

CHARLES M. GILMORE

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CAREER SUMMARY

President and general manager with strong background in marketing, sales, finance, operations, engineering, managing profit managers and international business structure/management. Experienced in business turnarounds, rapid growth start-up ventures, distribution development, product development, manufacturing, international sourcing and acquisitions/divestitures. Known for fostering innovative business-shift strategy development, culture change, new business development incorporating current hardware and software technology, and stimulation of the change process.

BUSINESS EXPERIENCE

PRESIDENT—GROUP GILMORE

2001 to Present

International consulting organization specializing in Strategic Marketing, New Markets and Products, and Competitive Intelligence. Offering a strong focus on international technology business relationships between US, European and Far Eastern organizations.

- Product line development plans including: marketing requirements, product definitions and implementation plans for commercial lighting energy management system and tire inspection machine product lines.
- Marketing and distribution channel development for Far Eastern manufactured electronic product line to assist the visually impaired

PRESIDENT & CEO—YXLON International, Inc. (Formerly LumenX)

1994 to 2000

Full P&L/operating responsibility for North American subsidiary of a \$50 M international corporation specializing in X-Ray inspection equipment/systems. Worldwide responsibility for Tire Inspection product line and North American Sales, Service & Project Management for all other YXLON products & systems. Member, YXLON International Holding, GmbH, executive management committee.

- Negotiated and implemented sale of LumenX Machine Vision product line to Pressco Technologies, Inc. and LumenX X-Ray Tire and Casting Inspection systems product line to YXLON International Holding, GmbH.
- Restructured YXLON International, Inc., rationalizing product lines, correcting previously sold deficient system installations, closing Georgia operations, consolidating functions in Ohio, and shifting to outsourced manufacturing resulting in over \$4 Million in annual savings.
- Implemented variety of sales, marketing, finance, information technology, communications, distribution and project management systems to convert stand-alone business to an integral player in a multi-national, multi-divisional company.

PRESIDENT & CEO—YXLON International, Inc. (Continued)

1994 to 2000

- Implemented strategic plan changing company from ad hoc systems manufacturing to standard product based semi-custom systems. Improved cost of sales 25%, halved time-to-market and reduced SKUs by 75%.
- Increased international revenues from 30% to 50% of total business through development of distributors and representatives worldwide.
- Refocused company technology from proprietary hardware architecture to open-architecture software products with multi-processor technology.
- Defined market, basic product requirements and fundamental algorithms for AXIS (Automatic XRay Inspection System). Developed this first-to-market, software-based automated image analysis product for inspecting complete tire image to detect over 20 different anomalies. Introduced and sold product to tire manufacturers for in-line tire inspection at \$200,000.
- Improved gross margins 30% through marketing, selling and pricing actions, and manufacturing cost improvements to ensure profitable operation.
- Used improved gross margins to finance definition and development of new highly software-based products to turn around decaying market position. Increased expenditures on product development from 3% to 6% of sales.

EVP AND CHIEF OPERATING OFFICER—THE HEATH COMPANY

1992 - 1993

Vice President and General Manager

1990 - 1992

Vice President Product Development, Marketing and Sales

1986 - 1990

Vice President Product Development

1984 - 1986

Full P&L/operating responsibility for this \$65 Million Groupe Bull subsidiary, manufacturing security and lighting control products, and electronic vocational education products and systems. Directed Sales, Marketing, New Product Development/Acquisitions, Engineering, Manufacturing (US and Far Eastern), Human Resources, and Finance. Responsible for strategic planning and business development initiatives

- Developed and implemented strategic plan transforming company from declining, hobbyist-focused business to market leader in electronic vocational education, and security/lighting control. Replaced \$35 Million electronic kit business with \$12 Million Education and \$53 Million Lighting businesses.
- Reversed unprofitable company, restructuring operations from \$8 million in annual losses to profitable business lines with 75% new products and markets.
- Implemented comprehensive TQM process, reducing annual operating expense by \$1 Million while increasing customer satisfaction and retention.
- Diversified business developing and introducing over 80 products. New dimension captured 35% market share with over \$50 million annual sales. New products included shift to computer-aided instruction software.
- Planned, financed and implemented \$5.2 million project relocating Heath, without business disruption, to new facilities in Michigan's only Enterprise Zone. Obtained \$4 Million in zero- or low-interest loans, and 10-year tax abatements.

PRESIDENT & GM—ADVANCED COMPUTER CONCEPTS, INC.

1980 - 1984

Provided overall leadership and direction from start-up to maturity. Managed all sales/marketing efforts, served as lead system architect, and oversaw development and delivery of contract systems for this software engineering company specializing in systems for industrial control and monitoring.

- Shuttle Crawler onboard, control/monitoring system, general-purpose telemetry decoding system, on-air program management system for TV and SCADA system.
- Software development function for numerous instrumentation companies

PREVIOUS EXPERIENCE AT DIVISIONS OF SCHLUMBERGER LIMITED**DIRECTOR ENGINEERING—EMR-TELEMETRY/SANGAMO DATA RECORDERS**

1977-1980

Directed efforts of 240 person engineering organization for this \$50 Million wholly owned subsidiary of Schlumberger which specializes in developing products and systems for data telemetry, instrumentation for aerospace vehicular testing, and instrumentation tape recorders.

- Eliminated consistent engineering overruns on custom one-time programs. Set and met an objective of program management to within 10% of the original estimate. This objective was achieved within one year.
- Planned and implemented a program to replace the decade-old digital telemetry product line that was the mainstay of EMR product and system sales. New product program resulted in cost of goods cost reductions of 10% to 40% (depending on models) and significant increases in technology/functionality.
- Transferred the 40-person Sangamo Data Recorder engineering group from Springfield, IL to Sarasota, FL as an intact operating design group. Once transferred, two major replacement recorders were defined and developed. These new designs reduced costs in excess of 25% while substantially improving features and technical specifications.

MANAGER, ENGINEERING AND MARKETING—THE HEATH COMPANY

1971-1980

Co-developed and introduced Heath's personal computer product line that became Zenith Data Systems. Developed and introduced over 100 new electronic instrumentation, communication and computer products in both assembled and kit form.

ENGINEER AND SENIOR ENGINEER—THE HEATH COMPANY

1966-1971

Developed electronic instrumentation for digital systems, chemical measurements, and spectrophotometers. Worked closely with consultants Dr. Malmstadt (University of Illinois, Chemistry Department) and Dr. Christe Enke (Michigan State University, Chemistry Department), to develop instruments and mini-computer-based instrumentation systems to teach chemists, physicists, biologists and other non-electronic oriented scientists the basics of electronic instrumentation.

EDUCATION

BS Physics	Hobart College 1966
Strategic Marketing Management	Harvard Business School
Finance For the Non-Financial Manager	The Wharton School
The Manager's Course	American Management Association
Quality College	Philip Crosby Associates

PUBLICATIONS

Microprocessors: Principles and Applications (1st and 2nd Editions), McGraw-Hill (Foreign Language Editions: Spanish, Portuguese, Greek, Thai, Chinese, Hindi, Korean, and Japanese)

Introduction To Microprocessors, McGraw-Hill (Foreign Language Editions: French, Spanish, Italian, Portuguese, French Canadian and Russian)

Instruments And Measurements, McGraw-Hill (Foreign Language Editions: French and Spanish)

Beginner's Guide To Microprocessors, TAB (Foreign Language Editions: French and Spanish)

Understanding And Using Modern Electronic Servicing Test Equipment, TAB

Understanding And Using Modern Signal Generators, TAB

CURRENT AND PREVIOUS AFFILIATIONS

Boy Scouts of America, Great Trail Council, Industrial Friends Of Scouting Campaign

Board of Directors and Executive Committee, Cornerstone Alliance (formerly Community Economic Development Corporation and Chamber of Commerce). Chair, Main Street Ship Canal project (the single largest urban renewal project); Co-Chair, Funding Campaign (\$12 Million five-year campaign); Member, Airport Task Force; Member, Life Long Learning/Community Education Task Force

Board of Directors, Lakeland Regional Health System—Diversified Services (Two Pharmacies, Nursing Home, Durable Medical Equipment Company, Home Infusion Service, and all non-Hospital Real-estate)

Board of Directors and Former Board President, Blossomland Junior Achievement

Consultant, City of Benton Harbor: State Enterprise Zone Designation Renewal Project and Comprehensive Economic Development Plan Preparation

Adjunct Professor, International Marketing, University of Sarasota, Sarasota, FL

Mayor Pro tem and City Commissioner, City of Bridgman, MI

Instructor, Industrial Technology Training Program (Courses in Digital Electronics, Data Acquisition and Signal Processing Techniques, and Microprocessors)

OTHER

General Radiotelephone Operators License with Ship Radar Endorsement, PG-7T-10112

Amateur Radio Operator, Advanced Class, W8IAI

Numerous Patents/Patent Applications for improvements to electronic instrumentation