



TERRATHERM

10 Stevens Road
Fitchburg, MA 01420
Phone: (978) 343-0300
Fax: (978) 343-2727

djackson@terratherm.com
www.terratherm.com

DEBORAH A. JACKSON Chief Financial Officer

PROFESSIONAL HISTORY

TerraTherm, Inc.	(2010 – Present)	Fitchburg MA
Art + Fashion Group Corporation	(2002 – 2009)	New York NY; Los Angeles CA
Eziba Inc.	(1998 – 2002)	New York NY; Berkshires MA
Future Electronics Corp.	(1997 – 1998)	Montreal/Boston/London/Singapore
Lock Inspection Systems, Inc.; Transtec plc	(1994 – 1997)	Birmingham UK; Fitchburg MA
United Cooperative Farmers, Inc.	(1990 – 1994)	Fitchburg MA; Auburn ME; Albany NY
Munro Electronics	(1987 – 1990)	Attleboro MA; Providence RI

EDUCATION

M.B.A., <i>cum laude</i>	Babson College	Corporate Finance, Entrepreneurship
B.S.	Bryant University	Business/Financial Management

BOARDS AND AFFILIATIONS

Institute of Management Accountants	Member	1998 - present
Hoosac Financial Services, Inc.	Corporator	1999-2009
Notes In Motion	Board of Directors	2006 - present

SUMMARY OF PROFESSIONAL EXPERIENCE

Finance, Accounting & Administration (Human Resources, Legal, Risk)

- 24 years of total experience; 21 years reporting GAAP audited results to Boards of Directors
- Manage A/P, A/R, G/L, FA, cost accounting, treasury, audit, tax, risk, legal
- Manage all employee matters (HR, compensation, benefits, equity/stock options, ISO, NSO)
- Manage and clear annual GAAP audits with high ratings from Big 4 firms (EY, DT, PWC);
- Manage and direct all tax reporting including multiple state and city audits with tax accountants
- Produce financials for Americas, Asia, Europe; consolidate for hundreds of worldwide locations
- Direct and manage annual budgets; strategic/capital/operating/cash, top down, bottom up, zero-based
- Compliance reporting to FDA; DOT; and Financial Services Authority (FSA-- UK's SEC)
- Create and manage incentive equity programs (stock options-- NSOs, ISOs)
- Negotiate favorable bank & export financing, supplier working capital financing, customer financing
- Leverage working capital financing, bank financing, equipment lease financing to improve cash flow
- Secure angel, venture, and strategic financing of over \$74 MM for one startup
- Manage multiple VC funders including leader NEA, reporting to its Managing Director

- Conduct due diligence with outside private bankers for corporate merger &/or sale
- Reengineer accounting departments, create reporting cycle time reductions of 4 to 12 days
- Reengineer corporate travel & entertainment, reduce costs 75%;
- Increase bill-of-material accuracy resulting in margin increases by process mapping cost accounting
- Reengineer credit policies, improve collections by 10-60 days, revolutionize industry credit
- Consistently and repeatedly use process redesign to target and achieve dramatic margin increases
- Redesign workflows from G&A to manufacturing to deliver staffing and overhead cost reductions
- Conduct internal audit reviews, improve processes, significantly reduce sales & use tax liabilities
- Deploy global cash management improvement plan; manage foreign exchange transactions and risk
- Reduce insurance costs while increasing risk coverage; managing 3rd party contracts and IP matters
- Manage six national law firms, two global forensic audit firms in high profile multi-million dollar 4-year NYC real estate litigation
- Uncover in-house fraud as part of internal audit, manage personnel changes
- Combine various process and management improvements to deliver double digit increases in ROI/ROA

IT Systems

- 20 years of experience managing IT networks, ERP systems to deliver 100% accurate data for optimal decision making; (financials, manufacturing, supply chain, project management, HR, CRM)
- Design and successfully install ERP systems for 5 of 5 employers (Great Plains, Macola, Oracle, Peachtree, Accpac, Quickbooks)
- Create and optimize charts of account and system structures including data warehouses and subsystem interfaces
- Oversee ERP interface with e-commerce transactions for seamless accounting between storefront, warehouse, and financials
- Integrate IT subsystems with ERP (engineering, manufacturing, inventory, retail POS, restaurant POS)
- Upgrade POS subsystems including bar coding of inventories and proper SKU classifications

Executive Leadership & Strategy

- 22 years of experience reporting to business owners, Chairmen, and global CFO
- Strategic advisor to design, engineering, production, marketing, service, and distribution
- Create and implement successful strategies to eliminate as well as launch product lines and divisions
- Oversee and support up to 10 divisional Vice Presidents to surpass revenue and profitability targets
- Author business plan, recruit and hire VPs, CEO, grow startup business valuation from zero to \$146MM
- Launch retail brand using Advertising and PR firms of Ralph Lauren, Calvin Klein, Moet Chandon
- Hit targeted top line of ~\$10 MM in FY2 of startup at \$65 average price

- Produce award winning e-commerce website with internal developers, outside designers, photo studio
- Best rated ecommerce website by Forbes, Time, Vogue, InStyle, Elle Décor, Glamour
- Negotiate equity deals with VC's and strategic partners Amazon and Yahoo, including warrants
- Achieve minimal equity dilution for founders after series A and B preferred stock, from 72% to 38%
- Establish control after corporate partnership buyout/takeover; expand corporate structure to add 5 companies and create "one-stop shop" parent
- Launch and re-launch divisions and corporate subsidiaries; quintuple overall valuation; double sales, exponential profit increases
- Oversee creative support to produce world famous magazine covers, album covers, film promotion, celebrity press, designer campaigns
- Implement CRM to improve client acquisition, cross selling, achieve 75% core revenue increase
- Manage multi-million dollar fine food & beverage operation serving corporate clients and industry members, attaining NY Times' best rating

Operations

- 20 years of experience managing operations for manufacturing, retail, and professional services firms
- 18 years controlling inventories: WIP, JIT; global sources; nationwide warehousing; bills-of-material; supplier negotiation; quality standards
- Redesign processes across engineering, materials, and manufacturing achieving bill-of-material accuracy in cost accounting, shipping, margin increases
- Manage shipping, receiving, inventory, order processing; implement MRP to achieve on-time shipments
- Manage purchasing and materials, achieve double digit increases in inventory turnover
- Oversee in-house and 3rd party distribution, product imports/exports, negotiate consignment supplies
- Oversee customer call centers and client services teams to deliver high levels of customer satisfaction
- Source retail supply from thousands of worldwide artisans, producers, importers, cooperatives, government-sponsored agencies, agents
- Manage SKUs to eliminate product backorders and stock outs