



Encore Proposal

The McConnell Group/CEO Resources

6-6-03

Table of Contents

Introduction 3

Services..... 9

Management..... 14

Marketing/Relationship Management 18

Encore Web Site 23

Operations..... 24

Finance 29

Appendix..... 33

Introduction

Companies today are faced with an increasingly competitive economy and a shortage of highly skilled workers to help meet the difficult challenges ahead. At the same time, a demographic revolution has led to earlier retirement and longer life expectancies. Extremely educated, skilled retirees represent a crucial resource that has yet to be successfully tapped.

Proctor & Gamble's Research and Development organization recognized the contributions of P&G retirees. In order to leverage those contributions to product innovation, P&G decided to expand the program and identify ways to recruit other retired experts.

P&G identified an underutilized resource, retired scientists. These retirees worked in R&D during their active careers. They accumulated both the technical knowledge of their fields and years of experience on what works, what doesn't work, and how to make things work. More retirees or "wisdom workers" will be available to work in industry if there is a mechanism to manage the relationship and match the needs of the retiree and company.

P&G evaluated their own experience in contracting with retirees and completed market research with other companies, determining there is a need for such a third-party service. P&G has invited the McConnell Group to develop a response for a company to perform this task.

Encore will be the pathway between retirees and companies. The business model in this proposal implements a three-pronged service that has specific programs for the company, consortium of companies, and the individual retiree including the pool of retirees, and will mitigate some of the risks of the P&G business model.

Who is Encore?

Encore represents an alliance between The McConnell Group (TMG) and CEO Resources, Inc. The alliance will deliver the skills necessary to create a successful business model. We have a long history of coalition building. We work collaboratively with our partners to solve the complex business needs of our clients.

The McConnell Group, Inc. (TMG) has a seven-year history of successfully supporting biomedical research operations at government agencies, pharmaceutical firms, and universities.

The McConnell Group, Inc. provides consulting services in the life sciences and human resource practices to biomedical research companies such as:

- ◆ J&J Consumer Products
- ◆ R.W. Johnson
Pharmaceutical Institute
(Johnson & Johnson)
- ◆ Bristol Myers Squibb
- ◆ Schering-Plough
- ◆ SmithKline Beecham
Charles River
Laboratories
- ◆ The U.S. Environmental
Protection Agency
- ◆ The Centers for Disease
Control
- ◆ Tuskegee University

Building on over twenty-two years experience of Dr. McConnell, the company's founder and President, TMG delivers services such as:

- ▶ Operation and management of laboratory facilities
- ▶ Supporting biomedical research with animal models
- ▶ Providing the care and maintenance of laboratory research animals
- ▶ Scientific consulting and training
- ▶ Recruiting scientists and technicians

TMG's partner, CEO Resources, is an authority in recruiting for innovative, emerging technology and life science companies. Experienced at managing and motivating a large group of highly skilled innovators, CEO Resources has worked with global industries across domains over the past 16 years. With a wide professional and personal network of venture capitalist and referral sources, CEO broadens the scope of capabilities the alliance will deliver.

Together, the McConnell Group and CEO Resources bring an entrepreneurial spirit and a proven track record of starting and managing successful organizations to the Encore experience. The partnership forms a powerful, high-quality management team with both the people and scientific skills needed to create a successful, alliance-based company.

Most of all, the partnership brings proof of the value that alliances can create.

CEO Resource Services, Inc. provides high touch, consultative services for hundreds of innovative technology and service-based companies.

- ◆ Pioneer executive search firm in the high-tech and life science sectors
- ◆ Broad C-level professional and personal network of Venture Capitalist and referral sources
- ◆ Specific contacts in the R&D Departments of Rohm & Haas, DuPont, and Sunoco
- ◆ Interim Executive Program and Board of 8 senior level retired executives
- ◆ Participated in the service formation of other collaborative efforts, including the Institute of Electrical and Electronic Engineer's Consultants Network, Women's Way, BioAdvance, Berks County Partnership, Pennsylvania Innovation Network, and 3E Institute at West Chester University
- ◆ Developed and maintain a candidate and sourcing database of over 20,000 professionals
- ◆ 100% women-owned corporation

Business Opportunities

The Encore Model

The Encore team believes that Encore and the company founders will be the catalyst for this pioneering service. It seems obvious that if a business like Encore was created, the market is ripe for its success. Post pilot phase, the model can be fully developed to serve not only the top corporations with major investments in R&D, but also smaller companies.

Encore is primarily a relationship management organization. Relationship management means understanding people and what makes each person and organization unique. Encore acts as a conduit between retirees (wisdom-workers), companies, and a consortium of companies. Encore lives by the principles that a service business is only about building strong relationships. Therefore, our management team is skilled at relationship building with corporations, individuals, and networks.

The model can be viewed as an overlapping web in which companies link to form a consortium. The consortium is connected with individuals, who are in turn linked together by their community of interest.

Member companies benefit individually because they do not have to set up and manage the process themselves. They also gain access to a fully functional program that adds value to their human resource offerings.

- ▶ Encore has the ability to develop and maintain relationships with company leaders such as Scientific, Human Resources, and Communication Managers.
- ▶ Encore is dedicated to face-to-face interactions with company and retirees.
- ▶ Encore is a unique mechanism to maintain high quality and talented retirees.
- ▶ Encore embodies the best practices of consulting, recruiting, and network management.

Our services are customized to serve these customers:

- ▶ **Individual Companies:** P&G and the other member companies will receive customized services, such as needs assessment, retiree orientations, training and education programs, and an on-site Encore representative.

The Encore model can be viewed as an overlapping web in which companies link to form a consortium.

- ▶ **Consortium of companies:** P&G and the other member companies will receive Encore’s network facilitation and build a forum for information exchange, program development, and collaboration.
- ▶ **Individual retirees:** The retirees will receive Encore’s one-on-one enrollment and support in determining their needs and matching them with company requirements. The pool of retirees will have educational services and an opportunity for retirees to develop an extended community.

Company Benefits

The R&D companies benefit by having the best and brightest help solve complex issues. They can bring in experts when they need them to solve a problem. These resources are high level, less expensive than consulting, and available on an “as needed” basis. The companies in the consortium will have access to experienced senior level individuals who can provide novel thinking to their processes. A by-product of companies sharing their complementary technologies, their capabilities, and their distinctive market access can be niches that develop into opportunities never previously anticipated.

Consortium Benefits

The consortium benefits through opportunities for the cross-fertilization of concepts and ideas as retirees contribute across member companies. Members also gain access to complementary expertise and existing bodies of work that would otherwise consume too many resources to pursue internally. Members of this network benefit by contributing to the ongoing development of Encore. There will be other benefits to working together, which are less defined but always occur when people collaborate. Other deals could occur and cooperative ventures may develop.

Retiree Benefits

The retiree’s benefit by taking on challenging, fulfilling assignments that enable them to continue their achievements. Experts will be able to connect with other experts who have shared interests and experience.

The retirees will regain a community with opportunity for work and information exchange. The pool of retirees will have access to trained recruiter/coaches to discuss their interests and be offered technical, social, and networking opportunities.

Services are customized to support:

- ◆ Individual companies
- ◆ Consortium of companies
- ◆ Individual Retirees

Start-up Phase: Founding Members

We will begin implementation by working with Procter & Gamble to beta test the concept and install processes. Additionally, we will initiate meetings with potential member companies who have expressed an interest to join the consortium in the first year.

Second Phase: Expansion

Encore will work with the consortium members and identify companies with complementary technologies. Encore's services will be rolled out to a minimum of 40 companies. These markets will include the following industries:

- ▶ Pharmaceutical R&D
- ▶ Consumer Products Companies
- ▶ Biotechnology
- ▶ Electronics and Technology-Driven Organizations
- ▶ Packaging Companies
- ▶ Academia
- ▶ Federal Government Agencies such as NASA and Department of Defense

Fast Growth Phase: New Markets and Funding

Encore will continue to improve and increase services and expand company membership.

For Company Membership:

- ▶ A secondary level of membership will be developed for smaller firms requiring fewer numbers of retirees. These companies will not receive the in-depth needs assessment and additional services, but will become an associate member and be charged "unbundled" per/retiree recruitment fees.
- ▶ Additional funding may be secured from Venture Firms, who value Encore as a method for expediting the growth of their investments and a solid business proposition
- ▶ As publicity on success of the service become public, Encore will attract more un-affiliated retirees and be able to command longer service contracts with companies and additional revenue streams.

Development phases include:

- ◆ Start-up: Founding Members
- ◆ Second Phase: Expansion
- ◆ Fast Growth Phase: New Markets and Funding

For Retiree Membership:

- ▶ As the organization becomes more prestigious and provides additional benefits to the retiree, a modest fee will be considered to non-member company retirees.
- ▶ Additional member benefits and services will be developed that match the retirees needs.

Summary

Current economic conditions, along with today's rapid technological advances and the loss of skilled experts from the workforce, provide an opportunity to establish a new business model that meets the developing need for retaining expertise and value. We propose to build a consortium of complementary companies who will refer highly skilled retirees to the network. These retirees will be available for assignments across the consortium. Companies will benefit from this pool of expert workers, while retirees will benefit from the opportunity to continue their achievements and interact with their peers.

Services

Encore will provide high quality relationships to support our customers, including the individual companies, the consortium of companies, and the retirees. With the extensive experience in R&D and new service/company development that our alliance brings, we can tailor Encore to meet the complex needs of all participants.

We will deliver a combination of the best practices of human resources outsourcing, executive search consulting, and project management. The result – high touch relationships with a high technology underpinning – will support a new class of “retired” talent that consists of extremely skilled and sophisticated workers. Companies will be able utilize these “wisdom workers” for problem solving, research, and project advancement.

Encore provides a combination of the following best practices:

- ▶ Executive search: consulting, business development, client relations and retiree management
- ▶ Consortium Membership management: forging coalitions, network building, management managing “users groups”
- ▶ Project management
- ▶ High tech and high touch
- ▶ Issue-related branding and advocacy
- ▶ Scientific, R&D expertise
- ▶ Administrative outsourcing/employee leasing

For Member Companies:

Assumptions

- ▶ Companies will provide a liaison to Encore to assure partnering
- ▶ Companies will provide approximately 100 retirees to start up Encore
- ▶ Companies will have active support from CTO and HR
- ▶ Companies will cooperate at setting up at least 15 specific types of engagements
- ▶ Companies will participate in the Consortium programs

Member Company Benefits:

- ◆ Clear understanding of the technology and skills required by the member company
- ◆ Easier access to a pool of expert retirees
- ◆ Encore representatives are principals in the company
- ◆ Established relationship with the project leader to assure continuity
- ◆ Third party management for support on human resources and legal issues
- ◆ Services to be provided are outlined clearly and the process works
- ◆ Agreement regarding expectations and performance requirements
- ◆ Knowledge about the restrictions placed on member's retiree population
- ◆ Infusion of non-company retirees
- ◆ Reduced cost of consultants

Phase	Services
Pilot	<p>Meet with HR and on-site liaison to assess potential Encore enrollees:</p> <ul style="list-style-type: none"> ▶ Identify current population of individuals who will be retiring and who qualify for the service, as well as any retirees currently under contract ▶ Develop logistics for meeting with the retiree population ▶ Identify the intellectual property restrictions imposed on the retirees based on type and level of their position with the company and the time limit on the restrictions. <p>Meet and consult with company managers identified to describe the type of needs required with respect to:</p> <ul style="list-style-type: none"> ▶ Technology interest ▶ Projects requiring services and the project scope ▶ Mutual agreement on which assignment are priorities ▶ Agreement of the criteria used for selecting an individual or group of individuals ▶ Assembling “innovation teams” with diverse backgrounds to address specific or general needs or as advisory members ▶ Timeline for the assignment and expectations for the assigned individual ▶ Creating in-depth criteria on engagements and outcomes ▶ Feedback process to include the point of contact for measuring performance <p>Match retiree and company</p> <ul style="list-style-type: none"> ▶ Provide profiles of retirees targeted as matches for company assignments ▶ Work with company managers and on-site liaison to evaluate targeted retirees and select appropriate candidate for assignment ▶ Perform “due diligence” on final candidates, which could include personality and emotional intelligence assessments ▶ Make arrangements for background screens and physicals, as necessary ▶ Monitor performance and outcomes from perspectives of company and retirees on pre-determined schedule with the liaisons

Consortium of Companies Benefits:

- ◆ Opportunities for cross-fertilization and new thinking
- ◆ Collaborative approach to developing and expediting Encore
- ◆ Ability for prospecting and finding new ideas
- ◆ Resources for solving a technology-defined problem
- ◆ Opportunity to make new connections via having access to leading experts in the field
- ◆ Ability to advance projects
- ◆ Opportunity for networking and inter-company relationship building
- ◆ Positive public relations for establishing an additional class of wisdom-workers

For Consortium Of Companies:

Assumptions:

- ▶ Consortium partners will cooperate on creating a master contract
- ▶ Consortium companies will give feedback to Encore for improvement programs
- ▶ Consortium companies will share retirees with their partners

- ▶ Consortium companies will commit the time to attend “user meetings”

Phase	Services
Pilot	<ul style="list-style-type: none"> ▶ Access to an up-to-date and constantly expanding database of member companies ▶ Completed and signed disclosure documents on file <p>- Cross-fertilization of ideas to expand product development</p> <p>- Additional potential to lead to other deals, joint ventures, and joint developments</p>

For Retirees:

Assumptions

- ▶ Retirees want to receive VIP treatment
- ▶ Retirees would prefer to be in an “exclusive” expert group
- ▶ Retirees are accustomed to being part of “premier” companies
- ▶ Retirees will benefit from “high-touch” additive service

Phase	Services
Pilot period	<p>Hold meetings for retirees/pre-retirees at each member facility (co-sponsored by employer and Encore) to introduce Encore, carry out individual assessments, and register retirees into Encore system.</p> <p>Orientation sessions would be customized to the individual’s current employment situation. We assume there are three types of employment:</p> <ul style="list-style-type: none"> ▶ Contracted retiree on assignment at company/Currently retired ▶ Employee within 12 months of retirement <p>Topics to be covered at orientation sessions would include:</p> <ul style="list-style-type: none"> ▶ Description of Encore’s programs and services ▶ Explanation of legal agreements and limitations ▶ Distribute introductory materials, such as a brochure, guide to retirement, etc. ▶ Distribute application to enroll in Encore <p>Enrollment Sessions will be follow-up the orientation. These sessions will occur in person, over the telephone or via the Internet, as determined by the preference of the retiree.</p> <ul style="list-style-type: none"> ▶ Contracted retirees will be enrolled at their locations ▶ Currently, retirees will either come to their former locations or will receive a telephone interview ▶ All retirees that show interest in the program will be contacted one month after retirement (Encore materials

Retiree Benefits:

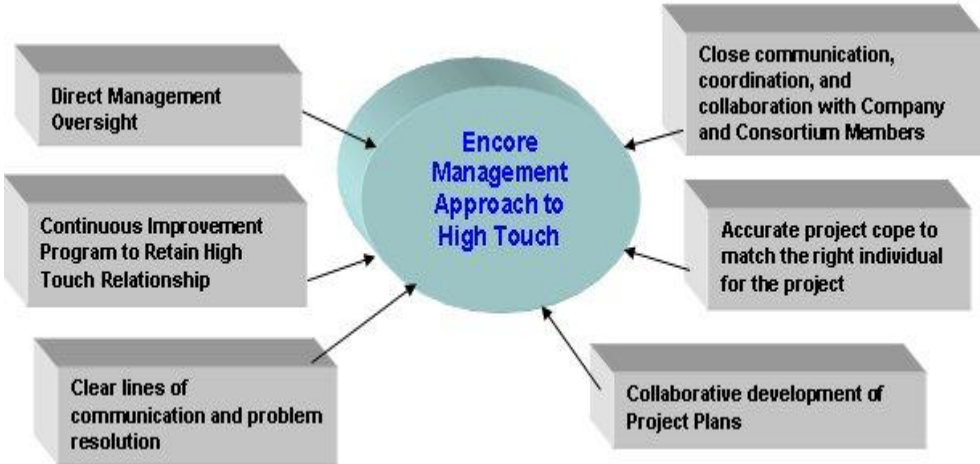
- ◆ Smooth transition
- ◆ Accurate and clear understanding of the needs of the retiree
- ◆ One-on-one relationship with an Encore representative
- ◆ Assessments of the skills and interest of the individual
- ◆ Individual learns about services to be provided and the process
- ◆ Transition meeting at facility with co-sponsorship helping facilitate the process
- ◆ Retiree will have access to a network of professionals
- ◆ Compensation questions addressed
- ◆ Opportunity for intellectually challenging projects across a spectrum of corporations

	<p>will be distributed by their company at retirement)</p> <ul style="list-style-type: none"> ▶ Determine retiree’s interests, skills and expertise as well as expectations regarding assignments, availability, compensation and entry into Encore database <p>Provide to retirees:</p> <ul style="list-style-type: none"> ▶ Match retiree with assignment ▶ Contact information for retiree’s Encore liaison ▶ Web site access, with chat rooms ▶ Member help-line ▶ Personalized Encore business cards ▶ One “lunch and learn” program at each site ▶ Guidebooks on topics such as “Working after Retirement” ▶ Other documents and materials relating to Encore’s programs and services ▶ Finder’s fee for referring “requested” scientist not enrolled in Encore ▶ Awards program at each site for significant achievements
--	-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------

The High Touch Relationship Map

The illustration below shows how working closely with a Consortium Member to develop comprehensive and responsive Project Plans will provide clear direction and effective management.

Working closely with a Consortium Member to develop comprehensive and responsive Project Plans will provide clear direction and effective management.



Additional Encore Services to be Provided after Pilot Phase

To Consortium Members:

Innovation Pod: Facilitate innovation teams, with the member company serving as the project leader and the executive retiree serving as the advisory team member. The purpose of these teams is to develop novel ways of approaching technology/scientific problems.

Creation of Technology Communities: Identify core best practices across the member company or domains to share knowledge

- ▶ Organization consulting services that are identified in the pilot
- ▶ Formalized “user group” that not only evaluates the Encore services, but helps to design elements and fosters increased cooperation and collaboration
- ▶ Become spokespersons for Encore services at conferences and with the press

To Retirees:

- ▶ Additional “lunch and learn” sessions on a variety of topics related to employment and post-retirement issues outside of the initial orientation
- ▶ Conferences and symposia from Encore retirees
- ▶ Membership cards offering discounts on targeted services
- ▶ Opportunity to buy into group benefits such as financial and insurance services, etc.

Additional Services will be provided to retirees and consortium members after the pilot phase.

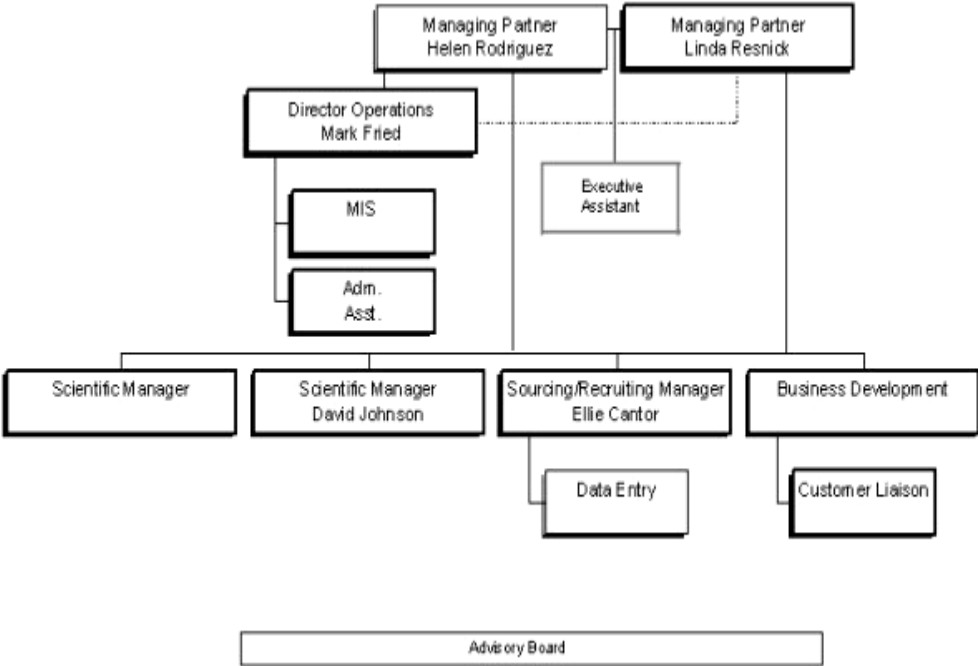
Management

Company Background

The quality of a company’s management team is the difference between success and failure. The best idea or technology will fail if a management team cannot execute the plan. The mantra that venture capitalists live by when appraising potential investments is: “Our evaluation is based on three things – management, management, management.” Encore’s partners live by that belief – which is why our enterprises are successful.

The McConnell Group, Inc. and CEO Resources have designed a management team which includes the proper mix of start-up, operations, human resources, and relationship management skills to insure the success of this venture. Four of the team members have led the development of companies from concept to successful business.

Encore Organization Chart



The Alliance:

Together, McDonnell and CEO form a powerful, high-quality management team with both the people and scientific skills needed to create a successful, alliance-based company.

Helene Rodriguez, EdD
Managing Partner

Ms. Rodriguez has over twenty years of human resources experience in the biomedical research field supporting the pre-clinical staff, including laboratory animal science staff for a wide variety of organizations. Her work includes consulting with senior managers and their staff on human resource issues. These issues include recruitment, training and development, career and management development, managing diversity, and employee relations. Ms. Rodriguez is currently the Executive Vice President of The McConnell Group, Inc.

R. Linda Resnick
Managing Partner

A lifelong innovator, Linda established CEO Resources in 1989, pioneering executive search in the high-tech and life science sectors. She has since led the firm in recruiting high-level executives for hundreds of technology and service-based companies in the region and is an early stage venture investor. With over 30 years of executive search, general management, and human resources experience, Linda speaks nationally on topics such as change management and entrepreneurial hiring. She authored *A Big Splash in a Small Pond* (Simon & Schuster), the first book to distinguish between finding a job in small and large companies.

Mark D. Fried
Director of Operations

Mark is an experienced entrepreneur and leader in the field of human resource services. Most recently, Mark has been involved in a small number of new ventures. These include CEO Resources' Interim Executive Partners, an interim executive placement firm and Indigo Creek Holdings, Inc, an insurance company specializing in the staffing industry. Mark was CEO of Human Resource Options, Inc., a company that he founded in 1994. HRO provided human resource consulting services and outsourcing services with annual revenues of over \$85 million and a staff of 30 managing over 4,000 contract employees located in 7 states. In 2000, HRO was sold to Prolease, a company with over 20,000 contract employees located throughout the U.S.

The Management Team:

Helene Rodriguez, EdD

- ◆ 20 years of human resources experience in the biomedical research field, including SmithKline Beecham Pharmaceuticals, Wyeth, the National Cancer Institute, and the Department of Defense.

Linda Resnick

- ◆ Founder of CEO
- ◆ Over 30 years of executive search, general management, and human resources experience
- ◆ Author, *A Big Splash in a Small Pond* (Simon & Schuster), the first book to distinguish between finding a job in small and large companies

Mark D. Fried

Mark is an experienced entrepreneur and leader in the field of human resource services.

Ellie Cantor, Ph.D., MBA
Sourcing and Recruiting Manager

Ellie has had a successful career in executive search since entering the field in 1990. After six years with Krow Associates/Ruderfer and Co., Ellie and her partner, Barry N. Jones, Ph.D., established CJ Resources in 1996 as a search and consulting firm serving the biopharmaceutical community.

David K. Johnson, DVM, ACLAM
Scientific Manager

David is a scientists' scientist. He has a broad understanding of diverse fields, along with a natural gift for building rapport. David has worked with The McConnell group on a variety of complex projects. His career includes the National Institutes of Health, academia, pharmaceutical R&D, and consultation.

Stuart Levy, BSEE
MIS Manager

Stu leverages over 30 years of operational and consulting experience in operations, manufacturing, semiconductors, biometrics, new product development, and quality assurance at a variety of large and small companies. Before joining our firm, he directed product test/validation and quality assurance at Sensar, Inc., an early-stage company in iris identification biometric systems. Stu has operations at GE and RCA.

Case Studies

Case Study #1

In May, 2003, a \$5 million contract was awarded to The McConnell Group, Inc. that provided only a 7-day start up to become fully operational and deal with very difficult client issues.

The McConnell Group took over the contract, including a staff of 50 contractors, effective June 1, 2003. The services provided include research support with the Department of Defense located in San Antonio, Texas.

Case Study #2

Encore's Director of Operations co-founded a human resources outsourcing company that managed over 4,000 employees and was sold to a larger corporation.

Ellie Cantor, Ph.D., MBA

- ◆ Co-owner of search and consulting firm serving the biopharmaceutical community; extensive pharmaceutical industry experience.

David K. Johnson, DVM, ACLAM

- ◆ Career includes the National Institutes of Health, academia, pharmaceutical R&D, and consultation

Stuart Levy, BSEE

- ◆ Stu leverages over 30 years of operational and consulting experience in a wide variety of fields.

Case Study #3

A major pharmaceutical consumer product company considered closure of a research site. The Head of the department had moved to another position, leaving the Facility Manager and staff without direction or scientific support. The McConnell Group saved the site and helped to bring in \$10MM in new business opportunities. Additionally, the McConnell Group provided research support personnel and training to complement the existing team.

Case Study #4

A major R&D institution developed a venture arm to spin out new technologies and create standalone companies. CEO Resources helped locate leaders for some of these new ventures and was retained to perform executive search for senior management with the parent company

Case Study #5

The University of Pennsylvania Technology Transfer Department and an investor partnered with CEO Resources to recruit a CEO for a university-grown technology. CEO Resources provided the appropriate leader, producing a major return on investment to all parties.

Marketing/Relationship Management

Encore is a relationship management company. Its success is dependent on delivering our services. To assure rapid adoption of these services for companies and retirees, Encore requires extensive marketing programs for each constituent group. Leveraging the reputation of our founding companies, we will need both a business-to-business and business-to-consumer marketing strategy and plan. A brand must be developed and the unique campaigns and communication vehicle activated

P&G is the premier brand marketing company in the world. There is no doubt that Encore's start-up program would reap additional benefits from an "on-loan" P&G Brand Manager. That brand manager would help to develop the brand positioning, marketing strategy, and specific marketing programs.

Encore would then execute the campaigns and perform the business development activities.

Assumption: P&G loans Encore a Brand Manager

Developing the Encore Brand:

The campaign mission is to make our service premier in post retirement employment for R&D professionals. The Encore brand must capture the following:

- ▶ Innovative Service for world-class R&D retirees and organizations
- ▶ Highest level of personal and professional service
- ▶ Culture emulating a top tier alumni association
- ▶ Fostering partnership, innovation, and collaboration
- ▶ Trust and respect by all stakeholders
- ▶ Commitment to diversity in people and thought

Planning the Communications and Promotional Campaigns

Marketing and communications campaigns will be developed to reach the retiree, the companies, and the appropriate scientific and engineering associations.

Selling Methods:

- ◆ Direct Selling
- ◆ Referral Program

The integrated campaigns will include:

- ▶ Development of Encore identity package, brochures, and other collateral
- ▶ Public relations activities such as press releases, presentations, and public speaking
- ▶ Internal communication campaign
- ▶ Multi-media presentations
- ▶ Publications, such as: *Resource guide to Working after Retirement*, and/or *Ways to Cope with Returning to your Former Company*
- ▶ Advertising in association publications or job-boards

Company Program:

The founders of Encore will be the liaison to the company, utilizing a combination of “one-on-one” marketing and materials for the Human Resources, R&D, and Communications Representatives. Encore founders will:

- ▶ Meet with the clients on a company-by-company basis and review the program plan, address concerns, and complete contracting
- ▶ Conduct the initial kick-off with the R&D representatives
- ▶ Perform comprehensive needs assessment for each company, which will develop a template for the requirements
- ▶ Provide retiree “order” forms and evaluation forms
- ▶ Become partners with the company, so that there is a seamless approach
- ▶ Provide success stories for the company to publicize internally and with the press

Consortium Program:

For a consortium to prosper, it must become an interactive network and offer real value. If this program is to succeed, each company must benefit from it. Benefits must be more than just putting their retirees into the Encore system and securing additional talented retirees.

Kick-off Meeting of Founding Members:

- ▶ To assure each company’s cooperation, Encore will hold a network

Fees:

- ◆ Initiation
- ◆ Annual Renewal
- ◆ Annual Access
- ◆ Retainers
- ◆ Miscellaneous

kick-off meeting after the induction of the individual companies.

- ▶ Topics to be discussed will surface from the individual meetings and will be addressed.
- ▶ To assure the cross-fertilization from other company's retirees, there must be clear guidelines and legal assurances.
- ▶ Other topics such as "wish lists" of retiree skills will be introduced.

Review Meetings:

- ▶ Discuss learning, results, and other issues that arise.
- ▶ Identify other companies for the network
- ▶ Review and approve Encore's external marketing campaign.

Retiree Program

Encore will replicate the activities of an alumni association. It will provide customized services and communication.

- ▶ Encore's senior team will present group introductory meetings for currently employed retirees. These meetings will be scheduled to assure comfort and smooth transition into Encore.
- ▶ Comprehensive retiree registration through optional scheduling of face-to-face meetings, telephone interviews, or online registration.
- ▶ Each retiree will be given a specific person as his/her Encore representative. (Not just a name – but a face!)
- ▶ Membership cards will be issued and individuals will have an identification number for special access to confidential aspects of the website. We will consider Encore business cards for the retiree, if necessary.
- ▶ Diverse retiree communication program will include: website, brochures, email alerts, and newsletter mailing. These will tell stories of what the retirees are doing and other useful information.
- ▶ Retirees will receive a telephone and/or written feedback form to assess their engagement and uncover any issues from their standpoint.
- ▶ At the conclusion of the first year, Encore will hold an "all hands" retiree meeting at each location. Topical meetings on technology, professional, and personal growth issues will be presented.
- ▶ Encore will partner with major scientific associations to inform their membership of our services.
- ▶ A retiree referral program will be developed so that registered retirees

Encore Branding

Our service will be premier in post retirement employment for R&D professionals.

will recruit other “targeted” retirees to the programs.

Business Development Methods

Encore senior partners will personally perform the direct sales and business development function during the pilot period. Experienced in business development, the partners will develop a detailed plan to secure a minimum of five clients in the first year. The plan will include a clear selling proposition, promotional material, and pricing structure. In order to accomplish that goal, we will leverage P&G’s research and relationships to create a seamless transition.

We are proposing four levels of Encore membership, with the pricing structure for each level dependent on utilization.

- ▶ **Founding Members:** P&G and the 4 other companies in start-up phase.
- ▶ **Supporting Members:** Additional Corporate Members.
- ▶ **Affiliated Members:** Small companies and venture firms.
- ▶ **Association Members:** Scientific and Engineering Associations, such as Chemical Association, IEEE, etc.

Partners will Perform One-On-One Selling to Companies:

- ▶ Review and expand upon the target list that P&G created.
- ▶ Initially target the 4 pilot companies’ heads of R&D or representatives that P&G contacted (warm leads) to introduce our program, potentially conducting a joint visit with the P&G liaison.
- ▶ In order of company interest (as indicated by P&G), schedule personal meetings with 19 companies that P&G used to test the business model. Begin this business development process after the initial start-up phase in the second quarter.
- ▶ Qualified prospects will receive follow-up meetings as necessary to complete the negotiation and close the deal.
- ▶ Initiate post sales follow up conversations or meetings on an agreed upon schedule.
- ▶ A formal referral program will be developed. Consortium Members will be asked to introduce Encore to other corporations.

Recruitment of Retirees from Outside Of Consortium Companies:

- ▶ Formalized relationships with scientific and engineering associations will be offered as a benefit to those associations.
- ▶ Posting on specific Internet job boards and avenues will be utilized.
- ▶ Individualized methods will be used for challenging engagements.

Company Marketing:

The founders of Encore will be the liaison to the company, utilizing a combination of one-on-one marketing and materials for the Human Resources, R&D, and Communications Representatives.

Retirees Marketing Program

Encore will replicate the activities of an alumni association, providing customized services and communication.

- ▶ Membership fees will be considered as a screening mechanism



Encore Web Site

Encore will develop and implement an Internet Web Site that includes a variety of informational and interactive pages. Following is a discussion of the different pages that will be available both for consortium company members and retirees.

Home Page

The Home Page will discuss Encore as a company, including history, objectives, and achievements.

Pages for Retirees

There will be a series of pages for retirees, some freely accessible and others requiring a password.

- ▶ A page will explain the benefits that retirees receive by membership.
- ▶ Retirees will be able to fill out a form online to begin their network registration. They will then be contacted either personally or by e-mail and told of the next step in membership processing.
- ▶ There will be a secure section listing possible assignments and how to apply.
- ▶ Other possibilities for supplying benefits to retirees include a chat-room, where retirees can meet to discuss technical or non-technical topics.

Pages for Companies

Similar to the Retirees pages, some Company pages will be freely accessible while others will require a password.

- ▶ A page will explain the benefits of the network from the point of view of the consortium companies.
- ▶ A list of consortium companies could be made available.
- ▶ A secure page could be available so that a company can quickly initiate a search for a specific talent or capability. It is possible that a reduced database could be available, so that a consortium company could do the search and determine what capabilities are available. However, details of the individual, such as name, address, etc., would not be available on line.

Encore Web Site

- ◆ Informational and interactive pages.
- ◆ Pages for retirees and pages for companies.
- ◆ Chat room capabilities
- ◆ Search capabilities

Operations

General Operating Principles

Encore will perform all operations while keeping the “high touch” concept – i.e., face-to-face contact with appropriate people in the member companies – in mind. Encore will also coordinate communication among Encore personnel, the member companies, the retirees, and the consortium network.

Although face-to-face contact will be emphasized, email and phone will complement direct contact. In line with high touch contact, it is important that all contacts from the member companies or retirees be responded to or at least answered within less than 24 hours. Response time will be monitored and be part of the quality assessment program.

The objectives of the Encore organization are to:

- ▶ Meet with potential member companies
- ▶ Sell them on the concept of joining the consortium and making their retirees available
- ▶ Meet with technical leadership in the client organization and determine their specific engagement needs
- ▶ Meet with the retirees and sell them on the concept of joining the retiree network
- ▶ Maintain communication with the member companies, the retirees, and the consortium network

Signing Up Member Companies

Below is an overview of the organizational positions within Encore and the process used to sign up member companies:

1. The Managing Partner (MP) and/or the Scientific Manager (SM) identify potential member companies that could join the consortium.
2. An MP negotiates with the company about the benefits, and presents the contract to become a member company.
3. The MP and the company sign the contract, thus joining the consortium.
4. The SM and /or the Sourcing/Recruiting Manager (SRM) meet with appropriate technical personnel in the member company to determine their specific engagement needs.

High touch, face-to-face contact

Process:

- ◆ Signing up member companies
- ◆ Determination of company needs
- ◆ Quality assurance

5. As part of the contract signed with the member company, a list of existing and near future retirees is given to Encore.
6. Encore signs up retirees through a variety of methods, including brochures, letters, email, web site, direct communication, etc.
7. Retirees submit a resume and receive an enrollment form and/or a telephonic intake by Encore.
8. Upon acceptance, retiree capabilities and other pertinent information is entered into a secure database.

Determination of Consortium Company Needs

Once companies have joined the consortium and entered some number of their retirees in the database, Encore will use the following process to satisfy the specific needs of member companies.

1. A member company communicates with an SM or SRM on a specific need for an engagement.
2. The member company and the SM determine the specification for the engagement.
3. The SM communicates the specification to the SRM, who initiates a search of the retiree database.
4. The SRM identifies three potential retirees that satisfy the specification.
5. The SRM confirms their immediate availability and sends a response to the member company. The response is a customized form developed by Encore that clearly relates the appropriate capabilities of the retirees.
6. The member company selects the appropriate retiree.
7. The SRM handles all paperwork between the member company and the retiree so that the engagement starts off with minimum effort on the parts of the member company and the retiree.
8. The SM and the SRM check after two weeks to ensure the engagement is proceeding satisfactorily.
9. On long engagements, the SM and/or the SRM continue to insure the engagement is proceeding satisfactorily.
10. At the conclusion of the engagement, the member company and the retiree both fill out quality review forms which are reviewed by Encore and placed in the database.
11. Engagements are reviewed by Encore and Consortium company liaison on a monthly basis.

Determine specific needs of each consortium company.

Quality Assurance

Encore will set-up a quality control and assurance program that continually monitors and improves the operation. The quality system will be based on ISO 9000. It will include the following key items:

- ▶ A Quality Manual
- ▶ Position description for all positions
- ▶ Procedures for all key processes
- ▶ Feedback forms from member companies and retirees for all engagements and other appropriate events
- ▶ Review of results of reviews by the SM or SRM when they check up on engagements
- ▶ Regular meetings by the encore organization where quality is reviewed

Risks

This proposal presents the best thinking based on the facts available. However, some risk factors remain. The following table describes these risk factors:

Risk	Potential Solutions
Financial planning factors outlined in the RFP and other P&G documentation might not be validated, such as number of companies who expressed interest, initiation fee, retiree salaries, etc.	<ol style="list-style-type: none"> 1. Implementation of the business plan will be modified. 2. Encore organization has elasticity and can adjust to the needs of the emerging service.
Scale up of Encore may need to progress faster than anticipated	Encore has a pool of identified resources (full time, part time, consultants and retirees) available.
Scientist requested unavailable in retiree database	<ol style="list-style-type: none"> 1. Take no further action and notify the company. 2. Go outside the original retiree database and identify retiree candidates. 3. Utilize alliance partner's services and provide an "out-of-network" fee for service recruitment option.
Legal complexities could hold up the cross-fertilization – desired retirees from one company may not work at another because of non-compete documents	<ol style="list-style-type: none"> 1. Encore will include these items in the initial contracts signed with member companies. 2. Encore will provide legal guidance and help to place limits on the work that can be done. 3. The engagement might not take place.

Implement quality control program that monitors and improves the operation.

Goals and Milestones

First Year Action Plan	
<i>First Quarter – Business Launch</i>	<ul style="list-style-type: none"> ▶ Establish operations center ▶ Prepare marketing program ▶ Establish internal procedures ▶ Establish search criteria ▶ Establish retiree “vetting” process ▶ Establish expansion plan to associations, academic, and government action plan ▶ Initiate legal Intellectual Program analysis and documentation
<i>Second Quarter</i>	<ul style="list-style-type: none"> ▶ Launch P&G existing retirees <ul style="list-style-type: none"> • Transition existing retirees to Encore • Initiate new retiree orientation program • Initiate internal marketing program to R&D • Review I.P. program with P&G General Counsel’s Office ▶ Meet all potential consortium members and partners ▶ Start P. R. Program
<i>Third Quarter</i>	<ul style="list-style-type: none"> ▶ Sign new companies ▶ Begin Academic and Government programs P&G Program <ul style="list-style-type: none"> • Initiate target retire program (12 months before retirement) • Initiate internal marketing program to R&D ▶ Launch web site
<i>Fourth Quarter</i>	<ul style="list-style-type: none"> ▶ Initiate contacts with venture capital community ▶ Status Review with P&G ▶ Begin continuing Education program for retirees ▶ Prepare 2nd year marketing and operating plans ▶ Hold awards program for retirees ▶ Sign new companies

Second Year Action Plan

<i>First Quarter</i>	<ul style="list-style-type: none"> ▶ Initiate marketing program for new members and broader market ▶ Plan Consortium conference for end of second Quarter <ul style="list-style-type: none"> • Establish governance • Establish goals ▶ Add new companies
<i>Second Quarter</i>	<ul style="list-style-type: none"> ▶ Review and customize database ▶ Initiate additional searches to expand database outside base companies ▶ Hold Consortium conference
<i>Third Quarter</i>	<ul style="list-style-type: none"> ▶ Add new companies ▶ Conduct complete review of program
<i>Fourth Quarter</i>	<ul style="list-style-type: none"> ▶ Report on program review ▶ Determine viability of program as independent venture ▶ Take business to the next level with outside capital if necessary

Financial Plan - Encore Business Model

Background

P&G provided Encore with an RFP and associated documents that discussed a business model for a company to provide member companies of a consortium with retirees for short-term engagements. The P&G business model proposed a set of financial planning factors that could be used in the financial plan.

The Encore management team has determined that there are risks involved with the P&G model:

- ▶ Is the initiation fee large enough to support the “high touch” for both the companies and the retirees?
- ▶ Can the 30% margin pay for handling short-term engagements (approximately 25 days) for the retirees?
- ▶ Will the retirees accept compensation based on their previous non-retired compensation?
- ▶ Will non-compete documents hinder the cross-pollination dramatically?
- ▶ Will other legal barriers be found that limit the business model?
- ▶ Will the other four companies P&G indicated as potential investors sign up?

As a result, Encore is proposing two Business Models. These two models are shown in Figures 1, 2 and 3, which are the P&L, the Balance Sheet and the Cash Flow for Encore for five years.

In Figure 1, the P&L, the expenses are broken down into Start-up Costs and Continuing Costs. Start-up Costs are Encore’s assumptions as to how much of the first years’ expenses are related to starting up the business and supporting P&G and other founding companies. As indicated, Start-up Costs are about \$1 million, and that money is needed up front on day one. Also shown is another \$1.5 million being invested over quarters 2, 3, and 4. A total investment of \$2.5 million will help insure Encore has enough cash through the 18-month trial period.

Start-up Business Model Assumptions:

- ▶ \$2.5 million dollars is required for the first 18 months of the start-up

To minimize risk, Encore is proposing two business models:

- ◆ Start-up Business Model
- ◆ Continuing Operation Business Model

trial period.

- ▶ There are four other potential founding companies in addition to P&G who could provide start-up capital.
- ▶ Of the \$2.5 million, approximately \$1 million can be associated with just start-up costs.
- ▶ This initial investment of \$2.5 million will come from P&G and the four other founding companies.
- ▶ How the money is derived from the founding companies cannot be determined at this time, but each founding company will pay part of the \$2.5 million, to be determined by P&G and the actual number of founding companies that sign up.
- ▶ Headcount, management, and general expenses will be at a level from day one to support the high-touch, management, and relationship management P&G requires during the trial period.
- ▶ The following financial factors apply to the founding companies:
 - They sign up for 18 months
 - There are no additional fees over and above their sign-up fee, which is some portion of the \$2.5 million.
 - During the 18 months, they may engage up to 20 retirees.
 - They will negotiate the pay/fee for the retirees with the assistance of Encore.
 - Encore will take no percent (overhead margin) from the pay/fee; therefore, Encore is a pure agent of the company.
 - Encore will handle all administrative details between the retirees and the company.

Continuing Operation Business Model Assumptions:

- ▶ Based on the trial period, Encore will determine what the initiation fee, renewal fee, and percent markup on retirees pay should be.
- ▶ However, for the present pro forma financial statements in this proposal, the P&G numbers will be used with some modifications:
 - Initiation fee - \$75,000 rather than \$50,000
 - Yearly commitment - \$300,000
 - Encore remuneration fee – 30%
 - Addition of a yearly renewal fee of \$30,000

Financial Statements

During the trial period, Encore will continually evaluate the program with P&G and the founding companies to determine:

- ▶ What are the actual financial factors to be used?
- ▶ What is the success of Encore in signing up additional companies?
- ▶ Can Encore be a sustaining business without additional funds or are additional funds required?

P&L													
all values in (000)s													
	Q1	Q2	Q3	Q4	Y1	Q1	Q2	Q3	Q4	Y2	Y3	Y4	Y5
New companies this quarter/yr	0	0	0	1	1	2	2	2	2	8	11	13	17
Total companies enrolled	0	0	0	1	1	3	5	7	9	9	20	33	50
Headcount	10	11	11	11	11	12	14	16	16	16	27	41	57
Founding companies	2	1	1	1	5	0	0						
Founding company revenue	\$1,000	\$500	\$500	\$500	\$2,500								
Rev - fee	\$0	\$0	\$0	\$425	\$425	\$150	\$150	\$150	\$150	\$600	\$866	\$1,075	\$1,476
Contract Revenue	\$0	\$0	\$0	\$75	\$75	\$225	\$375	\$525	\$675	\$1,800	\$6,300	\$10,915	\$17,364
Total Rev	\$1,000	\$500	\$500	\$1,000	\$3,000	\$375	\$525	\$675	\$855	\$2,430	\$7,416	\$12,740	\$20,415
Gross Profit	\$1,000	\$500	\$500	\$925	\$2,925	\$218	\$263	\$308	\$383	\$1,170	\$3,006	\$5,099	\$8,260
Start up costs													
Wages and Salaries -	\$108	\$141	\$141	\$141	\$531								
Consultants' fees	\$57	\$57	\$57	\$57	\$228								
Legal	\$30	\$30	\$30	\$23	\$113								
Office supplies	\$2	\$2	\$2	\$2	\$8								
Rent	\$6	\$6	\$6	\$6	\$24								
Travel	\$13	\$13	\$13	\$13	\$52								
Insurance	\$25	\$25	\$25	\$25	\$100								
Employee benefits	\$22	\$28	\$28	\$28	\$106								
Sub total	\$262	\$302	\$302	\$295	\$1,162								
Continuing costs													
Wages and Salaries	\$108	\$141	\$141	\$141	\$531	\$296	\$349	\$401	\$401	\$1,448	\$2,442	\$3,745	\$5,158
Consultants' fees	\$0	\$0	\$0	\$0	\$0	\$40	\$40	\$40	\$40	\$160	\$75	\$75	\$80
Legal	\$10	\$10	\$10	\$7	\$37	\$20	\$20	\$20	\$20	\$80	\$100	\$100	\$110
Office supplies	\$6	\$6	\$5	\$5	\$22	\$6	\$6	\$6	\$6	\$24	\$30	\$50	\$60
Rent	\$6	\$6	\$6	\$6	\$24	\$15	\$15	\$15	\$15	\$60	\$75	\$80	\$70
Travel	\$13	\$13	\$13	\$13	\$52	\$30	\$30	\$35	\$35	\$130	\$140	\$150	\$60
Insurance	\$0	\$0	\$0	\$0	\$0	\$30	\$30	\$30	\$30	\$120	\$150	\$180	\$200
Employee benefits	\$22	\$28	\$28	\$28	\$106	\$59	\$70	\$80	\$80	\$290	\$488	\$749	\$1,032
sub total	\$164	\$204	\$203	\$200	\$772								
Total	\$427	\$506	\$505	\$495	\$1,934	\$497	\$560	\$628	\$628	\$2,311	\$3,500	\$5,129	\$6,769
EBITDA	\$573	(\$6)	(\$5)	\$430	\$992	(\$279)	(\$297)	(\$320)	(\$245)	(\$1,141)	(\$494)	(\$30)	\$1,491
Depreciation	\$1	\$1	\$1	\$1	\$5	\$2	\$2	\$2	\$2	\$6	\$6	\$6	\$6
Amoritzation	\$150	\$150	\$150	\$150									
EBT	\$423	(\$158)	(\$157)	\$279	\$387	(\$281)	(\$299)	(\$322)	(\$247)	(\$1,147)	(\$500)	(\$36)	\$1,485
EBT accumulated	\$423	\$265	\$109	\$387	\$387	\$107	(\$192)	(\$514)	(\$760)	(\$760)	(\$1,260)	(\$1,296)	\$189

Figure 1. P&L

Balance Sheet (000)														
all values in (000)s														
	B	Q1	Q2	Q3	Q4	Y1	Q1	Q2	Q3	Q4	Y2	Y3	Y4	Y5
ASSETS														
Current Assets														
cash		\$159	\$292	\$287	\$564		\$612	\$270	(\$93)	(\$392)		(\$1,448)	(\$2,004)	(\$1,286)
accounts receivable		\$300	\$150	\$150	\$300		\$113	\$158	\$203	\$257		\$742	\$1,274	\$2,042
Total Current		\$459	\$442	\$437	\$864		\$725	\$428	\$109	(\$136)		(\$707)	(\$730)	\$756
Fixed Assets														
computers		\$10	\$20	\$20	\$20		\$20	\$20	\$20	\$20		\$100	\$100	\$100
office		\$5	\$5	\$5	\$5		\$10	\$10	\$10	\$10		\$20	\$20	\$20
Total Fixed		\$15	\$25	\$25	\$25		\$30	\$30	\$30	\$30		\$120	\$120	\$120
accumulated depreciation		\$1	\$2	\$3	\$5		\$6	\$8	\$9	\$11		\$17	\$23	\$29
Net fixed assets		\$14	\$23	\$22	\$21		\$24	\$23	\$21	\$20		\$104	\$98	\$92
Organization Expense		\$600	\$450	\$300	\$150									
TOTAL ASSETS		\$1,073	\$915	\$759	\$1,034		\$749	\$450	\$130	(\$116)		(\$603)	(\$632)	\$847
LIABILITIES & EQUITY														
Liabilities														
Current liabilities														
accounts payable		\$50	\$50	\$50	\$47		\$42	\$42	\$44	\$44		\$57	\$64	\$58
Total Current		\$50	\$50	\$50	\$47		\$42	\$42	\$44	\$44		\$57	\$64	\$58
EQUITY														
Paid in Capital		\$600	\$600	\$600	\$600		\$600	\$600	\$600	\$600		\$600	\$600	\$600
Retained earnings		\$423	\$265	\$109	\$387		\$107	(\$192)	(\$514)	(\$760)		(\$1,260)	(\$1,296)	\$189
Total equity		\$1,023	\$865	\$709	\$987		\$707	\$408	\$87	(\$160)		(\$660)	(\$696)	\$789
TOTAL LIABILITIES & EQUITY		\$1,073	\$915	\$759	\$1,034		\$749	\$450	\$130	(\$116)		(\$603)	(\$632)	\$847

Figure 2. Balance Sheet

Cash Flow													
(000)s													
	Q1	Q2	Q3	Q4	Y1	Q1	Q2	Q3	Q4	Y2	Y3	Y4	Y5
Net Profit	\$423	(\$158)	(\$157)	\$279		(\$281)	(\$299)	(\$322)	(\$247)		(\$500)	(\$36)	\$1,485
Plus paid in capital													
(Increase) decrease accounts receivable	(\$300)	\$150	\$0	(\$150)		\$188	(\$45)	(\$45)	(\$54)		(\$485)	(\$532)	(\$768)
Increase (decrease) in accounts payable	\$50	\$0	(\$0)	(\$3)		(\$5)	\$0	\$2	\$0		\$13	\$7	(\$6)
Increase (decrease) in capital expenditures	(\$15)	(\$10)	\$0	\$0		(\$5)	\$0	\$0	\$0		(\$90)	\$0	\$0
Add depreciation	\$1	\$1	\$1	\$1		\$2	\$2	\$2	\$2		\$6	\$6	\$6
Add amortization	\$150	\$150	\$150	\$150		\$0	\$0	\$0	\$0		\$0	\$0	\$0
Net cash	\$309	\$134	(\$6)	\$277		(\$101)	(\$342)	(\$364)	(\$299)		(\$1,056)	(\$555)	\$718
Cash at beginning of the period	\$0	\$309	\$442	\$437		\$714	\$612	\$270	(\$93)		(\$392)	(\$1,448)	(\$2,004)
Cash at the end of the period	\$309	\$442	\$437	\$714		\$612	\$270	(\$93)	(\$392)		(\$1,448)	(\$2,004)	(\$1,286)

Figure 3. Cash Flow

Appendix

Encore Management Team Profiles

Helene Rodriguez, EdD

Managing Partner

Ms. Rodriguez has over twenty years of human resources experience in the biomedical research field supporting the pre-clinical staff, including laboratory animal science staff for a wide variety of organizations. Her work includes consulting with senior managers and their staff on human resource issues. These issues include recruitment, training and development, career and management development, managing diversity, and employee relations.

Helene has worked for SmithKline Beecham Pharmaceuticals, Wyeth, at the National Cancer Institute, and the Department of Defense. She holds a Bachelor's degree in the Natural Sciences from Fordham University and a Master's degree in Health Care Administration from New York University. She also holds a Doctorate in Education from NOVA Southeastern University.

Ms. Rodriguez is on the faculty of Rosemont College Accelerated Degree Program, where she teaches working adults ages 25-60 the following courses: Diversity Management, Career Planning, Human Resources Development, Performance Improvement, and Workplace Redesign. Ms. Rodriguez is currently the Executive Vice President of The McConnell Group, Inc.

R. Linda Resnick, M.S.

Managing Partner

A lifelong innovator, Linda established CEO Resources in 1989, pioneering executive search in the high-tech and life science sectors. She has since led the firm in recruiting high-level executives for hundreds of technology and service-based companies in the region and is an early stage venture investor.

A natural advocate and spokesperson, Linda has lead services for women and children, spoken on critical career issues and entrepreneurial business, and contributed to the formation of economic development organizations.

With over 30 years of executive search, general management, and human resources experience, Linda speaks nationally on topics such as change management and entrepreneurial hiring. She authored *A Big Splash in a Small Pond* (Simon & Schuster), the first book to distinguish between finding a job in small and large companies.

Linda previously directed a business development and recruiting program at the University City Science Center. She's also held management positions in human resources and marketing at ARAMARK (ARA Services) and Unisys (Sperry) Corporation as well as a teaching position on a university faculty. Linda holds a Masters Degree in counseling from West Chester University and a BA from Wheelock College.

The Pennsylvania Department of Community and Economic Development honored her among Pennsylvania's 50 Best Women in Business for 1998. Linda is actively involved as a member of the Executive and Development Committees of the Philadelphia Academies and co-sponsored the Information Technology Academy. She is a member of the advisory board of the Institute for Educational Excellence and Entrepreneurship at West Chester University and active in many international associations.

Mark D. Fried, M.S.

Director of Operations

Mark is an experienced entrepreneur and leader in the field of human resource services. Most recently, Mark has been involved in a small number of new ventures. These include CEO Resources' Interim Executive Partners, an interim executive placement firm and Indigo Creek Holdings, Inc, an insurance company specializing in the staffing industry.

Mark was CEO of Human Resource Options, Inc. that he founded in 1994. HRO provided human resource consulting services and outsourcing services. Mark built the company to annual revenues of over \$85 million and a staff of 30 managing over 4,000 contract employees located in 7 states. In 2000, HRO was sold to Prolease a company with over 20,000 contract employees located throughout the U.S. Mark became COO and managed the merger and integration of HRO into Prolease.

Prior to HRO, Mark had a 10-year career in the financial services industry. He was founder/President of Stone Bridge Trust Company, chartered trust company and Stone Bridge Mutual Funds, a registered investment company. Prior to Stone Bridge, he was Vice President W. H. Newbold's & Son and President of Surety Trust Company both were subsidiaries of Hopper Soliday Corporation, a regional investment banking and financial services firm.

Mark holds a Masters of Government Administration from the Fels Center of Government at the University of Pennsylvania where he was a Fels Scholar and earned a BS, Computer Systems Engineering from Columbia University. Mark is a former President of the Mid-Atlantic Association of Professional Employer Organizations where in was active in several HR related legislative initiatives.

Ellie Cantor, PhD, MBA

Sourcing and Recruiting Manager

Ellie has had a successful career in executive search since entering the field in 1990. After six years with Krow Associates/Ruderfer and Co., Ellie and her partner, Barry N. Jones, Ph.D., established CJ Resources in 1996 as a search and consulting firm serving the biopharmaceutical community. Previously, she worked in the pharmaceutical industry, first as an assistant member of the Roche Institute of Molecular Biology and then as a biochemical pharmacologist for Berlex Laboratories, Inc. Ellie holds a B.A. in biochemistry from the University of PA, an M.S. in pharmacology from the University of the Sciences in Philadelphia for the Drexel University College of Medicine, and an MBA from Montclair State University.

She has authored or contributed to many scientific publications as well as articles related to executive search and career development. She is a member of several professional societies, was President of the Philadelphia Chapter of Association for Women in Science, and currently serves as President of the Alumni Association of Drexel University College of Medicine.

David K. Johnson, DVM, ACLAM

Scientific Manager

David is a scientists' scientist. He has a broad understanding of diverse fields, along with a natural gift for building rapport. David has worked with The McConnell group on a variety of complex projects. His career includes the National Institutes of Health, academia, pharmaceutical R&D, and consultation. Academic appointments include Jefferson Medical College, the University of Pennsylvania School of Veterinary Medicine, and the Department of Comparative Medicine at the University of Washington. During his pharmaceutical experiences, he was Director of Laboratory Animal Resources, Director of Comparative Medicine, and Director of Safety Assessment.

His IACUC experiences range from the inception of IACUC committees, defining their function and responsibilities, right through implementing this process for the scientific staff and the laboratory animal staff. He continues to provide consistent input on the ethics of animal care and use.

His current consulting experiences include major pharmaceutical companies, biotech companies, and academia. He is well experienced with IACUC responsibilities, AAALAC accreditation, GLP scientific studies, clinical care of laboratory animals, research facility design, comparative medicine, and animal model development.

He is the former President of the American College of Laboratory Animal Medicine, the American Association of Laboratory Animal Practitioners, and the District of Columbia Academy of Veterinary Medicine. He has over 130 publications and presentations.

David received his veterinary degree from Michigan State University and a Master of Science in laboratory animal medicine from Texas A&M University. He is a Diplomate of the American College of Laboratory Animal Medicine.

Stuart Levy, BSEE

MIS Manager (part-time)

Stu leverages over 30 years of operational and consulting experience in operations, manufacturing, semiconductors, biometrics, new product development and quality assurance at a variety of large and small companies. Before joining our firm, he directed product test/validation and quality assurance at Sensor, Inc., an early-stage company in iris identification biometric systems. Stu has held executive leadership roles in small companies such as Systems 2000 (medical devices), General DataComm (modems and multiplexers) and Novation (consumer modems) as well as large companies like GE and RCA.

He earned a BSEE from Cornell University. A longtime member and officer of the Institute of Electrical and Electronics Engineers, and co-authored *Winning the New Product Development Battle* (IEEE Press, 1993), a guide to improving the New Product Development process.

Encore Management Team's Roles and Responsibilities

Role	Major Responsibilities
<p>Managing Partner (1)</p> <p>Provides leadership in the management of this venture, focusing on contracting, scientific project management, and infrastructure oversight.</p>	<ul style="list-style-type: none"> ▶ Complete the Master Contract and initial legal systems/documentation ▶ Meet with company R&D and HR reps and close 2 company contracts ▶ Perform initial Dept. needs assessments for two companies ▶ Hold 3 types of retiree orientations and enrollments for two companies ▶ Hold Encore review meetings with each company ▶ Participate in business development activities ▶ Add 4 additional company members
<p>Managing Partner (2)</p> <p>Provides leadership in the management of this venture, focusing on business development, recruitment and marketing.</p>	<ul style="list-style-type: none"> ▶ Meet with R&D and HR reps and close 3 company contracts ▶ Perform initial Dept. needs assessments for three companies ▶ Hold 3 types of retiree orientations and enrollments ▶ Facilitate 2 Consortium meeting ▶ Develop marketing campaign, materials and website ▶ Contact target list of companies by letter, phone and visit ▶ Add 4 additional company members
<p>Manager, Sourcing & Recruiting</p> <p>Directs database customization and administration, enrollment of retirees, and sourcing/recruiting</p>	<ul style="list-style-type: none"> ▶ Customize Encore database ▶ Intake all current company retirees ▶ Assist in position/project specifications ▶ Intake all interested company retirees ▶ Recruit from outside the database ▶ Delivers qualified candidates to companies in agreed timetable
<p>Scientific Manager (s)</p> <p>Provides account management expertise for ascertaining specific scientific requirements and serves as the main interface with the R&D department.</p>	<ul style="list-style-type: none"> ▶ Develop detailed requirements for retirees with Managing Partners ▶ Hold in-person enrollment with current retirees and local interested retirees ▶ Enroll additional retirees via phone ▶ Perform department needs assessment in year two with new company members
<p>Director of Operations</p> <p>Directs all internal administrative, financial and operations functions, providing for efficient and integrated infrastructure and quality of services.</p>	<ul style="list-style-type: none"> ▶ Review and upgrade present systems ▶ Develop three new processes and integrate with present systems ▶ Develop, negotiate and finalizes member company, retiree and sub-contractor contacts ▶ Established & monitors quality controls

Board of Advisors

- ▶ **Michael Celano**, MBA Partner (practice leader for life science) KPMG, LLP.
- ▶ **Nancy Cockran**, MBA, President, Johnson & Johnson IRI (Biotechnology Family).
- ▶ **Larry Evans**, Co-founder/ Board of Directors, Right Management (public outplacement/human resources consulting).
- ▶ **Ed Fitch**, ESQ and **Sherri Blount**, ESQ, Fitch and Associates (Intellectual Property Attorney for Biotechnology companies).
- ▶ **Stephen M. Goodman**, ESQ. Managing Partner (technology practice), Morgan, Lewis & Bockius, LLP.
- ▶ **Warren Henderson**, MBA, President, Mosaic (Investment Advisor).
- ▶ **Irving W. McConnell**, MD, President, The McConnell Group, Inc.
- ▶ **Dewaine Osman**, retired member of the executive team at Unisys Corporation, presently general manager of CEO Resources' Interim Executive Partners.
- ▶ **Thomas A. Penn**, ESQ, MBA General Partner (life science), Meridian Ventures.
- ▶ **Michael Rohasky**, MD, Ex-President, Johnson & Johnson (Consumer Brand Family).
- ▶ **Barbara Schilberg**, CEO, BioAdvance, Inc., a life science greenhouse, economic development and investment organization.
- ▶ **Stuart Shapiro**, MD, retired executive for healthcare industry and presently an angel investor and a member of the CEO Resources' Interim Executive Partners.

Retiree Database Information

Retiree Database Information	
Demographic Information	<ul style="list-style-type: none"> ▶ Name ▶ Home address/phone/fax ▶ Alternate address/phone/fax ▶ Cell phone ▶ E-mail ▶ Personal web site ▶ Social security number ▶ Date of birth ▶ Degree/institution/year ▶ Employment history ▶ Compensation & salary (last) ▶ Consulting fees ▶ Preferred method of contact ▶ Professional society membership or leadership
Professional Qualifications	<ul style="list-style-type: none"> ▶ General field of experience ▶ Areas of specialization ▶ Depth of experience ▶ Level of responsibility
Assignments	<ul style="list-style-type: none"> ▶ Length preferred ▶ Availability (black-out dates) ▶ Willingness to travel/live out of town during assignment ▶ Laboratory requirements
Needs Assessment – interest in:	<ul style="list-style-type: none"> ▶ Training courses/what topics ▶ Attending or leading workshops ▶ Attending professional society conferences ▶ On-line chat rooms/discussion groups with other retirees ▶ Writing articles for the website ▶ Being a spokesperson for Encore
Other services -	<ul style="list-style-type: none"> ▶ Group benefits programs (health, life insurance, etc.) ▶ Interest in discounts on travel ▶ Other _____
Personal information	<ul style="list-style-type: none"> ▶ Family related information ▶ Hobbies ▶ Volunteer activities ▶ Name of other person who might answer your phone ▶ Other information you would like to share _____