

RONALD J. KOS

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SUMMARY

Classically trained business executive with demonstrated success in leading Emerging Growth Companies and New Ventures. Over 25 years senior management and P & L experience with Fortune 500 companies. A CEO, COO, Entrepreneur, who has successfully developed 10 new business ventures in multiple industries: Consumer Package Goods, Media, Data Based, Internet, Education, and Logistics/Technology. Proven strategic, general management, marketing and practical implementation skills. Extensive background in business model positioning, organizational building, pre-IPO issues, new product development, process management, advertising, and coaching. Adept at developing teams to improve business focus, sales, cost effectiveness and customer service. Experienced Advisor, Management Consultant, Equity partner and Investor.

EXPERIENCE

Signal Ridge Investments, LLC, Roseville, California

2005 - Present

Managing Member

- **Campus Onsite, Inc.** 2015 – Present
Founder, Equity Investor, President & CEO
 - Repositioned *Onsite Report* as new offering called *Campus Onsite*. Scaled down original business model to a MVP (minimally viable product) for testing of core elements in a tightly defined geographical area.
 - Mobile App enables students to easily keep in touch with the news and activities happening at their school...wherever they are, and wherever they go on campus. News is posted on a GPS enabled campus map, as it is reported and from where it occurred. All content is provided by and for students.
 - Developed mobile application and its supporting infrastructure.
 - Fully operational app, available for test market.
 - Objectives: Demonstrate user engagement, high usage patterns and build audience participation; Validate key assumptions and potential; Seek venture capital funding enabling a national rollout.

- **Onsite Report, LLC** 2011 – Present
Founder, Equity Investor, Managing Member & President
 - Conceived, designed a startup venture to contemporize local media and improve its cost effectiveness using a smart phone. The approach is designed to increase the amount of credible, useful news and information, and expand user access
 - Business model designed to be scalable, integrate conjoined market area news and expanded nationally
 - Prototype development and plans developed for a beta test market at the University of Florida Gainesville
 - Reviewed with investor groups in Silicon Valley who were supportive of business model and vision. Need MVP testing in a closed community environment to demonstrate user engagement

- **ListedWaterfront.com** 2006 - Present
Founder, Equity Investor and REALTOR®
 - Conceived, developed, and launched the first real-estate search website specifically designed to easily locate Waterfront Homes and Land that are “For Sale” in Northeast Florida. It is designed to be the #1 Source for prospective buyers, providing them with: Every active MLS waterfront listing: Existing homes, new homes and available land; Continuous 24/7 MLS updates; 100’s of website exclusive “UnListed lots and new homes; Plus useful information about the area, waterways and new home building.
 - New capabilities include “qualified lead” generation program for Builders for their “UnListed” properties
 - Platform designed to be scalable for multiple MLS data feeds, including all types of listed new home and land availabilities. Subsequent platform development will enable unlimited geographical coverage with multiple brokerage offices and staffing.

- **Signal Ridge Investments, LLC – Real Estate** 2005 - Present
Principle, Equity Investor, Managing Member & President
 - Real Estate: Identification, purchase and management of new, residential investment properties, which consistently provide yearly double-digit returns.
 - Internet: Development and launch of web & mobile startup ventures which can be scaled nationally

Signal Ridge Group, Fleming Island, FL

2002 - Present

President Retained advisor to CEO's and founders of Small and Mid-tier companies: Growth initiatives; New Venture validation and launch; Business model positioning; Capital raise; Entrepreneur mentoring. Concurrently:

- **Forge Advisors LLC, Sterling, VA** 2002 - Present
Principle
 An international business consulting firm which advises clients in improving their business; Emphasis is on actionable, results oriented solutions
- **New Gotham VC, New York, NY** 1999 - 2009
Managing Member of New Gotham Venture II Management LLC
Equity Partner and Advisor for venture opportunities and portfolio companies
 Focus: Internet-television convergence; Exchanges/related marketplaces; Interactive marketing & advertising.

Enable Technologies, Inc., Jacksonville, FL

2001 - 2002

President and Chief Executive Officer Recruited to provide leadership and validate a new business venture that sought to uniquely apply technology to a "less than truckload" consolidated logistics solution for consumer-packaged goods manufacturers and their retailers. Venture was operational four months and losing \$500M per month. Implemented plan which turned around business, grew revenue \$11MM in 8 months and was on target to achieve Positive EBITDA and Positive Cash Flow (monthly run rate) by the end of CY 2002.

- Refined basic business proposition & positioning. Implemented an integrated vision & operational strategy.
- Business model was structured to 1) Provide a single source solution from receipt of a retailer order, to "just in time" product delivery. 2) Manage product inbound, storage, handling and outbound, in a seamless manner using EDI, the Internet and third-party logistics providers. 3) Offer tangible benefits for participants that resulted in the reduction of overall supply chain costs, along with improved customer service.
- Rejuvenated the sales effort: Focus, Approach, Resources, Targeting, Tracking, Sales benefits and message.
- Implemented a comprehensive Client Service Program. Achieved superior customer satisfaction & referrals.
- Validated the refined business model and accomplished the following core infrastructure goals:
 - Demonstrated universal retailer acceptance and sustained, multi-vender consolidated ordering.
 - "Enable" shipping consolidated; regionally and nationally. Nationwide distribution system operational.
 - Established core operational protocols, financial disciplines, tracking and reporting metrics.
 - Vetted technology systems, refined, and implemented initiatives to assure stability and scalability.
 - Implemented programs to develop employee culture, values, recruiting, evaluation and training.

Student Advantage, Inc., Boston, MA

1999 - 2000

Chief Operating Officer Responsible for day-to-day management of the #1 college student membership, marketing & media company. Recruited to reorganize infrastructure, improve operational effectiveness & to build Internet capabilities in preparation of an IPO. Sales increased +74% to \$48MM; Gross Margin +12 points to 62%.

- Initiated development of an integrated vision, positioning and implementation strategy for company.
- Recruited a new, experienced senior management team to enable CEO to accelerate growth and profitability.
- Coached CEO and managed the integration of four key acquisitions – FANsOnly, TSP, VoiceFX and Q-Notes.
- Rebuilt organizational infrastructure for Internet technology, production, design, and programming.
- Re-launched *www.studentadvantage.com* as a dynamic site with an integrated, online database.
- Company awarded "Best of the Web" designations in 2000 by Forbes, US News & World Report and Yahoo.
- Increased Student Memberships +28% to 1,745MM and Online Student Reach +29% to 1,904MM unique visitors per month for the Year 2000 vs. 1999.

iVillage, Inc., New York, NY

1998 - 1999

Senior Vice President Reported to the CEO with day-to-day operational management responsibilities for 85% of a three-year-old, venture backed, Internet company. Recruited to provide organizational focus and build marketing and operational infrastructure for a planned IPO. Member of the 6-person Executive Management Committee. Accountabilities included: Brand Marketing; Operations; Technology; Ten content channels; Creative; Production; Media; Human Resources; Public Relations; Membership; Market Research; Metrics and Facilities.

- Rebuilt organizational infrastructure for technology, production, design, and programming. Restructured management systems to improve accountability, effectiveness, timely delivery and client service.
- Led the branding, marketing and integration of ten channels under “The Women’s Network” positioning.
 - Responsible for the development and presentation to Board of Directors the first comprehensive integrated marketing, media, public relations and customer acquisition plan.
 - Initiated an integrated membership registration enabling direct dialogue with one million unique members.
- Managed and presented pre-IPO, S-1 submissions to the lead underwriter - Goldman, Sachs & Co.
- Solidified iVillage.com as the #1 women’s site on the Internet – twice the reach and three times the time spent vs. its nearest competitor.
- Increased page views 40% to 78,000,000 and member accounts 245% to 1,200,000 in twelve months.
- Led public relations initiatives that generated 1.4 billion impressions in one year, which enabled iVillage to become one of the most recognized brands on the Internet.
- Led the first comprehensive, company-wide, budget review for FY 1998 and FY 1999.
- Tactically managed the growth and restructure of the company from 125 to 200 employees.

Signal Ridge Group, East Greenwich, RI

1994 - 1998

President A consulting firm specializing in business development, strategic marketing and new products.

- *President* and founding partner of **SalesMetrix LLC.**, a venture backed, Start-up Company.
 - Conceived & launched a firm that used retailer POS scanner data, obtained via EDI and administered via the Internet, to improve manufacturer decision making regarding product performance.
 - Business model cost effectively collected and utilized innovative database constructs and mining techniques. Its design utilized technology to provide timely, personalized information, in both a “scheduled” and “push” manner.
- *General Manager* to develop a business plan for launch of a new cable TV network and programming unit.
- Led the strategic business refinement and concept development for two, new cable television channels.
- Led the brand positioning initiatives for two network affiliated television stations.
- Provided marketing strategy to two start-up venture companies and a regional cable television network.

HASBRO, Inc., Pawtucket, RI

1991 - 1994

Senior Vice President Provided line management for \$235 million of domestic media, licensing, creative services, market research, sales promotion, retail merchandising, packaging, public relations, consumer response, exhibits and trade shows. Reported to the Chief Operating Officer with a staff of 5 vice presidents and 3 directors. Managed 402 professionals who serviced six divisions. Senior management committee member for all new product development and review. Consultant to International Divisions.

- Instituted financial controls and disciplines for managing 19 cost centers, \$17.5 million G&A and \$235 million spending. Enabled profit & loss implication of decisions and improved accountability against annual budgets.
- Renegotiated all agency contracts; established AOR buying; improved cost effectiveness \$2.4 million.
- Initiated and persuaded senior management to approve building a new, innovative in-store retail merchandising organization and data management system. Core staff of 210, seasonal staff of 565.
 - Pioneered the design and implementation of a POS data-based system, enabling vast amounts of information to be collected, vetted & used for performance tracking, decision making & staff management.
 - Conceived, designed, staffed & fully operational, nationwide, in 18 months. Sales improved \$60 million.
 - Organization and systems designed for worldwide application and as a profit center.
- Built and led a new Corporate Marketing and Sales Service department that significantly improved accountability, responsiveness and cost effectiveness.

NBC Television Network, New York, NY

1988 - 1991

Vice President Recruited to establish a client-marketing group, to expand new business development efforts and to identify opportunities for change, innovation and profitability.

- Managed business development and sales initiatives that generated \$36 million in new revenues.
- Identified and began testing over 50 opportunities to improve profitability and increase revenues for Network Television Sales; numerous concepts implemented.
- Conceived opportunity and developed business plan to capitalize on proprietary “split-feed” satellite transponder capability. System enabled regional programming and commercial placement to be marketed on a national basis. Approach was the basis for the new 1994 Major League Baseball season.
- Created strategic plan for a new, client focused, integrated sales and marketing organization.

THE PILLSBURY COMPANY, Minneapolis, MN

1980 - 1988

Director, Advertising and Brand Communications, U. S. Foods

1984 - 1988

Responsible for management and department upgrade of \$95 million in media planning, buying and execution, package design, Newsearch (in-house agency) and public relations. Concurrently was *Publisher* of *Pillsbury Classics* cookbook magazine. Energized and refocused publishing efforts resulted in record sales and profits.

- Recruited and established professional media and packaging groups. Created “customer service” focus.
- Provided management oversight and review of all TV commercials and packaging.
- Improved cost efficiencies of media and packaging buying 8% annually.
- Established the use of syndicated television as a “daypart” which improved spending effectiveness 12%.
- Developed initiatives for the profitable entry into the subscription and hardcover cookbook segments.

Director, Product Marketing - Entrée Business Unit (Retail, Food Service and New Products for Green Giant Frozen Entrees and Pillsbury Microwave)

1980 - 1984

- Led strategic restructuring of the Entrée Business Unit.
 - Grew net sales \$44 million, net margin \$12 million and improved gross margin 6 points.
 - Increased case shipments 61% with new product focus.
- Resurrected Pillsbury microwave business via a new strategic business plan and marketing position.
 - Utilized entrepreneurial initiatives to develop new microwave concepts and products.
 - Introduced new product lines nationally generating \$37 million incremental net sales.

PRIOR EXPERIENCE

GREEN GIANT COMPANY, Chaska, MN *Marketing Director*

GENERAL MILLS INC., Golden Valley, MN *Product Manager*

UNITED STATES AIR FORCE

Captain; Distinguished Company Officer of the Year and Outstanding Procurement Officer of the Year

EDUCATION

MBA – University of Southern California; Graduated with honors – Phi Kappa Phi and Beta Gamma Sigma

BS – U.S. Air Force Academy; Honors – Milligan Award for Professional Ethics

REALTOR®, Licensed Real Estate Sales Associate – State of Florida