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“Dr. Box”

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Executive Summary

Global Award Winning Consultant and Multi-plant General Manager who delivers breakthrough bottom line results. Winner of ‘Best Achievement of Organizational Business Improvement in Manufacturing’ presented at the Global Six Sigma and Business Improvement Awards in 2009. Orchestrator of the best financial improvement of the year for Temple-Inland (Fortune 1000) in 2009 out of 64 plants (91% ROI Improvement). “Top Performing Plant” Awards for four consecutive years out of 26 plants for Gaylord Container Corporation. Proven success in Start-Up, Shut Down, Turnarounds, Mergers, Acquisitions and Sustaining Success operations. Maintain the highest ethical standards. Founder and President of the Paperboard Packaging Group in November of 2008 with over 25,000 current members. In 2016, Randy served as a Consultant and Expert witness on a Product Liability case where pallets of packaged product collapsed causing serious injury. Randy provided an Expert Report summarizing forensic findings and analysis. Also in 2016 through 2018 Randy worked on a Trade Secret Misappropriation case in the packaging, warehousing, distribution and freight industries. In this case he served as a consultant to the attorneys regarding strategies and forensics. Randy provided research, a Deposition and Expert Witness Testimony and forensic demonstrations in Court. Randy was an Expert Witness and Consultant in a case in 2012 where a unique one of a kind manufacturing machine for corrugated boxes was destroyed in a fire and Mr. Phares had to compare and evaluate the technology against the competition, determine the fair market value of the machine and determine the costs involved in engineering and building the machine from scratch. An Expert Report and Expert Testimony in the form of a Deposition were provided in this case. Mr. Phares has also worked on many consulting projects in India, Jamaica, Afghanistan, Latin America, Eastern and Western Europe, USA, Canada and more. His projects for the Country of Georgia and Afghanistan were for the Governments of those countries. Randy has performed multiple Market Feasibility Studies to determine whether the largest box manufacturer in Latin America should build a new plant in different areas. These included a list of all potential customers in the area, an evaluation of their competitors and a full economic analysis including the financial data from each entity. He has done projects for several Fortune 500 Corporations in addition to small family owned companies.

- ❖ Lead 200 Employees in three Facilities (US & Mexico)
- ❖ Grow and Support Over \$60 Million in Sales
- ❖ Multi-Plant Full P&L and Budgeting Responsibility
- ❖ Expert in Manufacturing, Packaging, Logistics and Branding
- ❖ Performance Improvement Results
- ❖ Merger and Acquisition Trained
- ❖ Developed Several World Class Teams
- ❖ Guided Multiple Companies to Awarded Excellence

Paperboard Packaging Group, Carson City, NV

Nov 1, 2010 to Present

President of Paperboard Packaging Group and Dr. Box Consulting, Inc. (which was incorporated in December 2014)

- ❖ PPG has over 25,000 members worldwide
- ❖ Expert Witness on Multi-Million Dollar Cases
- ❖ Worked on Projects for Latin America, Europe & Asia
- ❖ Set Packaging Standards for the Country of Georgia
- ❖ Host of "The Box Report" on Pulp & Paper Radio Int
- ❖ Recruited Top Packaging Candidates for Clients
- ❖ TAPPI Consultant on TAPPI Consulting Council
- ❖ Vice Chair of Packaging Consultants Council for IOPP
- ❖ Created the CPLP Certification for Packaging
- ❖ Lean Manufacturing Certification Trainer in Packaging

Moved to Phoenix to become a full-time consultant. Paperboard Packaging Group, Inc. is a free membership organization dedicated to paper based packaging. Dr. Box Consulting, Inc. is operated out of Peoria, AZ. Randy is a ‘go to’ source for process improvement, purchasing, manufacturing, distributing and packaging environments.

General Manager of Edinburg, Texas; Nuevo Laredo, Mexico; and Reynosa, Mexico Facilities

- ❖ Managed Plants in the US and Mexico
- ❖ Full P&L and Budgeting Responsibility
- ❖ Increased Value Added Sales by 232%
- ❖ Improved Profits by over \$3 Million in 2009
- ❖ Highest Productivity in the History of the Plant
- ❖ Improved OHSA Recordable Rate from 8.4 to 0.75
- ❖ Reduced Lead Times by 85%
- ❖ Expanded sales into Central America
- ❖ Improved On Time Delivery From 92% to 99.3%
- ❖ Implemented Lean Six Sigma
- ❖ Increased Selling Margins 34%
- ❖ Improved Net ROI by 91%
- ❖ Reduced Tooling Cost by 40%
- ❖ Reduced Labor by over \$1 Million

Asked by the Vice President of the International Group to turn around the three operations in South Texas and Northeast Mexico. These operations had declining Sales, Contribution Margin and Profit. These operations were near the bottom of the company out of 64 plants in Profit, Safety, Cost of Goods Sold, Productivity, Waste, and Quality. Randy's team choreographed one of the best turnarounds in Temple-Inland history. This turnaround included ceasing operations in Nuevo Laredo, Mexico and adding manufacturing capabilities to the facility in Reynosa, Mexico. My operations earned the only Strong rating ever given by Temple-Inland for Financial Audit results and one of the few Strong ratings ever given for Safety Management System Audit results. Temple-Inland was the third largest manufacturer of Corrugated Packaging in North America and was voted Most Admired in Fortune Magazine three years in a row.

Marfred Industries, Lakeview Terrace, CA

Aug 16, 1999 to Nov 23 2007

General Manager of Manufacturing (since September 2004)

- ❖ Created Multi-Divisional Strategic Plans
- ❖ Full P&L and Budgeting for Two Divisions
- ❖ Managed Folding Carton and Corrugated Divisions
- ❖ Directed Inside Sales for the Distribution Division
- ❖ Saved over \$750,000 in Net Purchases Per Year
- ❖ Saved over \$400,000 In Labor Per Year
- ❖ Led Folding Carton Division to Profitability
- ❖ Opened the Structural and Graphic Design Center
- ❖ Created a World Class Corrugated Operation
- ❖ Reduced Folding Carton Lead Times by Over 60%
- ❖ Improved Productivity in Corrugated by 18%
- ❖ Increased Productivity in Folding Cartons by 26%
- ❖ Implemented Kaizen, Kanban, 5S, SMED and TOC
- ❖ Implemented Lean Manufacturing and Deming
- ❖ Formed Comprehensive Vendor Management System
- ❖ Improved Vendor On Time Delivery From 93% to 99%
- ❖ Reduced Folding Carton WIP by 77%

Chosen by the CEO to assume leadership and turn around the performance of the struggling Folding Carton Division in September 2004. Challenged by the CEO to assume control of the Distribution Division Inside Sales Group in September 2006 to improve sales and customer focus in order to turn declining annual sales into sales growth. Led the Folding Carton Division to profitability and beat industry averages in sales growth in distributed products. Installed In-House Graphic Design and Computer to Plate Systems to reduce lead times and improve margins. Utilized Vital Statistics to create teams to improve performance in weak areas. Marfred Industries was a \$75 million independent family owned corporation. Marfred Industries manufactured Corrugated Boxes, Folding Cartons, Litho Labels, Ink, Printing Plates, cutting dies, and had in-house graphic design, structural design, branding, and marketing. They also distributed thousands of packaging and janitorial supplies through their Distribution Division. They were purchased by AMCOR.

General Manager - Corrugated Division (January 2003 September 2004)

- ❖ Exceed TAPPI Excellence Goals for Productivity
- ❖ Exceed TAPPI Excellence Goals for Waste
- ❖ Full Divisional P&L and Budgeting Responsibility
- ❖ Increased Value-Added Sales by \$2.1 Million

Selected to be the General Manager by the CEO to lead the \$30 million Corrugated Division to "World Class" status. Doubled the size of the operation and created one of the newest state of the art facilities in North America making strong profits in a down economy.

Corrugated Plant Manager and Corporate Manufacturing Committee Chairman (August 1999 to January 2003)

- ❖ Plant P&L Responsibility
- ❖ Managed Three Locations (over 275,000 feet)
- ❖ Multi-Divisional Strategic Planning Responsibility
- ❖ Consolidated Multi-Divisional Operations
- ❖ Improved On-Time Delivery from 80% to 98%
- ❖ Documented all Plant Processes

Led the consolidation of the Corrugated Container Plant and Folding Carton Plant into one synergistic manufacturing operation. Implemented Lean Manufacturing Cell/Time systems for a large customer reducing labor by over 20% and landing a long-term \$12 million dollar contract. Created a detailed 5-year Sales Plan and Financial Analysis to benchmark and direct future sales growth and the expansion to support additional sales.

Stone Container Corporation (Smurfit-Stone Corporation), Glendale, AZ March 11, 1996 to Aug 13, 1999

Quality Assurance Manager and Account Executive for Mexico Region (September 1996 to August 1999)

- ❖ Nominated for Corporate Chairman's Award 1998
- ❖ Nominated for Project XV Sales Award 1998
- ❖ Employee of the Year 1998
- ❖ Co-Wrote ISO 9001 Procedures
- ❖ Achieved ISO 9001 Registration for multiple Plants
- ❖ Lead ISO 9001 Quality Auditor for the Pacific Region
- ❖ Safety Champion for the Southwest Region
- ❖ Trained by Bain Capital on Merger Integration
- ❖ Achieved and Maintained AIB – Superior Rating
- ❖ Ran the Corrugated Testing Lab (Mullen, ECT, etc.)
- ❖ Account Manager for \$7.5 Million in Sales
- ❖ Improved Safety Incident Rate From 8.6 to 3.2

On the Smurfit-Stone Merger Mobilization team challenged with consolidating operations to save over \$50 million per year. The team saved almost \$100 million. Implemented the first Stone Container JIT II (Cooperative Alliance) system with a \$6.5 million account in Mexico. Reduced the number of quality errors at the Glendale Plant by over 30%.

Production Supervisor (March 1996 to September 1996)

- ❖ Involved in SMED, Lean Manufacturing and TOC
- ❖ Involved in Zero Discharge and Wash Saver

Supervised the Flexo Department consisting of 17 people. Smurfit-Stone was the world's largest box manufacturer and a Fortune 250 corporation. This is a union facility. Smurfit-Stone was bought by Rock-Tenn which is now WestRock.

Gaylord Container Corporation (Temple-Inland), Glendale AZ

December 12, 1990 to March 8, 1996

Head Production Supervisor (Final Position Attained)

- ❖ Best Performing Plant 1992 through 1995 (26 Plants)
- ❖ Finalist for the Governor's "Pioneer Award" for Quality
- ❖ Process and Procedure Training Manager
- ❖ Assistant Design Engineer
- ❖ Improved Safety Incident Rate from 15.7 to 4.8
- ❖ Outstanding Employee Award

Started up a new Specialty Sheet Plant. Ran Corrugator, Flexo, Diecutting, Finishing, Shipping, Sheet Plant and Maintenance Departments simultaneously at two manufacturing and distribution facilities. Supervised three Foremen and over 60 employees while directing all plant training. Gaylord Container was a \$1 billion corporation that is now part of International Paper. This was a Union facility.

Education and Professional Certifications

- ❖ Invented a Recyclable Corrugated Pallet – US Patent #5672412 (issued on September 30, 1997)
- ❖ Certified Packaging Lean Practitioner – CPLP – Paperboard Packaging Group, Inc.
- ❖ Bachelor of Science in Business Administration – University of Phoenix (3.95 GPA) (Not Completed)
- ❖ Certified Quality Engineer (CQE) – American Society for Quality (1997)
- ❖ Certified Quality Manager (CQMgr.) – American Society for Quality (1998)
- ❖ Certified Quality Auditor (CQA) – American Society for Quality (1998)
- ❖ Certified Professional Resume Writer (CPRW) – National Association for Professional Resume Writers (2011)
- ❖ Quality Engineering Certificate – University of Phoenix (1997)
- ❖ ISO 9001 Lead Auditing Course – John Burr, Rochester Institute of Technology (1997)
- ❖ Management Action Plan (MAP) Course – MAP (2001)
- ❖ Dale Carnegie Course – Dale Carnegie Institute (1992)
- ❖ Merger Integration – Bain Capital and SSCC (1999)
- ❖ SEC, Sarbanes-Oxley Antitrust and Financial Reporting
- ❖ Extensive Training List Available Upon Request

Professional Affiliations

- ❖ TAPPI Consultant – Member of the Packaging Consulting Council for TAPPI (2011+)
- ❖ IOPP Consultant – Member and Vice Chair of the Packaging Consultants Council of the IOPP (2011+)
- ❖ Appointed to the "Advisory Board" of Paperboard Packaging Magazine in 2010
- ❖ Founded the Paperboard Packaging Group in Nov 2008 - recruited 25,000+ members in over 30 countries
- ❖ Director – Paperboard Packaging Group Expo 2010 "Leading World Class Performance", (www.ppgexpo.com)
- ❖ 2009 – 2010 President of the Board of Directors, South Texas Manufacturers Association (www.stma-tx.org)
 - ◆ Leader of the 2010 Strategic Planning Committee to Create the new Vision, Mission and 3 Year Plan
- ❖ Packaging, branding and manufacturing expert for worldwide www.packaginglaunch.com Website (2009 - 2010)

- ❖ 2008 - 2010 Member of the Board of Directors of the United Way of South Texas (www.unitedwayofsotx.org).
- ❖ 1999-2000 Member of the Board of Directors for Tucson Transatlantic Trade Holding Group (www.tttthg.com).
- ❖ Senior Member of the American Society for Quality (ASQ) – Customer Supplier Division (www.asqcsd.org)
- ❖ Vice-Chairman of Administration for the ASQ Customer-Supplier Division (Fiscal 1999)
 - ◆ Vice-Chairman of Membership for ASQ-Customer Supplier Division (Fiscal 2000)
 - ◆ Track Manager – ASQ-Customer Supplier Division Annual Conference, October 1999
 - ◆ Oversaw the Bylaws Committee, Examining Committee and the Financial Auditing Committee
 - ◆ Member of the ASQ-Customer Supplier Division Strategic Planning Committee (2000)
- ❖ Member of the Technical Association for the Pulp and Paper Industry TAPPI (1998)
- ❖ Member of the Professional Association of Resume Writers and Career Coaches PARWCC (2011)

Publications and Professional Presentations

Appeared in Board Converting News, Paperboard Packaging Magazine, Official Board Markets, Packaging Connections, Society for Human Resource Managers and Packaging Today and much more. Many of my credits are listed below:

- ❖ “Olympics and Packaging Innovation”, Beroelnc.com, June 23rd, 2016
- ❖ “Vendor Performance Metrics for Paper Based Packaging”, Beroelnc.com, March 1st, 2016
- ❖ “The Box Report”, Segment on Pulp and Paper Radio International on the following dates:
 - 2015: January 26th, July 25th
 - 2014: May 2nd
 - 2013: March 8th, April 13th, September 28th, November 21st
 - 2012: May 10th, May 30th, June 27th, July 6th, August 29th, September 23rd, October 3rd, November 30th, December 2nd, December 19th, December 31st
- ❖ “i2 LiveReport: Packaging Supply Chain & Purchasing Management – Building a World Class Operation”, i2Live.net, March 13th, 2013
- ❖ “Inside the Box Video Magazine – The 2013 Price Increase”, March 11th, 2013
- ❖ “Packaging Supply Chain & Purchasing Management – Build Your Operation”, PR.com, March 1st, 2013
- ❖ “Inside the Box Video Magazine”, December 18th, 2012
- ❖ “Corrugated Packaging Innovation”, MyPurchasingCenter.com, December 17th, 2012
- ❖ “Corrugated Prices: Hike Unlikely”, MyPurchasingCenter.com, December 17th, 2012
- ❖ “Dr. Box Interview (Video)”, TAPPI.org, October 3rd, 2012
- ❖ “Inside the Box Video Magazine – SuperCorr Expo Day 4”, October 19th, 2012
- ❖ “Inside the Box Video Magazine – SuperCorr Expo Day 3”, October 9th, 2012
- ❖ “Inside the Box Video Magazine – SuperCorr Expo Day 2”, October 3rd, 2012
- ❖ “Inside the Box Video Magazine – SuperCorr Expo Day 1”, October 1st, 2012
- ❖ “Lean Manufacturing for Packaging Professionals Video Magazine”, August 15th, 2012
- ❖ “Lean Manufacturing for Packaging Operations – The Key to Breakthrough Performance?”, IndustryIntel.com, August 7th, 2012
- ❖ “LinkedIn Hacked – 6.5 Million Passwords Posted Online”, Video Magazine, June 8th, 2012
- ❖ “Inside the Box Video Magazine”, Video Magazine, June 8th, 2012
- ❖ “Inside the Box – Packaging News From Around the World”, Video Magazine, May 12th, 2012
- ❖ “Top Packaging News From Around the World – Lorax Approved”, Video Magazine, May 1st, 2012
- ❖ “Lean Manufacturing for Packaging Professionals Course”, PPG Inc., 2012
- ❖ DOT/UN - Packaging Hazardous Materials Training, NorthPak, 2012
- ❖ “Should Consultants Give Away Intellectual Capital?”, Society for Human Resources Management, July 20th, 2011
- ❖ “Heat and Mavs Make Marketing Magic: Did Dirk’s Performance Save the NBA Finals as a Brand?”, June 8th, 2011
- ❖ “Maximizing Profitability at the Converting Level”, Session Manager, RISI International Containerboard Conference, November 5, 2010
- ❖ “Strategies for Improving Box Plant Profitability”, International Containerboard Conference, November 5, 2010
- ❖ “Leading World Class Performance” (Keynote), Paperboard Packaging Group Expo 2010, October 11, 2010
- ❖ “Hiring the Best”, Paperboard Packaging Group Expo 2010, October 11, 2010
- ❖ “Applied Lean Manufacturing”, Paperboard Packaging Group Expo 2010, October 12, 2010
- ❖ “High School Students Experience Manufacturing”, Manufacts, July-August, 2010
- ❖ “Ideas to Reality Summer Camp: How Engineering Can Change Your Lives!”, TMAC.org, July 12th, 2010
- ❖ “Lean Manufacturing Stressed at Luncheon”, Valley Business Report, April 2010
- ❖ “Lean Six Sigma”, South Texas Manufacturers Association Meeting, March 2010
- ❖ “Local Business Needs, training programs discussed at Summit”, South Texas College News, March 2010
- ❖ “Manufacturing Best Practices”, Manufacturing Summit 2010, South Texas College, February 2010
- ❖ “Strategic Planning”, South Texas Manufacturers Association, January 10th, 2010

- ❖ “Six Sigma Best in Class Award Goes to Temple-Inland”, Manufacts of South Texas, November-December 2009
- ❖ “Temple-Inlands Dedication to Service and a Community”, Depot Express, August/September/October Edition 2009
- ❖ “Business Success Using Interns”, University of South Texas Pan American, November 2009
- ❖ “Thinking Out of the Box”, The Business Journal of the Rio Grande Valley, June 2008
- ❖ “Ready for Packaging”, The Business Times of the Rio Grande Valley, May 8th, 2008
- ❖ “What’s Wrong with this Picture”, Paperboard Packaging, December 2005
- ❖ “Jobs: Manufacturers Slog on in Face of Challenges”, San Fernando Business Journal, October 27, 2003
- ❖ “Litho Laminating Gives Toner Cartridges a New Image”, Packaging Digest, February 2002
- ❖ “Boxmaking: By the Numbers”, Converting Magazine, May 2001
- ❖ “Career Management”, Partnership News, June 2000
- ❖ “Quality Core Values”, Annual Quality Congress, May 2000
- ❖ “Applying the Malcolm Baldrige National Quality Award Criteria”, Annual Quality Congress, May 1999
- ❖ “The Cooperative Alliance – The Next Step in Partnering”, Partnership News, March 1999
- ❖ “Quality Professionals Go Cross Functional”, Quality Magazine, March 1999
- ❖ “The Future of Quality in the Corrugated Industry”, Institute of Packaging Professionals, February 1999
- ❖ “The Cooperative Alliance – The Next Step In Partnering”, ASQ-CSD Annual Conference, November 1998

World Class Professional References Available Upon Request