

Profile

After more than 30 years as a financial analyst, controller, vice-president of finance and administration, general manager and president in small medium and large operations and also in family-owned businesses, Denis Malaket founded his own highly-specialized consulting expertise cabinet: Malaket Management



Since 2002, Malaket Management has been helping entrepreneurs to better organize themselves and to increase their profitability. Our focus: results-oriented consulting.

Specialist in business processes, finance and profitability, Malaket Management stands out for its results-oriented approach. Our team members work **with** clients to ensure that all involved are focused toward a common objective.

Our vocation is to put our experience, expertise, entrepreneurship, professional ethic and our leadership to help businesses grow and towards better management practices.

Contact Information:

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Employment History:

2002-Present

Consultant

Malaket Management, Knowlton

Management Consultation

Services

- ◆ Business diagnostic and evaluation
- ◆ Business coaching and Mentoring
- ◆ Budget and business plans
- ◆ Improved company-wide performance and business processes
- ◆ Cost benefit analysis and financial sustainability
- ◆ Price structure and costing review
- ◆ Implementation of management dashboards and KPIs
- ◆ Cash flow management
- ◆ Total Cost Management and Value Added analysis
- ◆ Succession and strategic business planning
- ◆ Business financing
- ◆ Training and conferences (Approval #: 0056011)

Employment History:

2002-2002

General Manager

Robert Thibert Inc., Mercier (Distributor of car accessories)

Sales: \$ 40 million, employees: 200

- Responsibilities:**
- ◆ Administer and control company operations and follow up on financial results and budgets.
 - ◆ Establish strategies and policies to drive business growth.
 - ◆ The Bottom Line.

- Achievements:**
- ◆ Reorganized the debt structure and the balance sheet of the company.
 - ◆ Increased profits by 247%.
 - ◆ Implanted an employee productivity committee.
 - ◆ Rationalized and redesigned the company web site.

1999-2002

Senior Vice President

Shermag, Sherbrooke (Furniture manufacturer)

Sales: \$180 million, employees: 1700

- Responsibilities:**
- ◆ Member of the Senior Management Committee.
 - ◆ Monitor the operations of the company and its divisions.
 - ◆ Direct reports included: logistics, transport and warehousing customer service, after sales service, credit, m.i.s., human resources.
 - ◆ Maximize customer order fulfillment.

- Achievements:**
- ◆ Implemented a full load multidrop distribution program realizing savings of \$ 400,000 per year. This, at the same time, gave a better service to customers.
 - ◆ Put in place production planning tools and guidelines in order to react to and balance, supply and demand.
 - ◆ Developed performance measurements for key result areas.
 - ◆ Put in place new tools and methods in order to more effectively manage major American accounts.

1999-2000

Junior Vice President

Shermag, Sherbrooke.

- Responsibilities:**
- ◆ Audit all company disbursements and identify cost saving projects.
 - ◆ Directly assist the President on special projects.
 - ◆ Second the Vice President of Administration in his functions.

- Achievements:**
- ◆ Realized savings of over \$ 700,000.
 - ◆ Drove a project to rationalize SKU's. This project resulted in an increase of inventory turns and plant efficiency.
 - ◆ Played an important role in a multidisciplinary team, that resulted in the business turnaround of 2 major divisions of the company.

Employment History:

1998-1999

Growth management consultant

Principal mandate: **Shermag**, Sherbrooke.

- Responsibilities:**
- ◆ Prepare company diagnostics and implement waste reduction and profitability improvement programs.
 - ◆ Create strategies and action plans to help companies become public.
 - ◆ Provide an interim management service.
- Achievements:**
- ◆ Realized savings of \$ 1.2 millions during a six month period.

1991-1998

Corporate Vice President Finance And Administration

Trévi Pools Inc., Laval. (Mass retailer of swimming pools)

Sales: \$53 million, employees: 600

- Responsibilities:**
- ◆ Produce financial statements and all other financial information.
 - ◆ Participate in the strategic planning of the business.
 - ◆ Manage the treasury of the company.
 - ◆ Establish company policies, procedures and control systems, concerning the day to day activities of the company.
- Achievements:**
- ◆ Established a precise "zero-based" budgetary process.
 - ◆ Piloted an expense reduction program that realized savings of more than \$3.8 million per year.
 - ◆ Strengthened credit policies and the follow up on accounts receivable. This resulted in a reduction of bad debt by more than 50%.
 - ◆ Implemented a complete Customer Service and Quality Program. This program included: quality and service norms, employee evaluations, training, coaching and measuring of results.

1989-1991

Management Turn Around Group Consultant

Raymond, Chabot, Martin, Paré & Cie (Grant Thornton), Montréal.

Sales: \$120 million

- Responsibilities:**
- ◆ Prepare company diagnostics
 - ◆ Establish business turn around plans and financial reorganizations
 - ◆ Implement turn around plans as well as company liquidations
- Achievements:**
- ◆ Directed the treasury department of a company in financial difficulty
 - ◆ Re-established the credibility of the company's management with its financial institutions
 - ◆ Built a complete and reliable financial forecast system
 - ◆ Recommended the orderly closing of a factory that was draining the financial resources of an otherwise stable company
 - ◆ Established a daily control of the key variables in a business. This enabled strict and immediate management of operations.

Employment History:

1988-1989	<u>Control And Budget Director</u> Catelli Inc. , Head office, Montréal
1987-1988	<u>Financial Analyst</u> , Pasta and Sauces Division Catelli Inc. , Notre Dame Complex, Montréal
1985-1987	<u>President</u> Jos Malaket and Sons Inc. , Lachute and Ottawa
1983-1985	<u>Controller</u> Breslube Can-Am Inc. , Kitchener
1981-1983	<u>Graduate Assistant</u> University of Miami , Coral Gables

Education:

1981-1983	University of Miami , Coral Gables, Florida Masters in Business Administration (MBA) Major in Finance and Marketing
1977-1981	Carleton University , Ottawa, Ontario Bachelor of Arts (BA) Major in Economics and Law

Associations :

2002-Present	American Management Association
2007-Present	The Drucker Institute
1993-Present	The W. Edward Deming Institute
2003-Present	The Risk management association (RMA)
2000-2009	APICS(Association de formation professionnelle en gestion des ressources), Montréal, Québec
1986-2007	Association des MBA du Québec, Montréal, Québec.
2000-2005	Association des MBA du Québec, Vice-président, région Estrie

Other :

2010-Present	Signatory MBA Oath , a voluntary pledge to create value responsibly and ethically
2012-Présent	Accredited trainer , Commission des partenaires du marché du travail aux fins de l'application de la Loi favorisant le développement et la reconnaissance des compétences de la main-d'œuvre
2013-Prrsent	Board of directors , CARAT center, Saint-Brigide
2010-Present	Board of directors , Formedica, Saint-Laurent
2008-Present	Board of directors , Ecole Secondaire du Verbe divin, Granby
2005-2008	Board of directors , Junior achievement Haute-Yamaska Inc., Granby
2004-2006	Board of directors , Exaf, Montréal
2002-2003	Lecturer , finance department, Université des hautes etudes commerciales, Montréal.
2002-Present	Mentor , Faculty of administration, University of Sherbrooke