



For over 35 years, **FINLEY GROUP**, a trusted advisory firm consisting of dedicated seasoned business professionals, has been a valuable management resource for, improving the operational and financial results of healthy companies, returning underperforming companies back to health and steering organizations in crisis to maximize value.

*Adding Value, Preserving Value, Recapturing Value*

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**The Finley Group is a 35+ year-old advisory firm with a broad range of industry experience and a proven track record. Our dedicated and seasoned professionals can quickly assess a situation to deliver meaningful results.**

## **Our Value Proposition**

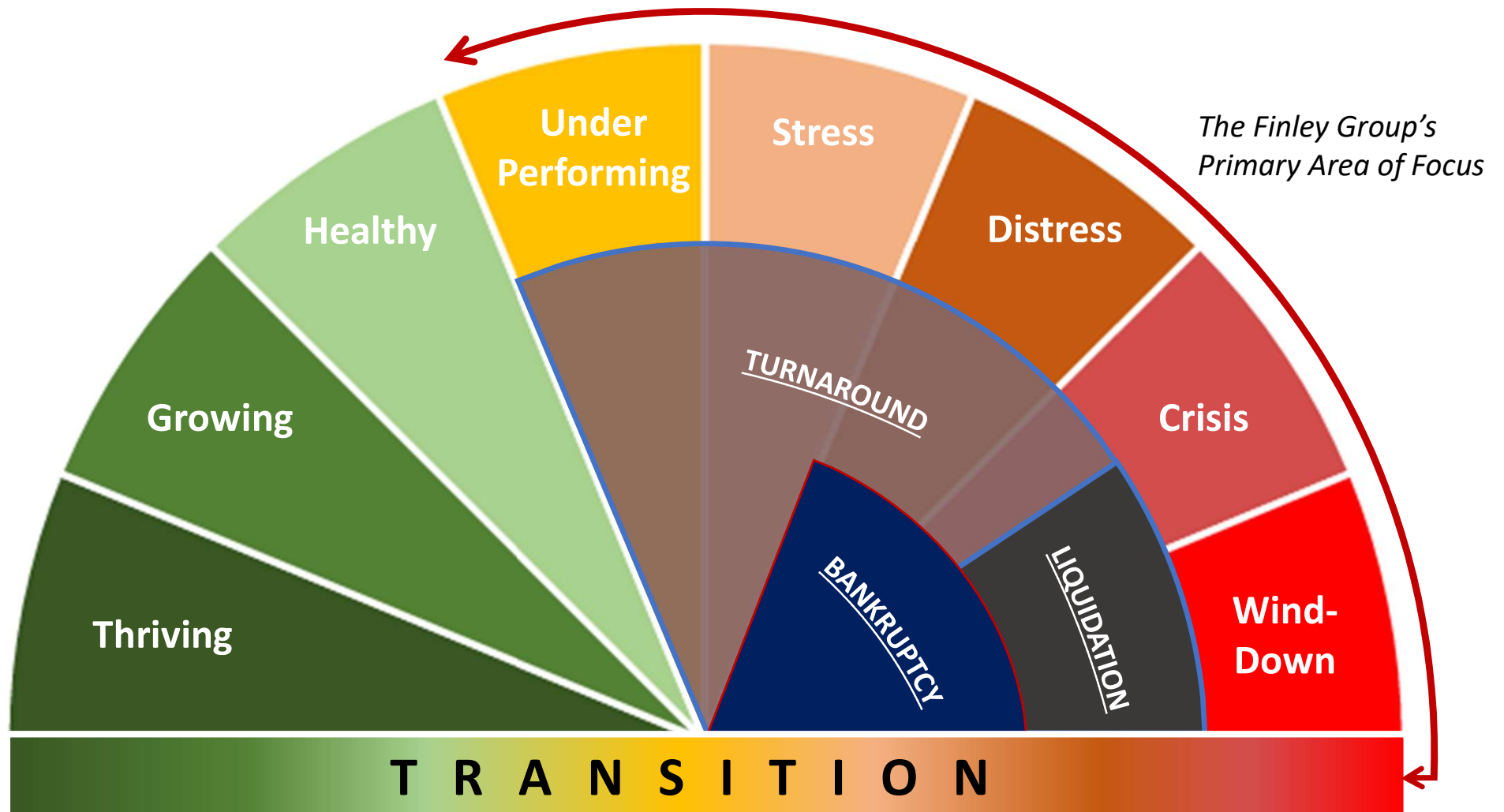
- **What We Do**
  - Bring valuable advice, industry certifications and best practices
  - Improve business performance
  - Create actionable plans
  - Resolve critical business issues
  - Enhance decision-making
- **How We Do It**
  - Pragmatic, results-focused
  - Collaborative mindset
  - No pre-set solutions
  - Leverage our experience as CEOs, Presidents & CFOs
  - Implement what we recommend
  - Fast, concise, cost-effective
- **Who We Do It For**
  - Owners
  - Boards of Directors, Corporate Executives
  - Financial Institutions
  - Private Equity Sponsors
  - Attorneys
  - Families

## **Our Scope of Services**

- **Business Assessment**
  - Strategic Review
  - Management Team Evaluation
  - Business Plan Formation
  - Competitive Analysis
- **Cash Management & Forecasting**
  - 13-Week Cash Flow
  - Working Capital Management
  - Improved Financial Reporting
- **Corporate Level Interim Management**
  - Chief Executive Officer
  - Chief Financial Officer
  - Chief Restructuring Officer
  - President
  - Advisory Board or Director
- **Enterprise Value Enhancement**
  - Revenue Growth
  - Margin Initiatives
  - Cost Rationalization
  - Logistics & Supply Chain
- **Restructuring Initiatives**
  - Creditor/Vendor Management
  - Non-Core Asset Rationalization
  - Contingency/Succession Planning
  - Mergers, Acquisitions, Divestitures
  - Capital Structure Analysis

The Finley Group improves the operational and financial results of healthy companies, returns underperforming companies back to health and steers organizations in crisis to maximize value.

- - The Finley Group's Company Financial Health Spectrum - -



Our experience creating value and improving performance in the most difficult of circumstances enhances our ability to maximize results in situations where time and strategic options are more available.

Our Firm's values guide our daily interactions with our clients and our colleagues.

### The Finley Group Core Values

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- *Trustworthiness:* We will continuously strive to **earn the trust** of our clients, stakeholders and colleagues
- *Results-Orientation:* We commit to deliver the **best possible outcome** for our clients
- *Team Players:* We will **work as a team**, leveraging our unique talents and looking out for the best interests of others
- *Professionalism:* We will demonstrate **professional excellence** in everything we do
- *Unquestionable Integrity:* Above all else, we will act with **high ethical and moral standards** and remain above reproach

**Matthew W. Smith**  
Managing Director

Matt specializes in corporate turnarounds and restructuring with an emphasis on financial, operational and management issues. Since joining the firm in 2002, he has worked for over 100 clients in a wide variety of industries including manufacturing, distribution, retail, agriculture, financial services, furniture, textiles, golf & resort operations and motorsports.

Matt has provided both advisory services and taken interim-management positions with his clients, which have resulted in maximizing value for all stakeholders. Matt has served his clients as an Interim CEO, CFO and CRO, as well as acting in a fiduciary role in Court appointed engagements. On multiple occasions, he has successfully negotiated financing arrangements with secured and unsecured lenders. Additionally, Matt has lead divestiture and sale efforts of non-core assets, as well as entire businesses.

Matt's extensive experience includes:

- Matt was named the Interim Chief Executive Officer for Stanley Furniture, a 90 year-old publicly traded (STLY) company headquartered in High Point, NC. Matt led the business to the completion of a sale of the Company to an investment group based in Vietnam. Matt was instrumental in the completion of the Asset Based Financing that helped provide the funding to complete the sale transaction. Matt was credited with actively managing working capital through a very tight liquidity situation.
- Matt was appointed as Chapter 11 Operating Bankruptcy Trustee for BK Racing, LLC, a NASCAR Race Team operating at the series top cup level. Matt successfully navigated a challenging situation to manage liquidity and compete on the track every weekend. Many doubted that someone without prior knowledge of the industry could successfully run a race team, but Matt was instrumental in bringing credibility back to the organization, and operated the team for most of the 2019 season prior to selling the team to another NASCAR owner.

Matt enjoys business challenges where he can bring creativity to solve important business issues and problems. He has become a trusted advisor and resource who is called upon when a business issue is complex, but important enough that it needs to be done the right way.

Matt is one of the few Turnaround Professionals to hold both the Certified Turnaround Professional (CTP) and Certified Insolvency and Restructuring Advisor (CIRA) designations. Matt is also a certified mediator in North Carolina.

Matt has been asked to speak to a number of groups including the Turnaround Management Association and Bankruptcy Conferences for the Eastern District of North Carolina and the NC Bankruptcy Institute.



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**EDUCATION**

B.A., Wake Forest University

MBA, Kenan-Flagler Business School, The University of North Carolina at Chapel Hill

**CERTIFICATIONS**

Certified Turnaround Professional  
Certified Insolvency & Restructuring Advisor

**PROFESSIONAL ASSOCIATIONS**

President & Board Member, Turnaround Management Association (Carolina's Chapter)

American Bankruptcy Institute

Association of Insolvency and Restructuring Advisors

**N. Roderick McGeachy, III**  
Managing Director

Rod brings 30+ years of global experience in consumer goods, retail, manufacturing, textiles, furniture, distribution and restaurants. He has led both profitable growth strategies for healthy, multi-billion-dollar brands as well as crisis management/ turnaround efforts for medium sized firms.

While at The Finley Group, Rod has worked in a variety of industries and served in both interim-CEO and interim-President roles. He has also been invited to serve on the Board of Directors for several clients. Additionally, he has been appointed by the Court of North Carolina as a Chief Restructuring Officer. In addition to his turnaround efforts, Rod has led several sell-side M&A engagements and has facilitated multi-generational leadership transitions. During his time at Finley, Rod has demonstrated the ability to balance the needs and earn the trust of all stakeholder groups to obtain the best possible outcomes for Finley's clients.

Rod's prior experience includes leading turnaround efforts while serving as Chairman/CEO and divisional President of two publicly traded consumer goods firms. In both instances, he worked with all stakeholder groups to create and preserve value by delivering significant EBITDA improvement using a mix of profitable growth and cost cutting initiatives. In addition, he dramatically reduced working capital and divested underperforming businesses, utilizing the resultant cash flows to renegotiate credit facilities and acquire/integrate multiple companies. Additionally, Rod led an entrepreneurial, women's specialty retailer in developing an infrastructure that could be scaled for growth.

Previously, Rod also held roles in multiple strategy, general management, and marketing roles for VF Corporation, Russell Corporation and Hanes Brands. He was also a Manager in Accenture's Corporate Strategy practice, where he was responsible for leading engagement teams and client deliverables.

Rod's expertise includes:

- Business turnarounds and crisis management
- Financial/Cash management and modeling
- Business planning and strategy
- Restructuring strategies and tactics
- Mergers & Acquisitions
- Marketing Science
- Operational excellence
- Employee engagement and partnership building

Rod also served on the Board of Directors (as a member of the Audit Committee and as Chair of the Compensation Committee) for Heelys, a publicly traded, international marketer of action sports inspired products.



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**EDUCATION**

B.A. University of North Carolina (Morehead-Cain Scholar)

MBA, Harvard University School of Business

**PROFESSIONAL ASSOCIATIONS**

Young Professionals Organization

Certified Turnaround Professional (In Process)



## Blake Hawk Managing Director

Blake has a rich, diversified financial history spanning over 20 years. Blake has served in numerous roles including investigation, lending and real estate management in the banking industry. While Blake's experience includes a wide variety of industries, his primary areas of expertise are in maximizing asset recoveries and real estate.

Prior to joining the Finley Group, Blake was a Senior Vice President for First Horizon Bank National Association with principal activities in commercial lending, investigation, special assets and corporate real estate.

Blake's extensive experience in the banking industry includes:

- Rehabilitating two large real estate developments that required completion of infrastructure, reformation of title, creation of a rental management company, and ultimately selling of assets. This undertaking involved multiple litigation matters, obtaining local and state approvals for completion, bidding of multi-million dollar contracts, and then overseeing of the build out phase. Successful litigation and negotiations resulted in judgement and settlement which recouped millions of lost dollars to several financial institutions.
- Receiver for a Class A Office Building located in Knoxville, TN. Blake took over all day to day to day duties and operations, as well as negotiated leases and providing new tenants and business for the building. Blake was successful in reestablishing the building, and ultimately resulted in selling the building note at auction to a new owner and conducted the wind down and closing of the turnover.
- Responsible for the oversight of maximizing recovery of one of the top five furniture and carpet wholesaler/retailers in the Southeast.
- Managed the unwind and recovery of multiple out of trust automotive dealerships involving six major flags.
- Served as lead investigator on several large, white-collar crime matters involving the financial services industry.
- Worked with Federal Bureau of Investigation, United States Department of Housing and Urban Development, Office of the Inspector General and Naval Criminal Investigation Division to prosecute one of the first undercover operations involving mortgage fraud against a financial institution, United States Department of Housing and Urban Development and the United States Navy.
- Worked a large internal affairs case involving manipulation and theft in excess of \$1 million. Suspects were successfully prosecuted at the federal level and civil litigation was utilized to recover assets.

Blake has spoken to a Turnaround Management Association event on the topic of commercial real estate. He has also served as an adjunct instructor for Tennessee Law Enforcement Academy.



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### EDUCATION

Hiwassee College

Southern Methodist University School of  
Commercial Lending

### CERTIFICATIONS

Licensed Realtor

### PROFESSIONAL ASSOCIATIONS

Member, Association of Certified  
Fraud Examiners

Member, Tennessee Chapter of  
Turnaround Management Association

Member, Tennessee Chapter of Association for  
Corporate Growth

**David Mitchell**  
Senior Director

David is a finance executive with over 20 years of experience and an extensive background that includes strengths in re-engineering business processes, problem solving and building consensus. Over the course of his career, David has held many roles ranging from Director of Finance, Controller, Senior Accountant to Financial Analyst. He is a detail oriented, and results driven professional that has a proven track record of strategic planning, in-depth financial analysis, identifying and implementing operational efficiencies and managing complex projects within time constraints. David's previous experience includes:

- Finance Director for iHeartMedia where he partnered with various levels of executive and market leadership to create and implement the annual operating budget for the 4th largest region in the enterprise. David was responsible for publishing and presenting financial results which included monthly, quarterly and YTD variance analysis, detailed commentary on financial performance as well as the evaluation of key performance indicators. He directed the monthly reforecast process which included historical trend analysis, evaluating investment needs, assessing business unit performance and recommending the corresponding P&L adjustments. David also identified and evaluated financial risks and opportunities while providing detailed insight on projected benefit / exposure toward goals and led process improvements for the enterprise while implementing best practices.
- Director of Finance & Controller for National Geographic Channel-US where he directed all aspects of finance & accounting operations for three NGC-US brands that generated over \$500M in consolidated net revenues, \$155M in operating profit and \$165M in annualized programming investment. He developed and prepared the long-range strategic plan as well as the annual budget for the three networks. David also managed the reforecasting process which included identifying global risks / opportunities and their financial impact while working closely with leaders to assess current and future investment needs. He maintained a consolidated cash flow statement to evaluate cash positioning and facilitate decisions related strategic investments and the funding of daily operations. David also managed the month-end close process and pointed all external and internal audits.



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**EDUCATION**

B.S., Finance and B.S., Accounting  
Virginia Tech, Blacksburg, VA



**Josh Hall**  
Senior Director

Josh has 20 years of experience serving in a unique variety of leadership and management roles across a wide array of industries including engineering, IT products, real estate and professional services. His breadth of knowledge includes extensive expertise in corporate financial management, government contracting, asset management, acquisition & disposition of investments, and court appointed oversight of complex businesses (Receiver, Liquidating Trustee, financial advisor, interim executive and Bankruptcy Plan Administrator).

Recent engagements include interim CFO roles in a variety of consumer packaged goods (CPG) firms, project based financial advisory & assessment services on behalf of private equity ownership groups, diligence & business analysis of potential equity investments for family office clients, and long term advisory positions with government contracting enterprises.

Prior to joining The Finley Group, Josh was named the interim CFO for Bost Distributing Company, a small food manufacturer in rural North Carolina, on behalf of the state court appointed receiver. During the engagement, the interim leadership increased gross sales by 21%, reduced COGS by 4% and increased EBITDA by 323%. Ultimately the business was sold through a 363 sale. This engagement was recognized by the Turnaround Management Association as the 2015 Small Business Turnaround of the Year at its national conference.

He served as the Chief Financial Officer while at Trigild, a nationwide advisory firm focusing on fiduciary assignments in distress and turnaround engagements. In addition to his corporate financial responsibilities, he was the lead asset manager on several high profile engagements, acting as Bankruptcy Liquidating Trustee, Receiver, and Interim Executive. Prior to his CFO role, he was the division head responsible for all operations in the eastern half of the country.

In his early career, Josh served on active duty in the US Navy, holding positions both at sea aboard the deep ocean salvage vessel USS GRASP (ARS 51), and on-shore with the Seabees, as a deep sea diver, special operations officer, and Civil Engineer Corps officer.



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**EDUCATION**

B.S. United States Naval Academy

MBA, Harvard University School of Business

**CERTIFICATIONS**

Licensed Real Estate Broker

**Greg Blackport**  
Director

With over 35 years of global experience, Greg is a knowledgeable leader with a proven record of quality control process improvements that result in compliance, profitability and top line growth. Greg has served in numerous CFO/Controller roles, and has additional expertise in process improvement, productivity/performance gains, software implementations, and coaching and development of teams.

Greg's experience includes multiple full-time roles as Chief Financial Officer and Controller in both public- and private-company environments, which has also included leadership responsibilities for information technology (IT), purchasing, and human resources departments. He has a depth of experience in corporate accounting, treasury, credit, forecasting, cost accounting, and internal controls. Additionally, he has worked in advisory roles, including as an audit manager for a global accounting firm.

In his most recent roles, while serving in a lead finance role, Greg strengthened internal controls to improve cash flow, developed new cost accounting systems, centralized purchasing processes and enabled improved reporting. Prior to that, Greg held financial roles where he shortened the close process, enabled GAAP and IFRS reporting, improved forecasting and implemented cost savings initiatives in a multi-location environment.

Greg's specific expertise includes:

- Financial Accounting & Controls: accurate/timely books & audit, internal controls (including Sarbanes Oxley), regulatory compliance, cost accounting, inventory/product costing and financial analysis
- Cash management, Accounts Receivable & Payable strategies, 13-week cash flow development
- Forecasting, strategic planning, productivity and performance gains
- Benchmarking and process improvements
- Business systems and process implementation management
- Team development and review

He also has significant expertise in a variety of software packages, including SAP, JD Edwards, QuickBooks, Syspro, Oracle and others.



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**EDUCATION**

B.A. Michigan State University  
(Accounting Major)

M.B.A., University of Phoenix (3.97 GPA)

**CERTIFICATIONS**

CPA, licensed in State of Michigan

**AFFILIATIONS**

AICPA member

Past member of Institute of Internal Auditors (IIA),  
Institute of Management Accountants (IMA)

## Doug McIlvaine

### Director, and The Finley Group's Controller

With over 35 years of global experience, Doug possesses a wealth of technical, analytical and leadership skills. Doug has leveraged his hands-on, team-oriented approach to enhance and improve the performance of companies in a wide variety of industries. He has specific expertise in finance, accounting, operations, systems, process improvement, controls and project management.

Doug's experience includes multiple full-time roles as Chief Financial Officer and Controller, which has also included leadership responsibilities for information technology (IT), legal, and human resources departments. He has worked for private equity and family-owned businesses, in both profitable and turnaround situations. Additionally, Doug has served on multiple senior executive committees and with Boards of Directors.

Most recently, while serving as CFO for a manufacturing company, Doug restructured financial processes, formed new banking relationships, led acquisitive growth and developed new cash management processes to minimize the impact of the pandemic. Prior to that, Doug served as CFO/Controller for a sourcing and distribution company, during which time he restructured the corporate footprint, established all manufacturing accounting processes for three newly acquired manufacturing operations, and developed new financial reporting for executive leadership and banking relations.

Doug's expertise includes:

- Financial Accounting & Controls: accounting controls with effective reconciliation and analysis; financial reporting package development/restructuring with metrics; accounting system process review and enhancement
- Financial modelling, forecasting and plan development
- Cash management, Accounts Receivable & Payable strategies, 13-week cash flow development
- Business systems and process implementation management
- M&A information development and review, post-merger integration planning/execution
- Business restructuring and redeployment, joint ventures, turnaround management
- Team development and review

Doug has also had extensive management/leadership training in project management, financial modeling, Kepner-Tregoe problem solving, decision analysis, risk management, lean manufacturing, and team development. He also has significant expertise in a variety of software packages, including ERP and report-writing systems.



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EDUCATION  
B.S. University of South Carolina  
(Accounting Major)

**Brad Velardo**  
Associate

Brad is an Associate of The Finley Group. Before joining The Finley Group, Brad was an Investment Banking Analyst at Ernst & Young Capital Advisors (EYCA) in New York, NY, where he engaged in mergers and acquisitions of middle-market companies across the Consumer Products and Retail sector.

During his time with EYCA, Brad worked directly with senior bankers to execute buy-side and sell-side transactions, both in the U.S. and internationally, and performed relevant financial analyses, including discounted cash flow analyses, comparable company analyses, and trading comparables. Additionally, Brad facilitated the production of market research memos and reference materials centered on the latest sector trends and macroeconomic environment.

Select Transaction Experience:

**Advisor to Weaver Popcorn Manufacturing, Inc. in \$250M asset sale to The Hershey Company (NYSE: HSY)**

- Worked directly with CEO and owner-founders to draft marketing materials and management presentation to highlight a robust recovery from COVID and identify significant tailwinds in the better-for-you snacking to effectively portray the Company's favorable market position in the context of long-term consumer trends
- Managed comprehensive due diligence process that included nearly 1,000 diligence requests from over five operational areas and third-party quality of earnings provider
- Organized and constructed a list of approximately 150 potential buyers through a screening analysis on both strategic and sponsor acquirers based on investment criteria and prior experience in salty snack foods and co-manufacturing

**Project Sign: Advised founder-owned direct-to-consumer promotional products company on \$100M capital raise**

- Collaborated with international EYCA teams and Company management to develop marketing materials and help articulate the Company's go-to-market strategy as a disruptive e-commerce platform in a brick-and-mortar dominated industry with cost competitive operations
- Completed extensive research on the promotional products industry focused on mapping competitive landscape in a highly-fragmented industry and detailing market data focused on size, geography, and target customers
- Prepared a log over 140 potential private equity and venture capital investors with contacts and firm relationships

Brad received his B.S. from the University of North Carolina at Chapel Hill where he majored in Business Administration at Kenan-Flagler School of Business, with concentrations in Finance and Accounting.

Brad is currently a CFA Level I candidate and is scheduled to take his exam in the near future.



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**EDUCATION**

B.S., Kenan-Flagler Business School,  
University of North Carolina at Chapel Hill

**CERTIFICATIONS**

FINRA SIE  
Series 63  
Series 79

**PROFESSIONAL ASSOCIATIONS**

CFA Institute Level 1 Candidate

**Matthew Strecker**  
Financial Analyst

Matt brings years of experience in financial management consulting and advising. He has been instrumental in developing, forecasting and managing budgets, reports, and financial reviews for large successful companies, including NASCAR, Formula 1 and other Motorsports Teams.

Matt's experience includes:

- Financial Management Consultant for large NASCAR Motorsports company. Matt created and managed the budget, including generating quarterly reports and year-end financial reviews, and lead R&D credit tax audits for all departments. He also worked with the Company's accounting department to create and implement more efficient financial resources and procedures in house and developed the business plan for setting up an off-site Engineering/Research and Development Center to supplement the team's existing engineering and R&D infrastructure.
- Business Development Manager for a CNC manufacturing company. Matt identified improvements and optimized vertical integration in the manufacturing branch, as well as restructuring key performance indicators (KPI) and profitability tracking in the sales department, therefore enhancing long term profitability.
- As a Financial Consultant, Matt developed the preliminary financial model for a Motor Sports Sanctioning Body to give them a tool to facilitate and adapt to market demands and consumer trends. This financial model projected a path to cost savings in excess of 70%.

Matt is a native French speaker (Dual French-USA Citizenship) and conversational in Spanish.



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**EDUCATION**

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