

Denis Malaket, MBA

PROFILE

After more than 23 years as a financial analyst, controller, vice-president of finance and administration, general manager and president in small medium and large operations and also in family-owned businesses, Denis Malaket founded his own highly-specialized consulting expertise cabinet: Malaket Management



Since 2002, Malaket Management has been helping entrepreneurs to better organize themselves and to increase their profitability. Our focus: results-oriented consulting.

A specialist in business processes, Malaket Management stands out for its results-oriented approach. Our team members work with clients to ensure that all involved are focused toward a common objective.

Our vocation is to put our experience, expertise, entrepreneurship, professional ethic and our leadership to help businesses grow and towards better management practices.

Contact Information:

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Employment History:

2002-Present

Principal Partner

Malaket Management, Knowlton

Management Consultation

Services

- ◆ Company diagnostics.
- ◆ Implementation of systems, procedures and coaching.
- ◆ Increase in profitability.
- ◆ Turn around plans and follow up.
- ◆ Total cost management and elimination of waste.
- ◆ Budgets and business plans.
- ◆ Interim management

Employment History:

2002-2002

General Manager

Robert Thibert Inc., Mercier (Distributor of car accessories)

Sales: \$ 40 million, employees: 200

- Responsibilities:**
- ◆ Administer and control company operations and follow up on financial results and budgets.
 - ◆ Establish strategies and policies to drive business growth.
 - ◆ The Bottom Line.

- Achievements:**
- ◆ Reorganized the debt structure and the balance sheet of the company.
 - ◆ Increased profits by 247%.
 - ◆ Implanted an employee productivity committee.
 - ◆ Rationalized and redesigned the company web site.

1999-2002

Senior Vice President

Shermag, Sherbrooke (Furniture manufacturer)

Sales: \$180 million, employees: 1700

- Responsibilities:**
- ◆ Member of the Senior Management Committee.
 - ◆ Monitor the operations of the company and its divisions.
 - ◆ Direct reports included: logistics, transport and warehousing customer service, after sales service, credit, m.i.s., human resources.
 - ◆ Maximize customer order fulfillment.

- Achievements:**
- ◆ Implemented a full load multidrop distribution program realizing savings of \$ 400,000 per year. This, at the same time, gave a better service to customers.
 - ◆ Put in place production planning tools and guidelines in order to react to and balance, supply and demand.
 - ◆ Developed performance measurements for key result areas.
 - ◆ Put in place new tools and methods in order to more effectively manage major American accounts.

Employment History:

1999-2000

Junior Vice President

Shermag, Sherbrooke.

Responsibilities:

- ◆ Audit all company disbursements and identify cost saving projects.
- ◆ Directly assist the President on special projects.
- ◆ Second the Vice President of Administration in his functions.

Achievements:

- ◆ Realized savings of over \$ 700,000.
- ◆ Drove a project to rationalize SKU's. This project resulted in an increase of inventory turns and plant efficiency.
- ◆ Played an important role in a multidisciplinary team, that resulted in the business turnaround of 2 major divisions of the company.

1998-1999

Growth management consultant

Principal mandate: **Shermag**, Sherbrooke.

Responsibilities:

- ◆ Prepare company diagnostics and implement waste reduction and profitability improvement programs.
- ◆ Create strategies and action plans to help companies become public.
- ◆ Provide an interim management service.

Achievements:

- ◆ Realized savings of \$ 1.2 millions during a six month period.

1991-1998

Corporate Vice President Finance And Administration

Trévi Pools Inc., Laval. (Mass retailer of swimming pools)

Sales: \$53 million, employees: 600

Responsibilities:

- ◆ Produce financial statements and all other financial information.
- ◆ Participate in the strategic planning of the business.
- ◆ Manage the treasury of the company.
- ◆ Establish company policies, procedures and control systems, concerning the day to day activities of the company.

Achievements:

- ◆ Established a precise "zero-based" budgetary process.
- ◆ Piloted an expense reduction program that realized savings of more than \$3.8 million per year.
- ◆ Strengthened credit policies and the follow up on accounts receivable. This resulted in a reduction of bad debt by more than 50%.
- ◆ Implemented a complete Customer Service and Quality Program. This program included: quality and service norms, employee evaluations, training, **coaching** and measuring of results.

Employment History:

1989-1991

Management Turn Around Group Consultant

Raymond, Chabot, Martin, Paré & Cie (Grant Thornton), Montréal.

Sales: \$120 million

Responsibilities:

- ◆ Prepare company diagnostics.
- ◆ Establish business turn around plans and financial reorganizations.
- ◆ Implement turn around plans as well as company liquidations.

Achievements:

- ◆ Directed the treasury department of a company in financial difficulty. Re-established the credibility of the company's management with its financial institutions.
- ◆ Built a complete and reliable financial forecast system.
- ◆ Recommended the orderly closing of a factory that was draining the financial resources of an otherwise stable company.
- ◆ Established a daily control of the key variables in a business. This enabled strict and immediate management of operations.

1988-1989

Control And Budget Director

Catelli Inc., Head office, Montréal

1987-1988

Financial Analyst, Pasta and Sauces Division

Catelli Inc., Notre Dame Complex, Montréal

1985-1987

President

Jos Malaket and Sons Inc., Lachute and Ottawa

1983-1985

Controller

Breslube Can-Am Inc., Kitchener

1981-1983

Graduate Assistant

University of Miami, Coral Gables

Education:

1981-1983

University of Miami

Coral Gables, Florida

Masters in Business Administration (MBA)

Major in Finance and Marketing

1977-1981

Carleton University

Ottawa, Ontario

Bachelor of Arts (BA)

Major in Economics and Law

Associations :

2002-Present	American Management Association
2007-Present	The Drucker Institute
1993-Present	The W. Edward Deming institute
2003-Present	The risk management association
1986-2006	MBA association of Québec Montréal, Québec
2000-2006	MBA association of Québec Vice president, Eastern Township region
2000-2009	APICS (Educational Society for Resource Management) Montréal, Québec

Other:

2002-Present	Mentor , Faculty of administration, University of Sherbrooke
2010-Present	Board of directors , Formedica, Saint-Laurent
2010-Present	Singnatory MBA Oath , mbaoath.org Voluntary pledge to create value responsibly and ethically
2008-Present	Board of directors , Ecole Secondaire du Verbe divin, Granby
2005-2008	Board of directors , Junior achievement Haute-Yamaska Inc., Granby
2004-2006	Board of directors , Exaf, Montréal
2002-2003	Lecturer , finance department, Université des hautes etudes commerciales, Montréal.