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BUSINESS EXPERIENCE

GEORGE & COMPANY

May 2015 – present

Worcester, MA

General Manager/COO

George & Co. is one of the oldest and most respected M&A, Business Brokerage and business valuation firms in New England. Responsible for business valuations, consulting and business brokerage services to main street and middle market businesses. Area of expertise includes retailing, wholesale distribution, manufacturing, trucking, agriculture and general business management.

LITTLETON FARM & GARDEN, INC (Agway)

December 1991 – February 2015

Littleton, MA

President. Owner/operator

Founder/Owner of Littleton Farm & Garden, Inc.(LFG) a closely held family business operating four retail stores in central Massachusetts. LFG began operations in 1991 with the acquisition of a small underperforming store in Lancaster, MA and rapidly grew to a four store operation recording 6 million in sales. Responsible for all aspects of acquiring, growing and managing this multifaceted business.

ACHIEVEMENTS

- In 1991 acquired small underperforming store from UCF and added an Agway dealership. Grew sales to over 1-million in two years.
 - Opened a store in Littleton, MA in early 1995 and quickly grew this location to be our flagship store housing our corporate offices.
 - In 1999 acquired the South Chelmsford Agway store from Agway, Inc.
 - Acquired the "Pet Supplies N' More" store in Fitchburg, MA and converted it to an LFG Agway store.
 - Reorganized company to operate as a group of stores versus 4 individual stores.
 - Centralized management functions along with purchasing.
 - Implemented a computer system connecting all four stores encompassing POS, Purchasing/inventory control, A/P, A/R and G/L.
 - Developed annual business plans to include very detailed operating budgets.
 - Developed and implemented a Store Operating Policy and Procedures manual to include an Employee Manual.
 - In June of 2006 a disaster struck - our Lancaster store burned to the ground. This created a set of challenges no manager is ready for;
 - Serious financial loss due to under insurance
 - Communications and logistics to continue to serve customers
 - Rebuild versus relocate decision and the myriad of challenges each possess.
 - Diversion of management attention to running the balance of the business
 - In April of 2007 opened a new location in Lancaster.
 - In 2007 completed a refinancing initiative to get our feet back on the ground
 - Successfully sold the S. Chelmsford store in March of 2010 for a substantial gain.
 - Closed the marginal Fitchburg store in October of 2010.
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UNITED COOPERATIVE FARMERS, INC

February 1979 – June 1991

Fitchburg, MA

General Manager Petmark - IOC (7/90 – 6/91)

Managed this wholesale division of United Cooperative Farmers as an independent operating company. Responsible for all aspects of this multi-million-dollar pet food distribution company.

ACHIEVEMENTS

- Formulated and implemented a plan to organize this division as an independent operating company.
- Developed and implemented an action plan for improving operations.
- Implemented computerized inventory control, sales and ordering tracking programs.
- Negotiated and acquired a second distribution company located in Albany, NY increasing the sales base by 20%.
- Formulated and implemented an aggressive sales and marketing plan to include expansion of the sales force, telemarketing programs and promotional activities resulting in significantly increased sales.
- Served on a National Advisory Council for the Purina Company located in Saint Louis, MS, Petmark's largest supplier.

Assistant General Manager – UCF (1/87 – 7/90)

As a member of the senior management team I had the principal responsibilities for retail store operations, wholesale pet food operations, wild bird seed operations, administrative functions and all of UCF marketing efforts as well as corporate responsibility for the performance of the company.

ACHIEVEMENTS

- Developed and implemented sales strategy for the wholesale pet food distribution division resulting in sales growth from 3.9 million to 10 million.
- Formulated and implemented a plan to enter the grocery wild bird seed market attaining sales of 1 million in the first year of operation.
- Managed the purchasing function for wild bird seed ingredients. (New Department)
- Participated in the design and planning for the construction of a modern bird seed manufacturing facility.
- Relocated the pet food distribution division (Petmark) to a brand new 36,000 square foot modern efficient warehouse/distribution center.
- Hired and trained a Controller, (New Position), and turned over day to day administrative functions.
- Managed retail store operations through the Store Operations Manager, (New Position), and attained the best ROI in UCF retail store history.
- Provided the leadership and coordination for the development of "Award Winning" wild bird seed packaging that made UCF brands the recognized market leader.
- Managed the development of a brochure, slide presentation and video production on "The UCF Difference" that won praise throughout the marketplace.
- Promoted to General Manager, Petmark IOC.

Director of Administration (3/84 – 12/86)

Responsible for all administrative, financial, accounting, computer and MIS functions as well as continued duties in retail store operations, wholesale dealer division and marketing and sales management.

Director of Administration (continued)

ACHIEVEMENTS

- Upgraded computer operation with a new Digital PDP1144 computer system and all new software programs including G/L, A/P, A/R and fixed asset management.
- Introduced PC technology to accounting department. Developed several spreadsheet programs to make staff more efficient and management more effective in decision making.
- Participated in the negotiations to obtain financing for a multi-million-dollar expansion of the Fitchburg Feed Milling facility, retail store and main office complex to include IRB, SBA503 and UDAG grant financing.
- Provided leadership for the implementation of strategic planning for all of UCF to include an extensive 5-year budget program for all departments throughout UCF.
- Designed and planned the layout and move to new corporate office/retail store location.
- Negotiated for and acquired a pet food and wild bird seed distribution business.
- Negotiated for and acquired a new retail store location.
- Negotiated for acquired a third milling facility in Maine.
- As a member of the senior management team I participated in the performance of UCF recording record sales and member dividends during this time.
- Promoted to Assistant General Manager.

Director of Marketing/Sales Manager (2/79 – 2/84)

Began here as Sales Coordinator when former employer was purchased by UCF. Was quickly promoted to Sales Manager, then Director of marketing. Responsible for all sales activities, marketing, dealer and retail store operations.

ACHIEVEMENTS

- Directed operations in the retail store division through six store managers. Developed purchasing, sales, inventory control, reporting systems, merchandising, customer relations and training programs to unify operations.
 - Developed and managed a formal dealer program including policy and procedure creation, logo design, package design, distribution fleet development, product literature, advertising and sales force management.
 - Reorganized and managed the "on-farm" bulk feed sales team. Initialized a plan to upgrade the role of "on-farm" salesman to become a highly technical animal nutrition expert. Through planned attrition replaced sales force with animal science experts holding master's degrees in nutrition leading the industry in "on-farm" service.
 - Selected and hired an advertising agency. Managed the process to develop a unified marketing campaign for all operations within UCF.
 - Assimilated two new retail stores into the UCF operation and turned a substantially unprofitable division into a profitable one within one year. Introduced tight effective management controls.
 - Selected and developed a strong, efficient first-line management team. Established a management goal system for profit sharing and performance evaluation.
 - Promoted to Director of Administration.
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FARM BUREAU COOPERATIVE ASSOCIATION, INC.

November 1977 – February 1979

Waltham, MA

Purchasing and Store Operations Manager

Had purchasing and management responsibility for six retail stores, seed manufacturing plant, six liquid fertilizer facilities and a wholesale dealer division.

ACHIEVEMENTS

- Established a wholesale dealer operation serving New England and oversaw sales and administrative details connected with it.
- Developed operating budgets, corporate advertising campaigns, sales/marketing programs and expense controls.
- Decentralized the purchasing function. Initiated strong inventory management controls that resolved previous problems in this area.
- Prepared the company for its planned sale to United Cooperative Farmers, Inc.
- Was recruited by this company while a manager at Waltham Agway.

AGWAY INC.

1968 – November 1977

Waltham, MA

Retail Store Manager

Began while in high school with this fortune 100 farm cooperative organization, rising to assistant manager, then in 1975 to manager of its \$1,000,000 retail store operation in Waltham, Mass. Had full profit and loss responsibility for this profit center.

ACHIEVEMENTS

- Handled personnel administration, gross margin control, budgeting, purchasing, merchandising, inventory control, expense management and public relations.
- Increased sales and profitability in this highly active retail operation attaining management goals and bonus every year.
- Established a laboratory animal feed distribution business that represented 25% of the stores sales in two years.

EDUCATIONFitchburg State College, Fitchburg, Ma.

B.S. program studies in Business Management

Middlesex Community College, Bedford, Ma.

A.S. degree, with honors in Business Management

Other Schooling

US Navy: Financial records/Storekeeper Class A School

Agway Inc.: Retail Skills School, 1975 and 1976

Agway Inc.: Retail Sales Management School, 1977

Cornell University: Agribusiness Executive Program, 1983

AFFILIATIONS

Workers Credit Union, Fitchburg, MA - Former Board Member, Vice Chairman, and Chairman of this 800-million-dollar financial institution for 16 years. Currently an Honorary Director.

Townsend Youth Soccer Association, Townsend, Ma - Founder and Past President

Purina Company, St. Louis, MS. – Former Member of the National Advisory Council

Agway Inc., Syracuse, NY – Past Member of the Management/Franchise Advisory Council

Southern States Cooperative, Richmond VA. – Past Member of the Dealer Advisory Council

North Central Mass Development Corporation, Fitchburg, MA – Former Loan Review Committee and Board Member.

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