (2012-2024) – Developed quality and regulatory management systems, Lean Six Sigma certification programs, and manufacturing efficiency solutions.
- Chief Quality Officer, Curbell, Inc. (2005-2012) – Established global quality management systems and led corporate Six Sigma training initiatives.

Credentials & Certifications

- Ph.D. in Industrial and Systems Engineering (University at Buffalo)
- Lean Six Sigma Master Black Belt
- Certified ISO 13485:2016 Lead Auditor
- Multiple academic publications and patents in quality management and statistical process control.

Michael W. Dolpp

Career Overview

A seasoned executive with extensive national and international leadership experience in operations, sales, and distribution. Proven ability to drive revenue growth, optimize sales channels, and implement lean manufacturing strategies.

Career Experience

- Vice President & General Manager, Thomson Industries (2016-2020) – Led multi-site operations with full P&L responsibility, achieving growth and financial performance improvements.
- Vice President, Sales Americas, Thomson (2007-2016) – Managed large customer service and sales organization, overseeing channel realignment and business system implementation.
- Director, General Sales, IIMAK (1997-2000) – Developed and expanded sales operations, growing revenue from \$5M to over \$30M.
- General Sales Manager, Enidine Inc. (1992-1996) – Directed sales teams, exceeding revenue objectives and expanding international sales.
- Corporate Sales Manager, Frontier Foundries (1981-1986) – Managed corporate sales growth, increasing revenue by 25% annually.

Credentials & Certifications

- MBA, Rochester Institute of Technology
- Certified Lean Manufacturing Expert (Black Belt)
- Expertise in union negotiations, strategic planning, and operational excellence.

Christine R. Marlow

Career Overview

An accomplished business strategist and defense industry executive with extensive experience in program management, strategic decision analysis, and Six Sigma implementation. Expertise in high-tech military manufacturing and consulting.

Career Experience

- • Owner & Consultant, J&C Consulting, LLC (2005-Present) – Provides strategic executive management support for multi-million-dollar government projects.
- • Strategy Director, Raytheon (2003-2013) – Led a \$1.5B defense industry division, implementing Six Sigma strategies to enhance efficiency.
- • General Manager, Digital Display Group, ELCAN (1995-2003) – Managed full product lifecycle for military-spec digital display technologies.
- • Business Development Manager, System Technologies (1994-1995) – Focused on new military combat simulator products and field deployments.
- • Program Manager, Three-Dimensional Technologies (1991-1994) – Co-inventor of OmniView™ 3D display technology.

Credentials & Certifications

- • MBA, University of Dallas
- • BS in Industrial Engineering, Purdue University
- • ASQ Six Sigma Black Belt (Internationally Certified)
- • Registered Professional Engineer (State of Texas)
- • Strategic Decision Analysis & Risk Certification (Stanford University)