

## Before: Resume Not Working

**No personal branding. No focus. Bad visual design.  
Written in the old style: Starts with "objective" and  
presents job descriptions instead of accomplishments.  
For details see *The Ultimate 2008 Resume Checklist*.**

### RICHARD B. TOLAR

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**Objective:** Executive level position involved in operations, sales, finance, and technology management with either an early stage company or company undergoing an expansion or rebuild.

#### Experience:

**006 to Present – JAS Ventures, Inc. - President & Founder.** Executive consulting services company targeting small to medium sized businesses in trouble or in need of repositioning.

- Consulted with executives of struggling companies to develop new business plans.
- Re-negotiated debts, contracts, credit lines, investments, and other financial and operational areas on behalf of executive clients.
- Partnered with third party investors to fund the rebuilding and expansion of struggling companies.
- Consulted with foreign manufactures to develop market expansion strategy to the U.S.
- Provided logistical support on importation, operations, and regulatory matters for foreign companies.

**004 to 2008 – California Venture Group, LLC.** Investment company formed to acquire LNS as well as other ventures.

#### 2004 to 2008 – C.E.O. & Co-Owner – Dublin, CA

- Raised capital to acquire and expand Dublin Stoneworks. Successfully spun off DX- Pro, LLC - a General Contracting company supporting large commercial development projects.
- Formed JAS Ventures, LLC in 2006 as a services contracting company. Company was eventually merged into a successful venture for executive management outsource services.
- Formed partnership, raised capital and acquired LNS in 2004. Sold LNS (effectively) in 2007 for more than 20 times the purchase price.

**996 to 2007 – LAN Software, Inc. (LNS).** Commercial software development company building large scale, Server and Desktop management and infrastructure tools.

#### 2004 to 2007 – President (Co-Owner) – Dublin, CA

- Acquired LNS from former investors.
- Repositioned company and technology as an acquisition target including acquiring.
- Acquired outside technology to enhance offering.
- Formed partnerships with Dell, Lexmark, and other major companies.
- Sold company to Dell in 2007.

#### 2001 to 2004 – COO & CFO – San Ramon, CA

- Rebuilt corporate infrastructure to support expanding sales and development initiatives.

## After Resume Makeover

**This version opened doors for interviews (2008)**

### Richard B. Tolar

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#### Chief Operating Officer

Operations executive with extensive experience in general management including technology, sales, operations, finance, and human resources. Visionary technology leader and innovative problem solver. Left college to start highly successful software company. Later entered corporate world (retail operations) and won steady promotions from IT management to VP Engineering, VP Sales, Chief Financial Officer, Chief Operating Officer and President. Enthusiastic team builder who motivates staff and wins buy-in throughout the company, from stockroom to boardroom.

#### Areas of Expertise

Software Development • Retail Operations • IT Operations • Start Ups • Expert Financial Auditor  
Technology Leadership • Global Marketing and Sales • Strategic Planning • Project Management • Fluent Spanish

#### Professional Experience

##### JAS VENTURES INC, Dublin, CA

2007-Present

*Executive consulting company serving small-to-medium businesses that need repositioning or turnaround.*

##### Entrepreneur, Consultant and Investor

Shows executives how to develop better business plans. Advises on debt negotiation, contracts, credit lines, investments, finance and operations. Partners with third party investors to fund rebuilding and expansion of struggling companies. Consults with foreign manufacturers to develop expansion strategies in U.S markets.

- Raised \$.5 million capital to acquire and expand *Dublin Stoneworks*, a commercial granite fabricator.
- Successfully spun off *DX- PRO LLC*, a general contracting company that supports large commercial development projects.
- Expanded sales and marketing operations—USA and Latin America—for European recycling-technology companies. Developed comprehensive sales-marketing plans and high level business plans.

##### LAN SOFTWARE INC (LNS), San Ramon, CA

1996-2007

*Commercial software development company that builds large scale server and desktop-management infrastructure tools. Over \$7 million sales and 50 employees. Major customers include Dell, Lexmark, US Bank, CalTrans and, Oracle.*

##### President and Co-Owner (2004-2007)

- Acquired LNS from former investors in 2004 by raising \$.5 million capital from investment partnership.
- Sold LNS in 2007 for over 20 times purchase price.

##### Chief Operating Officer and Chief Financial Officer (2001-2004)

Rebuilt corporate infrastructure to support sales expansion and new product development. Overhauled accounting systems, financial controls and sales contracts to ensure compatibility with audits and regulatory requirements.

- Launched and managed sister company to convert technology to web service based technology.
- Served as acting CFO and controller – was eventually named CFO by unanimous vote in 2002.
- Participated in and supervised annual audits (audits done by PWC and Ernst Young). Although privately held, investors and board required *LNS* financials and audits to be done similar to publicly held companies.

1998 to 2001 – VP Sales (was also Audit Committee Chair) – San Ramon, Ca

- Reorganized corporate sales program and increased sales from \$500K per year to over \$7M per year with a profit of nearly \$3M.
- Opened and managed sales offices in LA, Chicago, New York, Washington DC, Dallas, Mexico City, Zurich, and London.
- Successful large sales achieved at US Bank, Credit Suisse, Boeing, Ross, TelMex, Lawrence Labs, Federal Reserve Bank, United Nations, Oracle, Dell, Lexmark, Netscape, CalTrans, many others.
- Chaired financial audit committee and worked with Price Waterhouse Coopers on corporate audits.
- Revamped sales contract tool set to be compatible with audits and regulatory requirements.
- Revamped accounting systems and financial controls.
- Created routine financial close procedures which included an audit book which was recognized by Ernst & Young and Sweeny Kovar as unique and innovative.

1997 to 1998 – VP of Engineering & Sales Support – San Ramon, CA

- Successfully completed modernization of legacy tools (mainframe based systems to Unix, PC, Mac).
- Successfully launched three new products from concept to production. This included several cutting edge web technologies and engineering methodologies.
- Responsible for developing tools for sales activities and leading technological sales strategy

1996 to 1997 – Director of Field Services – San Ramon, CA

- Responsible for field testing and developing installation tool kits and support programs.
- Successfully implemented a standardized project implementation program and staffed it.
- Successfully implemented a state of the art customer support organization which included a telemarketing function to make better use of the support team.
- Built a state of the art customer training center and training program. Received high praise from customers about the quality of the training program.

**1993 to 1996 – Real Time Software, Inc (a Unoco Company).** Manufacturer of software and hardware devices used in material handling automation.

1994 – 1996 – VP Engineering and Technology – Berkeley, CA

- Replaced founder as head of technology. Quickly gained respect of team of 35 software and 15 hardware engineers, and repositioned technology to compete head to head with the market leader.
- Within one year, dominated the competitors technologically and took the lead in the market place.
- Introduced three new innovative products, and convinced WalMart to rethink its distribution center automation. Successfully retrofit all WalMart distribution centers with new technology.
- Revamped hardware manufacturing plant and modernized circuit boards to reduce size, manufacturing costs and installation costs. Modernization increased plant production by over 200% while decreasing costs overall by 15%.
- Worked closely with sales team and participated in sales process as a technical leader.

1993 to 1994 – Sr. Project Manager – Berkeley, CA

- Successfully implemented an on-site project management program that was used on all projects.
- Managed multiple large scale implementations of material handling automation projects.
- All projects were completed on time and under budget. Received numerous awards for outstanding performance and successful implementation.
- Projects included multi-million dollar initiatives with very complex implementation and success criteria.

Supervised annual corporate audits.

- Found efficiencies throughout company and reduced operating costs over 30%.
- Created award winning financial-close procedures (Ernst & Young and Sweeny Kovar singled out audit catalog as unique and innovative).

**Vice President Sales (1998-2001)**

Opened sales offices in LA, Chicago, New York, Washington DC, Dallas, Mexico City, Zurich, and London and Tokyo. Chaired financial audit committee and collaborated with Price Waterhouse Coopers on corporate audits.

- Increased corporate-account sales from \$.5 million to over \$7 million per year with \$3 million profit. New clients included US Bank, Credit Suisse, Boeing, Ross, TelMex, Federal Reserve Bank and Nikkei Stock Exchange.
- Created partnerships with new resellers in the US, Mexico, Europe and Asia.

**Vice President Engineering and Sales Support (1996-1998)**

Promoted from Director of Field Services. Developed reporting tools that optimized sales activities. Led strategy development for new technology. Modernized legacy software by converting mainframe-based systems to Unix, PC and Mac. Managed field testing. Set up and staffed standardized project-implementation program.

- Developed and launched three cutting-edge products—from concept to production—that generated over \$14 million sales during two year period.
- Built state-of-the-art training program, competent customer support organization and comprehensive project-implementation program.
- Built—from scratch—highly successful, four-person telemarketing team and lead-management system.

**REAL TIME SOFTWARE, Berkeley, CA**

**1993-1996**

*Manufacturer of hardware and software used for automated material handling.*

**VP Engineering and Technology**

Promoted from Senior Project Manager to Vice President (replaced founder as head of technology). Directed 35 software and 15 hardware engineers. Repositioned technology to compete head-to-head with market leader. Managed multi-million dollar projects that had complex implementation and success criteria. Customers included *WalMart, Bausch & Lomb, Autozone, JC Penney* and *Macy's*.

- Won \$6 million *WalMart* contract by launching three new products and convincing *WalMart* to retrofit all distribution centers using RTS technology.
- Increased production over 200% and decreased costs 15% by modernizing plant, overhauling manufacturing process and reducing size of circuit boards.
- Simultaneously implemented three large national projects (all completed on time and under budget).

**MACY'S, Cincinnati, OH**

**1986-1993**

*Formerly Federated Department Stores. Over 900 department stores with \$26 Billion annual sales and 182,000 employees.*

**Director of Information Technology, Seattle WA (1991-1993)**

Managed \$7 million budget and all aspects of IT for retail stores in the Western US division.

- Cut annual IT costs nearly \$3 million and simultaneously improved service levels.
- Launched IT-outsourced business that generated over \$1 million profit—during first 18 months—by providing hardware repair services for other retailers.
- Deployed 10,000 replacement terminals and 100 back office systems (12 months and zero downtime).
- Developed and led management seminars to train store and operations executives.

**Director of Point of Sale Systems, Sacramento, CA (1986-1991)**

Built in-house hardware maintenance organization that served 10,000 electronic cash registers and related infrastructure for over 100 stores. Won several awards for outstanding service, cost savings and innovation.

- Rolled out 3,000 replacement terminals across five states in three months: zero downtime, under budget and six months ahead of schedule.
- Slashed POS system maintenance costs from \$4.1M to \$2.2M in less than two years. Improved system uptime from 78% to

Customers included WalMart, Bausch & Lomb, Autozone, JC Penney, Macy's, etc.

**1986 to 1993 – Carter Hawley Hale and Federated Department Stores.** Large nationwide retailers such as Macy's, Emporium Capwell, Nieman Marcus, Bon Marche, Broadway, etc.

1991 to 1993 – IS Director – Seattle, WA

- Managed all aspects of I.S. for western operations including a multi-million dollar budget.
- Dramatically increased service levels each year while reducing costs – savings totaled nearly \$3MM.
- Launched an outsourcing business unit inside the company to provide hardware repair services to other retailers. Business generated over \$1M in profits during the first 18 months.

1986 to 1991 – Director of POS Systems – Sacramento, CA

- Built an in-house hardware maintenance organization for CHH to serve over two hundred stores with thousands of electronic cash registers and related infrastructure.
- Increased system uptime from around 78%, to 99.9%.
- Reduced system maintenance costs from \$4.1M to \$2.2M in less than two years.
- Successfully managed a new system roll out replacing 3,000 POS terminals across 5 states in three months with zero downtime, under budget, and 6 months ahead of schedule.
- Received numerous awards for outstanding service, cost savings, and innovation.
- Served on the audit committee and worked with Loss Prevention to develop better auditing practices.

**1981 to 1986 – Accounting Software Corporation- Co-Founder, Eastern Regional Manager.** Developer of software and hardware solutions for school administration founded by my father, brother, and myself. Company was taken public, built up, and sold for a large sum of cash.

99.9%.

- Led auditing teams and developed new audit practices that cut loss rate from 1.72% to 1.59% (\$800,000 contribution to bottom-line profit). Promoted to member of Audit Committee.
- Successfully completed company-sponsored executive training program: Highly intensive, two-year MBA equivalent that included executive internships in HR, Operations, Finance and Accounting, Loss Prevention, Sales and Marketing.

#### **Education**

##### **University of Idaho, Boise, ID**

Engineering and business coursework (left UI to start successful computer business)

##### **Sales Leadership Executive Development Series (SLEDS)**

Company sponsored, two-year business management training program (MBA equivalent)

##### **Hardware and software engineering courses (various schools)**