

R. SCOTT MORRIS
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Education

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| University of Missouri St. Louis (UMSL)
<i>Doctor of Business Administration, Strategic Management</i> | 2023 |
| Kelley School of Business, Indiana University
<i>Masters of Business Administration</i> | 2000 |
| DePauw University
<i>Bachelor of Arts, major in Political Science, International Business</i> <ul style="list-style-type: none">• One semester at Philips University, Marburg, Germany• Winner of G. Hans Grueninger award for the most outstanding German student | 1991 |

Teaching Experience

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| University of Missouri – Columbia, MO | 2023 |
| <ul style="list-style-type: none">• Management 4970 Strategic Management• Management 8960 Strategic Management (MBA) | |

Professional Activities

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| <ul style="list-style-type: none">• Doctoral Consortium – Engaged Management Scholarship Conference, EDBAC- Universidad Panamericana Campus Guadalajara | 2022 |
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Presentations and Publications

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| <ul style="list-style-type: none">• Dissertation
Successfully scaling digital technology ventures:
An empirical study of the strategic choices that maximize firm value• Poster Presentation: Successfully scaling new digital technology ventures:
An empirical study of the strategic choices that maximize firm value.
- Universidad Panamericana Campus Guadalajara• Oral Presentation: The road to autonomous trucking:
A linear programming model for minimizing cost of logistics within the trucking industry.
- Universidad Panamericana Campus Guadalajara | 2023
2022
2022 |
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Professional Experience

Clearent – St. Louis, MO

2017 – 2022

Clearent is a full service, merchant acquiring payment processor. Founded in 2005, Clearent grew quickly until reaching scale. In 2017, the company determined to incorporate a strategy of acquiring certain software companies with integrated payments as a core function to reinvigorate growth. Reporting to CEO.

Senior Vice President Corporate Development

- Created strategy which led to acquisitions of seven integrated software companies, returning corporate growth to more than 20% per year and improving EBITDA margins.
- Acted as division president for half of the acquired software companies, more than doubling EBITDA on businesses that were growing in low single digits historically.

Bull Moose Industries – St. Louis, MO

2014 – 2017

Bull Moose Industries (“BMI”) is a holding company formed in 2013. BMI was formed due to Ownership’s desire to dilute exposure to steel and diversify via acquisition. After completing two acquisitions and upon the untimely death of the Owner/CEO, the company, as of May 2017, is looking to maintain the core business rather than grow and diversify. Reporting to CEO.

Executive Vice President Marketing & Strategy

- Restructured commercial team including creation of Application Engineering and S&OP teams and re-aligned sales org which contributed to record volume and EBITDA growth.
- Implemented regional pricing and rebate policies focused on pricing to market in place of historic cost-plus approach; restructured sales incentive plans to incentivize profit growth.
- Scoped and installed CRM and direct marketing systems which allowed for creation of KPI including share of wallet, VOC, competitor and supply curve analyses, and win/loss rates.
- Created abbreviated stage gate process to ensure launch successes and populated process with highly creative range of TCO focused Horizon 1, Horizon 2, and Horizon 3 projects.
- Assisted in identification, due diligence and integration of new platform acquisition.

Filtration Group Corporation – Chicago, IL

2012 – 2014

Private Equity owned company of \$800 M made up of 15 acquisitions involved in the manufacture and sale of filters for various end uses and industries. Departure due to desire to relocate to St. Louis. Reported to Chairman of the Board.

Division President, Environmental Air

- Grew revenue by 50% and EBITDA by 80% by focusing sales team on market-based pricing and key account share of wallet gain after taking over a business that had lost a \$50 M account.
- Created customer facing, web-based product design system and strategy to up-sell on TCO.
- Developed and led integration strategy for industrial filtration acquisition companies.

Solutia Inc., Performance Films Division – St. Louis, MO

2006 – 2012

\$380 million division of \$2 billion specialty materials company, Performance Films makes and sells energy saving window film and advanced flexible films for use in electronics and industrial applications. Exited post sale to Eastman Chemical. Reported to division president.

Vice President / General Manager, Films Division (2011 – 2012)

- Achieved significant revenue growth while managing highly diverse electronics (B2B) and window film businesses (both B2C, one franchise model, one dealer model)
- Identified, negotiated and executed acquisition of assets from competitor in Taiwan to reduce COGS by 25% and enter the fastest growing segment of the touch screen market.
- Integrated acquisition of Singaporean, franchise-based window film brand while growing revenues 47% by determining high growth markets and leading capital projects to expand.
- Re-defined leading “Mass Market” dealer-based window film brand while growing 16%.

Vice President, Precision Coatings & Business Development (2006 – 2011)

- Drafted strategy and led start-up of an Electronics business which added \$100 M in revenue and leading EBITDA margins over four-year period.
- Developed a methodology for strategic planning and achieving ambitious growth targets by creating industry value streams, technology roadmaps and charting sources of disruption.
- Acquired and created integration strategy for five US window film distributors to move closer to end consumer and enhance profitability (NPV of \$77 million).

United Industries, Inc (A Thomas H. Lee owned Company) – St. Louis, MO **2001 – 2005**

A private equity owned North American consumer packaged goods company competing in the Household Insecticide, Pet and Lawn and Garden categories. Revenue grew from \$265 million to \$1.1 billion in 4 years at which point business was sold to a publicly traded company. Exited post sale of business to Ray-O-Vac Corp. Reported to VP Corporate Development.

Director, Corporate Development (2004 – 2005)

Manager, Corporate Development (2002 – 2003)

- Led the due diligence process that led to a sale price of \$1.3 billion (9.3x EBITDA).
- Completed eleven acquisitions and integration strategies that led to \$175 Million in revenue growth with year one accretion and average pro-forma payback of less than four years.
- Completed strategic alliances generating \$25 Million in revenue in adjacent categories.

Assistant Brand Manager, Spectracide (2001 – 2002)

- Led marketing and product development strategies for company’s number one brand.
- Created KPI such as GM/square inch of retail space and category share of wallet analysis in order to focus sales team on crucial daily activities and metrics.
- Conducted numerous quantitative and qualitative consumer research studies to increase SKU velocity and research potential new products.
- Developed seasonal point-of-purchase materials and advertising strategies to maximize sales during a four to six month selling season.

The Brulin Corporation – Indianapolis, IN

1997 – 2001

\$30 million annual revenue manufacturer of high end, residue free cleaning products used in the electronics, aerospace, and automotive industries where zero defect cleaning is critical. Exited after completion of MBA. Reported to Owner/CEO.

Director of International Sales & Marketing

Created an International Division and grew sales from \$0 to 10% of revenue during my tenure.

- Researched global import statistics for targeted industries to prioritize countries with sales potential then located, interviewed, hired and trained 13 international distributors.
- Created market entry strategies, product training, and marketing materials for each market.

Inabata America – New York, NY

1992 – 1997

Inabata is a \$3.5 Billion chemical trading company based in Japan. The American division grew from ~\$50 million in revenue to ~\$100 million during my tenure. Exited to relocate to Midwest.

Manager, Business Development (1994 – 1997), **Sales Representative** (1992 – 1994)

- Created three new business units which generated sales of \$30 Million in Southeast Asia.
- Won supplier of the year from leading electronics manufacturer with creative supply agreement that created mutually beneficial pricing and JIT delivery programs.