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Strategic Executive | Global Events & Exhibitions | Revenue Growth | Operational Leadership

A results oriented senior level executive serving the exhibition, event, and conference industry. Proven success in driving \$45M+ in annual revenue, leading organizational transformations, and executing large-scale programs across diverse business sectors. Expert in strategic planning, team restructuring, and aligning operations to deliver long-term growth. Has a keen ability to navigate demanding environments while dealing with challenging customers and committees. Exemplary listener and communicator, engaging in critical negotiations, driving business growth, cost savings, while fostering key partnerships with business influencers and key stakeholders.

CORE COMPETENCIES

Leadership & Strategy: Strategic Planning, Board Governance, Organizational Restructuring, Team Leadership

Operations: Vendor Management, Logistics Execution, P&L Oversight, Contract Negotiation

Commercial: Revenue Generation, New Business Development, Market Condition Analysis, M&A.

Customer Engagement: Data Driven Strategy, Customer Experience, Partnership Development, Member Relations

ACCOMPLISHMENTS

- Specialty Food Association, led the organization's recovery effort post COVID, including backfilling key organizational positions, re-organizing the association to better serve its 900 members, enhancing and nurturing key complementary partnerships, and developing viable commercial programs. **Achieved \$17.9M in total event revenue** for SFA's Summer and Winter Fancy Food Shows by revamping operations, partnerships, and team structure post-COVID.
- ICSC: Re-negotiated and realized an annualized General Service Contractor aggregate **cost savings of \$2.7 million**, which was subsequently extended, **including another \$800,000 in related savings** plus a two-year freeze on labor and service pricing.
- Re-structured ICSC's Business (Sales) Development Team: including automation of internal business processes, creation of CRM guidelines, development of a short- and long-term sales strategy, resource re-deployment, creation of brand ambassadors, aligning the compensation structure with roles and responsibilities, development of sales metrics along with introducing data driven product valuations. **Sales productivity and efficiency increased from 40% to 65%**, while new products and services were introduced to better align with the customers' needs.
- Negotiated a long-term venue agreement for ICSC's annual event, RECon, **resulting in a multi-year contract with a cost savings of \$2.6 million** over the first 5 years. A contract re-negotiation subsequently occurred, extending the agreement, resulting in **an additional \$400,000 in annual hall rent savings**.
- ICSC's most independent, vocal and challenging volunteer Committee, the New York Planning Committee was re-structured to better align with the organization's long-term strategy. Including, board re-alignment, a re-write of the Governance guidelines and the execution of defined strategic guidelines.

PROFESSIONAL EXPERIENCE

Sterling Advisory Group LLC, Stamford, Ct.

December 2021-Present

Sterling is a full-service agency supporting and assisting organizations in the meetings and events industry, including project management, revenue enhancement, divestitures, acquisitions, market analysis, partnership cultivation, event strategy, content development, contract negotiation, operations/logistics, customer/member engagement and governance.

Related Projects:

- Northeast Toy and Gift Show: Event Show Director responsible for exhibit, sponsorship sales, including all pre-show and on-site logistics and operations.
- Shomex: Conference Director responsible for the management and development of the Safety and Security Expo educational program, including speaker recruitment and coordination of relevant subject matter.
- Naylor Association Solutions: Developed a strategic plan to scale Naylor's event management business, including pricing models, target market sectors and investment strategies.
- Arizent/Source Media: Oversight of the event planning team, including the execution and production of multiple conferences and programs supporting the banking and financial services industry.
- Auto Care Association: Analyze and survey four critical market sectors, evaluating each complementary vertical, while determining their value, purpose and long-term relevancy within the Auto Care industry.
- TSE Media: Management and operational oversight of TSE's Gold 100 & Fastest 50 conference programs. Responsibilities included, programming, planning, content development, operational execution, marketing support, sponsorship & sales fulfillment (including deliverables), attendee acquisition, future date analysis, vendor negotiations, etc.
- Specialty Food Association ("SFA"): Joined as a crisis management executive overseeing the following departments: sales (including sponsorships & partnerships), service, event and program logistics, operations and membership. Responsibilities include new member recruitment (and retention), liaising with volunteer committees along with complementary partner organizations, budget development and oversight, re-building and re-aligning SFA's internal operating structure.
- RETAIL LIVE! & Completely Retail: developed an omni channel business plan to scale their media business' while also representing the organization on the divestiture of its event portfolio.
- Tarsus Media: Led the research and evaluation process of prospective buyers to support targeted acquisitions complementary to the Tarsus portfolio of events. The project included verification of revenue streams, development of a business integration plan, evaluation of existing staff and the creation of a targeted transitional timeline.
- Informa: Supported efforts with a new event concepts, conducting a financial and market assessment along with future date and space needs.
- Jacob Javits COVID Initiative: Formed a relevant collective of industry groups including Exhibitions and Conference Alliance ("ECA"), SISO and IAEE, lobbying members of the New York State Governor's office, New York State Senate and Legislature, including influential city leaders (along with government officials) soliciting their support and commitment for the planned reopening of the Jacob Javits Convention Center.
- Chaired IAEE's Health and Safety Task Force. Co-Authored the document, "Essential Considerations for the Safe Opening of Exhibits and Events", which was distributed to organizations who manage meetings and tradeshow.
- National Association of Broadcasters: Developed Safety Guidelines for the re-opening of their 2022 event in Las Vegas.

Vice President of Events, Programs and Services

- Vice President of Business Development (2009-2010)
- Vice President of Global Programs and Events (2011-2014)
- P&L responsibility for ICSC's Business Development, Events and Program teams. Including budget development, financial forecasting, and cost containment.
- Manage all revenue platforms, including non-membership sales revenue; booth/exhibit sales, sponsorships, digital products, advertising, and all ancillary revenue streams, representing \$45 million in annual revenue.
- Managed all aspects of ICSC's 150 national and global programs, events and conferences inclusive of site visits, venue selection, vendor negotiations, contract revisions, program agendas, logistics, operations; technology, A/V, labor, speaker recruitment, transportation, staffing, registration, food and beverage, housing, on-site management and budget reconciliation.
- Manage and supervise three global offices, including local board interaction. Offices include London, Singapore and Mexico City representing 12% of the organization's overall revenue.
- Management of the "RECon" branded programs, both domestically and internationally; Including RECon (revenues of \$25 mil.), New York Dealmaking (revenues of \$10 mil.) in addition to ICSC's 12 Regional Events and 135 Local Conferences & Programs.
- Analyze, research, liaise and negotiate for prospective acquisitions, complementary partnerships and strategic alliances.
- Developed, manage and mentor a team of fourteen (14) highly driven, successful professionals.
- Liaise with ICSC's regional Volunteer Committees, including guideline setting, developing strategic deliverables, board structure, oversight and direction.
- Consistent and ongoing collaborative interface with ICSC's Board of Trustees and general membership ensuring the business strategy of the Board of Trustees are aligned with the organization and industry.

Executive Director

- Senior Vice President (2005-2007)
- P&L responsibility of \$21 million.
- Led and managed the following teams: Sales, Strategic Alliances, Service, Tourism, Membership and Visitor Information departments, including thirty-seven (37) team members.
- Develop marketing programs to assist in the recruitment of new prospective programs, conferences, events and tradeshows to the NYC market.
- Market and promote NYC as the premier U.S. destination, both domestically and internationally via media tours, marketing campaigns and participation in forty (40) global and domestic trade and tourism events.
- Manage ten (10) international sales offices.
- Oversee the operation, logistics and management of four Visitor Information Centers while simultaneously prospecting for new locations.
- Maintain and service NYC & Company's 1,900 partner members. Review and update membership programs and continually evaluate the organization's value proposition. Solicit, recruit and engage with prospective corporate partners and prospective members.
- Collaborate with NYC & Co's. Board of Directors, and internal leadership team to develop, plan and execute the organization's strategy, ensuring clarity of priorities and goals.

- Ensure that both the Board of Directors and Executive Board are kept fully informed of the financial health and operating condition of the organization. Engage them in the development of the organization's products, programs and services
- Serve as the primary liaison with city and state agencies, including New York City Hall, New York Economic Development Corp., Empire State Development Corp, New York Hotel Association, Jacob Javits Convention Center, NYC and Company Executive Board and NYC & Co's general membership.
- Collaborate and oversee special events and programs, including the Republican National Convention, 2012 Olympic bid, Super Bowl bid process, West Side Stadium development, United Nations re-location.

Reed Exhibition Companies, Norwalk, CT

October 1990 - 2005

Vice President, Event Operations

- Vice President, Events (1997-2000), Group Director of Operations (1994-1997); Operations Manager (1992-94); Director of Sales and Marketing (1990-1992)
- Financial development and management for forty (40+) exhibitions, tradeshow and conferences.
- P&L responsibility of \$35 million.
- Execution of all commercial deliverables, including exhibit space, sponsorships and advertising.
- Lead, manage and mentor a team of twenty-three (23).
- Conducted and executed vendor/contractor/facility negotiations, including implementation and execution of multi-year contracts.
- Procurement of future dates and space for all programs and events.
- Recruitment and training of personnel. Developed employee training programs (both internally and externally), including the elimination and outsourcing of various job functions.
- Responsible for all pre-event and on-site operations, including logistics, labor, audio visual, signage & decoration, security, transportation, content development, registration, food and beverage, housing and facility services etc.
- New Business Integration; developed transition plans for the following new events; JCK Jewelry Show, InterBev, BookExpo America and the PGA Show of America
- Liaise, communicate and advise Association partners, Committees and Boards. Including the American Hardware Manufacturers Association, National Association of Manufacturers, National Association of Specialty Food Trade etc.

BOARD AND ADVISORY LEADERSHIP

- 2003, Vice President, Board of Directors – NYC & Company
- Board Member: Major American Trade Show Organizers
- Board Member: International Association of Exhibit Managers
- Board Member: Chicago Advisory Council, Boston Convention Center Task Force.
- Board Member: Los Angeles, Customer Advisory Board
- Board Member: Big Apple Greeter
- Board Member: Travel Industry Association of America
- Board Member: September 11th Tribute Center Board
- Board Member: Indoor Agriculture
- Advisory Panel Member: Tourism Academy

AWARDS AND RECOGNITION

- 2006: Tradeshow Weeks - 100 Most Influential People in the Trade Show Industry

- 2007: Crain's New York – Meetings and Conventions Report on “The Art of Deal Making”
- 2020: IAEE's Essential Considerations for Safely Opening Exhibitions and Events

EDUCATION

Assumption University, Worcester, MA: Bachelor of Arts – History; Minor - Economics