



Led by Robert E. Forrest, the Peritas team has built an exceptional track record as equity holders, managers and operators in small-to-medium sized business, all the while accumulating extensive expertise in the areas of business processes, staff/resource allocation, finance, data analysis/management, and software development. In practice, we possess the “chief” skills and experience to help entrepreneurs and business owners effectively and efficiently move their operations forward.

Our Commitment – Leveraging our group’s unique experience and utilizing the three baseline fundamentals below, we will reduce the time demands involved in running each client’s business and position our clients to increase profits and structure their operation for long term efficiency and eventual exit.

- Small-to-medium sized businesses should generate 20% to 25% in pre-tax profits, unless a conscious decision has been made to do otherwise.
- Multi-year planning, including exit strategy scenarios, is a must for every business and the process can be simplified to match the resources available.
- In today’s professional environment, employee turnover is a given, and employers should proactively manage their labor force to anticipate and embrace inevitable changes.

Our Approach – As the initial step of any possible consulting engagement, we invest a substantial amount of time and energy to understand a client’s circumstances, philosophy and mission. This process includes our review of some top-line financial, staffing and market segment data provided by the client (subject to a Confidentiality Agreement), as well as one or more working meetings. It is through our up-front investment in a potential client’s operation that we gain the necessary client perspective to most effectively structure an engagement and assist in moving a business forward.

Consistent with our belief that consultants should be targeted, short-term resources, we work diligently to ensure that each of our engagements has a Peritas exit strategy. Our projects are generally structured over six to eighteen month terms, with ongoing support available thereafter as requested.

Our Fee Structure – Upon completion of the initial collaboration with a consulting prospect (which we provide at no charge), we will submit a written proposal for consulting services, deliverables and fees. We have found that our engagements are most effective within a fixed monthly fee structure. Within this format, a fixed monthly fee is determined based on anticipated work-load and agreed upon hourly rates, with overages carried at our risk and addressed upon completion of a project.

Robert E. (Rob) Forrest has a wealth of business, operations, and finance experience including as the chief executive officer of a 140+ person professional services company. There, he successfully lead a transition from an entrepreneurial environment to a more traditional business structure and culture, all the while improving financial metrics across all reporting units and enhancing scalability to better accommodate business work load.

Mr. Forrest's experience extends to the food industry where he negotiated purchase contracts, refined distribution procedures, and held primary divisional responsibility for brand management. He also served as head of operations and finance at a utility deregulation focused start-up where he executed public and private equity financings totaling \$14.5 million and executed all SEC filing and reporting requirements.

For Peritas clients, Mr. Forrest leverages his diverse background to provide senior level strategic, finance and operational business consulting services to a broad spectrum of small-to-medium sized businesses. Recent engagements include strategic planning, interim CFO and Controller duties, and evaluating business investment/acquisition opportunities for third parties.

With family roots in Marin County going back to his great-grandparents, Mr. Forrest lives in San Anselmo with his wife and three young sons. He grew up in an entrepreneurial environment (his parents and many of their friends are/were business owners) and has always preferred the quick, sometimes frenetic pace of smaller, fast-growing companies. He and his wife enjoy entertaining and travel, and he has always been active – competitive sports into college, biking, running, rafting, snow/water skiing, golf, and playing with his kids.

Mr. Forrest attended the University of California at Los Angeles, graduating *magna cum laude* and Phi Beta Kappa with a degree in Economics and Business. He also completed seminar coursework at the SEC Institute on SEC reporting requirements and compliance.

Robert E. Forrest

140 Woodland Ave, San Anselmo, CA 94960

Telephone: (415) 785-7172 – E-mail: rob.forrest@peritaspartners.com

EXPERIENCED EXECUTIVE

General management breadth of responsibilities in services and products companies, with a proven track record of efficient and profitable operations. Consistent, effective leadership and direct, honest communication skills that jointly drive employee performance and professional work environments.

MANAGEMENT

Characteristic ✓ *Efficient situation assessments with experience-based, hands-on solutions implemented*
Achievements ✓ *Three-to-five year strategic planning cycle with identified exit strategy*
✓ *Staff development, across all levels, founded on accountability and responsibility*

- Develop and execute business planning and profitability improving solutions for consulting clients
- Led cultural transition within professional services firm from “entrepreneurial dictatorship” to traditional business structure, including restructuring of management team via addition and repositioning of staff
- Closed substantial (20%+ / \$20+ million) direct cost, customer incentive budget gap within one year
- Direct participant in strategic planning of web-based services start-up, driving testing, maintenance and support of company’s multiple information and revenue generating web sites

FINANCE & OPERATIONS

Characteristic ✓ *Improved profitability driven by cost control and more effective pricing*
Achievements ✓ *Functional restructuring to enhance scalability and better distribute work load*
✓ *Commitment to and delivery of exceptional customer service*

- Restructured operations to facilitate scalability en route to doubling staff to almost 200 FTE’s
- Implemented standardized financial reporting and accountability, distributing divisional responsibility to managers and improving metrics (delivery times, margins, receivables, etc.) across all reporting units
- Led execution side of equity financings totaling \$14+ million and handled related SEC reporting requirements
- Managed negotiation and execution of multi-year purchase incentive contracts representing annual revenue of over \$250 million and reduced single-year balance sheet risk by more than \$10 million (20%)
- Established and managed off-site team of 20 teleservices agents supporting sales and marketing efforts

SALES & MARKETING

Characteristic ✓ *Development of incremental, profitable revenue streams*
Achievements ✓ *Implementing consistency across all internal and external communications*
✓ *Front-line and support roles establishing and building customer relationships*

- As head of new business development efforts, diversified customer base, increased project load, improved project profitability and developed two new market segments
- Developed consistent approach to drafting, calculating and analyzing new business proposals
- Active and invited participant in prospecting and executing direct sales efforts
- Held primary division responsibility for consumer brand management

TECHNOLOGY

Characteristic ✓ *Leveraging existing systems to generate new financial and customer knowledge*
Achievements *to drive profitable growth*
✓ *Skilled business lead on complex applications development*

- Creative lead and/or business sponsor for various proprietary systems: project/SKU profitability, project management, information sharing, financial statement/invoice automation, and fraud detection
- Trained and supported sales and marketing staff on effective use of new and existing applications
- Division representative in “Cow to Consumer” supply chain reengineering initiative

CHRONOLOGY

Peritas Partners – Business acquisition, consulting	Managing Member, Consultant	03/07 – Present
Gilardi & Co – Class action admin, 140+ FTE’s	Managing Director, CEO	03/02 – 02/07
Wattage Monitor – Energy deregulation info service	Vice President of Operations	03/98 – 03/02
Specialty Brands – NorAmer division, global spice firm	Trade Contracts Manager	10/95 – 11/97
Dreyer’s/Edy’s Ice Cream – National food manuf/distrib	Field Marketing/Logistics Manager	05/93 – 10/95

EDUCATION

SEC Institute – Seminar coursework on SEC reporting requirements and compliance, 1999/2000
UCLA – Bachelor of Arts, Economics / Business, June 1990 – Magna Cum Laude / Phi Beta Kappa