



**Driving the top-line cost effectively. Starting today.**



**Roffe & Green is all about helping drive profitable revenue. Whether a consulting assignment to create new income streams, an interim management assignment to turn around or improve the sales and profitability of an operation prior to a sale or capital raise or an assignment to figure out how best to allocate scarce resources, everything we do is designed to jump-start our clients' top lines, improve their bottom lines and create sustainable competitive advantage and value.**

## **WHAT WE DO**

### **FIX CHRONIC BUSINESS PROBLEMS THAT IMPEDE GROWTH**

We get calls when opportunities or problems that keep coming up must finally really be addressed. Perhaps you don't have the internal time or expertise, or things have become more painful. Or you are contemplating a transaction. Or you are just tired of seeing the opportunities slip by or keep showing up on your to-do list. Whether marketing, sales, business development/expansion or planning and the accompanying operational issues, if they are sticky, we love to tackle them.

### **JUMP-START REVENUE BY FINDING LOW HANGING FRUIT**

Our clients often have untapped opportunities to generate revenue quickly that they either didn't have the time or people to address or they just didn't see. Capitalizing on this low-hanging fruit in the sales and marketing arenas can often buy time to address the other opportunities that take longer to develop and incubate.

### **PLAN AND EXECUTE NEW AVENUES OF GROWTH**

While our clients are busy addressing the needs of existing businesses, product lines and customers and assuring the preservation of the business they fought hard to develop, we supplement their activities. Addressing opportunities and bringing our expertise to bear in helping improve their speed to market. Our activities run the gamut from launching new businesses to geographic, trade class or target audience expansion.

## **PROVIDE INTERIM MANAGEMENT TO REPAIR AND GROW EXISTING BUSINESSES**

Frequently our clients lack the internal expertise needed to solve a problem or capitalize on opportunities. Often they do not want to or cannot add overhead. So, we address a defined activity, for a defined result and time. Often carrying a business card as a senior member of our clients' management.

In some clients they faced an immediate need -- generally created by promotion, resignation, health related issues or peaks of activity -- until new senior management could be hired or the company sold. Or assignments were dictated by the need to capitalize on opportunities or improve operations prior to a sale or capital raise. And sometimes clients needed help defining the characteristics required for a successful candidate.

Working all over the U.S., Canada, Europe and Asia, from two days a week to seven, we have been transplanted and we have commuted, depending on what is best for the business.

Our assignments as C-level interim managers (generally CEO, COO, or head of marketing, sales or business development) have lasted between 6 and 27 months. And, when done, we assure a smooth transition and turn the business back in better condition than when we received it.

## **HARNESSING THE POWER OF THIRD PARTIES TO ACCELERATE GROWTH.**

### **CREATING STRATEGIC ALLIANCES/LICENSING/NEW DISTRIBUTION/ACQUISITIONS**

Sometimes the best strategy is to align yourselves with one or more third-parties, to take advantage of their strengths and minimize your weaknesses. Just as acquisitions have a high failure rate in terms of successful integration of two companies and two cultures, so too with alliances, be they licensing, distribution or other sorts. Both (or more) partners give up some control, some power and some revenue, and all need to begin with a reasonable set of objectives and expectations. Like marriages, there has to be negotiation, mutual respect and compatibility, recognizing that the partners bring different assets to the alliance.

These issues become particularly acute as you cross national borders. Creating international alliances, licensing, finding distributors internationally and other opportunities simply magnify the challenges, and require a clear strategy and firm hand to succeed.

We understand these issues, and have successfully brought partners together for years.



## WHY ROFFE & GREEN?

Our operating philosophy is unique for a consulting company. As each situation is unique, we have no commitment to one “answer.” We don’t generate volumes of business analyses that just sit on your bookcases gathering dust. And we don’t send in the big guns for business development meetings and then send in junior staff to do the work.

### STRATEGY + EXECUTION

Roffe & Green fills the gap between the small consulting companies with lots of execution but little strategy and the large consulting companies that bring lots of strategy but don't necessarily understand operations and practical execution. Both Ken Roffe and Leslie Green have served as CEOs and in other senior operating posts for Fortune 500 and start-up companies. We understand that strategy and execution have to go hand-in-hand.

And our experience is broad: both B2C and B2B industries with a focus on business services, consumer products and services, healthcare, hospitality and retail. Operating domestically and internationally (Japan, China, S. Korea, Latin America and the E.U.).

### NO JUNIOR STAFF

One of the things clients find most intriguing about Roffe & Green is that they always work with either, or both, of the principals. Our company was designed to have Ken and Leslie do all of the homework, research, problem-resolution, strategic and action plan design and marketplace implementation. No bait-and-switch, with juniors doing the real work. So we will know your business inside-out in a short period of time. And we have been told time-and-time-again that we see opportunities others just don't, because we are fully immersed in your business.

### RESULTS, NOT JUST ADVICE

No big consulting leave-behinds instead of results. Our level of hands-on involvement with each client entirely depends upon their needs. Sure, we start with a diagnosis of the issues being faced and very quickly develop a plan to address those issues. But then we stay and help implement the needed changes. Working within your corporation with your team until our recommendations are up, running and profitable. Or we can assume an interim management role, with ultimate P&L responsibility, until you are ready to provide someone to fill that role.

### EXTENSIVE TRACK RECORD

The two principals of Roffe & Green, Inc. have a combined 50+ year successful track record developing and

implementing solutions to chronic marketing and growth issues for small, large, turn-around and start-up companies. And helping companies finally get to capitalize on those opportunities that have been facing them for too long. Probably like those you face.

We would love to speak to you about bringing that experience to bear on your problems and opportunities. No bells and whistles. Just talk, about your business. Just take the first step.



## OUR PRINCIPALS

### **KEN ROFFE**

Ken founded Roffe & Green, Inc. in 1990, after twenty-five years of sales, marketing, business development and general management experience with Fortune 500 companies. He also founded two other companies, one folded into Roffe & Green, Inc., and the other sold to a pharmaceutical company.

His clients recognize his highly unusual skill set as being both highly strategic in developing growth plans, as well as being devoted to tactical execution of those plans. Ken's assignments have been in both B2B and B2C marketplaces – and has had significant experience finding growth opportunities for clients internationally (Asia, Latin America, the E.U.).

Ken's consulting work has been focused on B2C and B2C companies – in healthcare, consumer product, hospitality, retail and automotive services.

Ken graduated from Columbia University's Graduate School of Business, and Colgate University with an honors program of study at the London School of Economics

### **LESLIE H. GREEN**

Leslie Green's career has focused on building brand equities and sustainable income streams, with particular emphasis on healthcare, B2B and B2C services and consumer products. At R&G she has completed a wide range of marketing and business development assignments for clients in a myriad of B2B and B2C industries as well as serving in a variety of C-level positions both in general (CEO, COO) and marketing and sales management.

Prior to co-founding Roffe & Green, and as interim management assignments since, she served in several senior level corporate positions, with particular emphasis on new product/service development and commercialization. She served in senior positions at Swiss Army Brands, launching the Swiss Army Brand Watch line, and growing the company largely organically by almost 250% in seven years. And she accomplished the turnaround of a \$55MM chain of medical diagnostic imaging centers to allow it to be sold.

She has also served on the Boards of Directors and advisory boards for public and private companies and for non-profits.

Leslie is very active in the women's business community, including advisory board positions or membership in several groups including Women Business Leaders of the Healthcare Industry (WBL), Women Corporate Directors and Women's Leadership Exchange. She has also spoken before several business groups about marketing and business

planning including New York Business Forums, the Women's Presidents' Organization and others, and served for several years as an Adjunct Faculty member at The French Culinary Institute teaching marketing.

Leslie has an MBA from Harvard Business School and a B.A. cum laude from the University of Pennsylvania, with a major in French.



## OUR CLIENTS (PARTIAL LISTING)

Avon Products, Inc.  
 Faces Cosmetics Inc.  
 Identity Group  
 Johnson & Johnson Consumer Products  
 Kimberly-Clark Consumer  
 (formerly Scott Paper Co.)  
 Lumity MedSpas  
 Manufacturers Components Inc.  
 Microcell Solutions, Inc. (Canada)  
 SBLI/S.USA  
 Scholastic, Inc.  
 Simplicity Creative Group  
 Teledyne Water-Pik

*Cosmetics and toiletries*  
*Franchised cosmetics stores*  
*Sunglasses*  
*Toiletries*  
*Paper products*

*Medical spas*  
*Housewares*  
*Cellular phone service and retail*  
*Insurance and financial services*  
*Publishing and educational products*  
*Home sewing*  
*Personal care products*

### Healthcare

Aurora Imaging Technology Inc.  
 Block Drug Company  
 Bristol-Myers  
 Category One  
 Creative Health Concepts  
 Diagnostic Imaging Services  
 (div. of Tenet Healthcare)  
 Leiner Inc.  
 McNeil Labs  
 Medicus Research  
 Nutratch, Inc.  
 Nutrition 21  
 Pharmachem Laboratories  
 Ricola USA, Inc.  
 Senior Care Centers of America  
 SGS NA  
 Subacute Network, LLC  
 United HealthCare, Inc.  
 W.F. Young, Inc.  
 Zila, Inc.  
 Zila Nutraceuticals

*Diagnostic imaging manufacturer and operator*  
*Proprietary drugs*  
*Proprietary drugs*  
*Smoking cessation*  
*Consulting*  
*Diagnostic imaging services*

*Dietary supplements*  
*Proprietary drugs*  
*Clinical research organization*  
*Added-Value ingredients*  
*Dietary supplements*  
*Dietary supplements*  
*Proprietary drugs*  
*Adult day care*  
*Life sciences testing services*  
*Business development for providers*  
*Managed care*  
*Proprietary drugs and animal health*  
*Proprietary and ethical drugs and biotechnology*  
*Dietary supplements*

**B2B/Internet Services/Technology**

ChannelNet  
 Corporate Shopping Co.  
 Crescendo-IR  
 First Priority Emergency Vehicles  
 Geller Tax Advisory Services  
 Integral Information Services  
 My Virtual Model.com  
 Net Perceptions, Inc.  
 Rooney & Associates  
 SCORE Business Consulting  
 SSOE, Inc.  
 Symbol Technologies  
 University of Manitoba  
 ViewBrite Safety Products

*MultiChannel web technology*  
*Incentive programs and employee benefits*  
*Fundraising*  
*International trade*  
*Corporate tax advisory*  
*Business intelligence SaaS*  
*On-line retail development technology*  
*On-line/call center retail development technology*  
*Strategic public relations*  
*Volunteer B2B consulting*  
*Architecture and engineering services*  
*Commercial scanners*  
*Technology Transfer*  
*Industrial safety products*

**Alternative Energy**

Southwest Windpower  
 Xunlight

*Solar Panels*  
*Solar Panels*

**Hospitality/Foodservice/Institutional**

American Hospitality Group  
 (The Ground Round)

- *Franchised casual dining restaurants*

Duni (Sweden)  
 Hotel Providence  
 Kimberly-Clark Scott AFH  
 Kimberly-Clark AFH (Europe)  
 Kimberly-Clark Scott DIY  
 Rubbermaid (U.K.)  
 3M (Brussels)

*Tabletop paper products*  
*Restaurant*  
 - *Institutional paper products*  
*Institutional paper products*  
*Home improvement (DIY) and automotive paper products*  
*Institutional storage equipment*  
*Abrasives*

**Considered Purchase**

Collision Team America -  
 (Ford Motor Co.)  
 Ford Motor Company  
 The French Culinary Institute  
 Renaissance Cruises

*Auto body repair shops*  
  
*Corporate*  
*Professional culinary school*  
*Cruise line*



## WHAT OUR CLIENTS SAY ...

The vast majority of our work is the direct result of personal recommendations by those who know us best, our former clients:

Faced with establishing a brand for our division, Leslie Green created sound marketing strategy and, more importantly, was there step by step helping us to execute the plan and attract clients. We couldn't have grown the business without the counsel of Roffe and Green.

Christopher Clabby  
Managing Director  
Geller Tax Advisory Services

We sought their help to create brand awareness and a cohesive focus to bring our products to market. We also called upon Leslie's talents to organize our internal operations -- creating systems and procedures to drive the company forward. Most valuable.

Randy Pius  
President, Identity Group

We came to Roffe & Green with a daunting challenge ... identify a top-tier, industry leader and consummate a critically-important licensing accord within 8 months. Ken Roffe made the appropriate senior contacts, participated on the alliance team, and helped us manage those tricky, post-Agreement details. We look forward to our next project with Roffe & Green.

Garold Breit  
Executive Director  
Technology Transfer Office  
University of Manitoba

Hired to lead a division during a difficult transition, Leslie Green's ability to grasp the business situation and contribute quickly was truly remarkable. Her practical yet innovative approach to marketing, coupled with her strength in sales and management, made her the ideal choice. She never felt like an outside consultant; she was a passionate member of our team. We have benefited and grown through our relationship with her.

Douglas D. Burkett, Ph.D.  
Chairman, CEO & President  
Zila, Inc.

Hiring Ken Roffe was one of my great decisions. Overnight he became a valued member of our executive team--smart, strategic and tactical all at once. Our people loved him and he quickly gained the respect of the franchisees. I'd hire him again in a minute.

Tom Russo  
Chief Executive Officer  
American Hospitality Concepts, Inc.

I learned more about marketing in 6 months with Leslie Green than in all those classrooms during my MBA from a very prominent business school. In the culinary profession the proof is in the pudding and Roffe & Green gets a four star rating from The French Culinary Institute.

Dorothy Cann Hamilton  
Founder and Chief Executive Officer  
The French Culinary Institute

No question why Roffe & Green were hired. True Pros! Creative, Hands on, professional, all the attributes you look for in top marketers!

John Scharnweber  
VP Operations, Classic Restaurants  
Chair, Franchise Marketing Committee,  
Ground Round Franchise Council

Roffe & Green has been instrumental in helping me build sound business strategies for some of the start-ups and turn-arounds that I have managed. They are at the top of my Rolodex when things have to get done.

Yona Shtern  
Former Chief Marketing Officer  
My Virtual Model

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They have continually brought just the right mix of fresh thinking and practical application to our business strategies and development plans. Working with R&G is like doubling our Marketing capabilities. They not only bring new ideas, they stimulate a new level of contribution from within as well.

Dixon Thayer  
Former Executive Director,  
Global New Business Operations  
Ford Customer Service Division  
Ford Motor Company

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Roffe & Green always provides more than you expect and always delivers on time.

Larry Borger  
President (Retired)  
Kimberly Clark DIY Division

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Roffe & Green offer both strategic thinking and day-in-day-out relentless execution; they are a results-driven partner.

Roffe & Green are true "professionals" who excel at building bridges with all levels of management -- from product manager to CEO.

Because of Roffe & Green's leadership in the business, we were able to secure several million dollars in strategic partnerships with Fortune 200 companies that would have been impossible without them.

John F. Harris  
Strategic Accounts  
Net Perceptions, Inc.

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Their capacity to distill consumer insight to the vital customer truth is brilliant and they over-deliver on every assignment.

Barry Herstein  
Senior Vice President &  
Group Marketing Director  
FT Group

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The overwhelming breadth of real world experience they bring to a project has been particularly helpful in situations where we did not have the internal core competencies

Mark Vander Berg  
Brand Manager  
HunterDouglas

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...they embody the creative spirit of their Agency past and the hard nosed insight of a CEO.

Mike Fink  
Formerly VP Business Development  
Block Drug Company

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## CONTACT US

We would be delighted to speak to you about and bringing our expertise to bear on what is keeping you up at night. No bells or whistles. No obligation.

We're just a phone call or mouse click away.

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