

# SUSAN R. JONES

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## SENIOR FINANCE & OPERATIONS EXECUTIVE

My real strength as a “Master-of-Reformation” is rooted in diverse experience, broad multi-functional leadership and strong innovation in finance and operations. This passion inspires me to bridge diversity in business cultures through creative organizational design, efficient technology enabled business processes and a solid financial business strategy with a focus on capturing the future.

Conceived and executed goal-driven strategies to create a branded platform for growth. Led DogHouse from a one-store start-up to 5 brick-and-mortar locations generating 3-year compounded sales growth of 29%. Leveraged e-commerce as a growth strategy cornerstone achieving 103% compounded growth for 3 years. Selected as one of the “Hot 100 Retail Web Sites for 2008” and named one of the “Hot Retailers of the Year” in 2006.

Built and led a customized approach to an aggressive M&A strategy. Directed valuation, due diligence, negotiations, and Board presentations of 3 acquisitions for Realty, Inc. totaling \$875 million in 3 years, leading integration strategies that captured synergy savings of \$34 million.

Hold a CPA with expertise in financial risk management, institutional investment management, business process redesign, and financial & capital structuring. Proven record of successfully leading and developing top-performing teams. Transformed the Finance & Investor reporting division of Realty, Inc. struggling with 23% turnover, increased costs, and low-quality service. Reduced overall staff turnover to 9% and less than 5% among High Impact Performers.

### CAREER PROGRESSION

DOGHOUSE, Tampa, Florida

(Multi-channel specialty retail concept focused on fast-growing luxury pet market with 90 employees)

**Chief Executive Officer / Chief Financial Officer** - 2005 to 2008

BOD Member leading the partner group in guiding the vision for this start-up venture. Developed the business & brand strategy, authored the 5-year business plan, developed the financial structure, and produced the private placement memorandum that raised initial \$5 million in capital.

- Led the aggressive high-growth initiative to design and execute a multi-channel concept (brick and mortar and e-commerce) to exploit the rapidly-growing luxury pet niche, opening 4 additional stores and launching an e-commerce site that captured double-digit sales growth from 2005 to 2008.

EXPERT ADVISORS, Tampa, Florida

(Advisor to start-ups through mid-size public companies on capital structure, strategy, and organizational effectiveness)

**Managing Partner** - 2002 to 2005

Subject matter expert on financing, acquisitions and divestitures, post-merger integrations, organizational design, incentive / performance systems, business strategy, and corporate governance.

### Core Qualifications:

Strategy/Mission & Vision Planning

Brand Architecture

Organizational Design

Business & New Product Development

Financial Market's Risk Management

Acquisitions & Integration

Business Process Improvements

Structured Finance & Securitized Debt

Domestic, International, & Public Reporting

- Selected for reputation by the CEO of a leading home builder to lead market research, financial analysis, entity and land valuations, deal structure; vet alternative market candidates; and develop the purchase agreement and letter of intent for its first entry into the Midwest Tri-State area.

REALTY, INC., Charlotte, North Carolina

*(US operations of an Australian public company and the largest US REI Advisor with 2,000+ employees across 12 offices; \$45 billion in assets under management; \$55 billion in loans under servicing and resolution; \$12 billion in annual loan originations; and \$400 million in service revenue)*

**Chief Financial Officer** – 1997 to 2001

Recruited by the CEO to develop the corporate strategy, business plan, and acquisition strategy for this new entity. Directed \$1 billion in capital commitments for acquisitions and new fund launches. Accountable for due diligence, research, risk assessment, ROI analyses, BOD presentations, and business integrations..

- Led the \$60+ million Enterprise Project, transforming business processes, technology, and culture for one of the world's largest Real Estate Investment Managers, delivering a 54% improvement in portfolio operations productivity, a 20% improvement in investment management productivity, and a 40% IRR on the initial \$25 million phase of the project.

**Head of Investor Reporting & Relations, Boomtown** – 1990 to 1997

*(Acquired by Realty, Inc., BoomTown was a boutique Real Estate Investment advisor with \$8 billion in assets under management and 200 employees across 5 offices)*

Hired by the CEO to develop systems & processes and create investor marketing materials and presentations to increase the number of domestic clients and level of capital commitment by institutional investors.

- Pioneered customized systems, processes, and marketing collateral for tax-exempt institutional investors that directly contributed to the growth from \$3 billion of assets under management from 90% foreign institutional investors to \$8 billion in assets under management, of whom 50% were domestic institutional investors.

ERNST & YOUNG, Jacksonville, Florida

**Partner-in-Charge of the Southeast Real Estate Practice** – 1988 to 1990

**Partner** - 1976 to 1987

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## LICENSURE / EDUCATION & TRAINING

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**Bachelor of Science in Management** – 1976

University of Florida, Gainesville, Florida

Superior Corporate Governance and Board Service

University of Georgia, Terry College of Business Directors' College

Michael Hammer, Hammer & Company: Creating the Customer-Centric Enterprise ▪ Making Mergers Work ▪ Reinventing Financial Services