

George Ercolino
Partner



Select Executive Experience

- Barrie House Coffee Company (2015-2025)
Chief Operating Officer & Chief Financial Officer
- Freeman Products Worldwide (1995-2015)
Co-President, CFO, Operations Head, & Board Member
- Avnet, Inc. (1986-1995)
Group Controller - Electrical & Industrial Group

Core Competencies

- Executive Leadership & Board Member
- Full P&L Accountability
- Strategic Planning & Execution
- Turnaround / Crisis & Transition Management
- Change Management & Operational Transformation
- Financial Controls / Safeguarding & Management of Assets
- Cash Flow & Working Capital Optimization
- Business Planning, Budgeting & Financial Forecasting
- Financial Reporting
- Management Reporting Development/KPI/ Operational Metric Development & Implementation
- Financial Planning & Analysis / Data Mining & Modeling
- Manufacturing Costing & Systems
- High Performance Team Building Through Empowerment
- Manufacturing & Distribution Operations (including 3PL oversight)
- Process Reengineering & Continuous Improvement
- Productivity / Process & Cost Optimization
- Project Management & Cross-Functional Teams
- ERP/MRP/DRP Implementation & Integration
- Legal/HR & Benefits/ Information Technology/ Supply Chain
- Mergers & Acquisitions / Due Diligence
- Debt Compliance
- Shareholder Relations/ Family Business Dynamics

Executive Profile

George is a Partner on the Northeast team of SeatonHill. Mr. Ercolino is an experienced, results-oriented finance and operating executive with a diverse background in manufacturing, distribution, and B2B. He has a proven track record of leading and improving businesses in transition by understanding the customer's needs and expectations and then translating them into a strategic action plan. George has deep expertise in transforming companies, including thriving businesses, crises in need of financial turnaround, and critical ERP implementations.

Industry Experience

- B2B
- Manufacturing
- Distribution
- Beverage
- Technology
- Private Equity Portfolio & Family-Owned
- Small/Middle Market & Fortune 500

Education & Certifications

- Bachelor of Arts in Accounting
- William Paterson College of New Jersey, School of Management
- Executive Advisory Board Award



Our partners have deep experience across multiple industries, and can quickly integrate into your organization to provide the insights you need to succeed in today's marketplace.

Key Experience

Beverage/Coffee Manufacturer: As COO/CFO, George's responsibilities included production/shipping & warehouse operations, inventory planning and scheduling, human resources, information technology, and finance & administration. He spearheaded process improvements during an aggressive growth phase, instituting a "Quality First" environment with an emphasis on product excellence, reduced scrap, meaningful and timely measurement and feedback, and root cause analysis, resulting in an 83% decrease in production defects to just 0.17% of total production value. George also reduced labor cost per unit produced by 63% by focusing on quality, reimagining the production process, and implementing positive changes in scheduling and replenishment activities, raw materials flow, staffing and operating procedures, and proactive maintenance activities. He increased team productivity, including a 51% increase in single-serve capsule production, with a focus on quality, process, and safety, by restructuring the management team, establishing employee career paths, reevaluating job descriptions, realigning wage structure, and introducing productivity and quality incentives. He revamped product costing, set new labor and overhead standards by machine center, revised the bill of materials and process routing, added tools to assist in scheduling and daily workflow management, improved matching of production costs by department and machine center, and tightened controls over inventory. George defined the build-out of ERP (NetSuite) data and functionality to capture information for KPI reporting that provided timely and actionable feedback critical to enhancing the customer experience and maximizing internal efficiency.

Awards Recognition Manufacturer and Distributor: As Co-President, Chief Financial Officer, Operations Head & Board Member, George was responsible for operations, finance, and administration of the entire business with a head count as high as 275. Upon inheriting a company in workout with its financial institution, he developed a comprehensive turnaround plan, repositioning the company and returning it to profitability while satisfying over \$12 million in senior debt. George also planned and oversaw the relocation of key production operations from the U.S. to Asia, resulting in increased cash flow through reduced inventory investment of 31% or \$2.7 million and gross margin increase from 34% to 40%. He established a robust slate of KPIs and internal performance reporting where none existed previously, including the development of system tools, operating goals for business planning, management performance plans, and at-risk compensation for line managers. George introduced the "In by 3:30, Out by 5" service standard for distribution operations, built an inventory management team, and created all procedural and system changes necessary to establish a 97%+ service level. He improved asset management through enhanced reporting and management accountability, yielding physical inventory variances of less than 0.025% on total inventory of \$7.0 million. George simultaneously improved customer satisfaction and pay habits, decreasing DSO by 20 days and past due

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receivables from over 10% to less than 2% of total receivables. George focused the organization on reducing "self-inflicted wounds", yielding cuts in processing errors from 60% to 0.25% of sales. He reconfigured distribution facilities to increase operating efficiency and shrink headcount by over 20%. George led multiple IT systems implementations, including the creation of an in-house purchasing and DRP system, providing the team with the necessary tools to effectively plan 85,000 SKUs. He turned around an under-performing plastic injection molding and vacuum metalizing manufacturing cell, re-establishing consistent production quality with less than 0.4% in returns, with delivery to schedule exceeding 97%, and focusing operations on increasing productivity by reducing scrap and re-work, resulting in a 10% reduction in product costs. George implemented a central call center, consolidated field customer service operations, and leveraged resources, training and technology, resulting in increased service and efficiency.

Electronic, Electrical, and Computer Products Distributor: After being promoted 6 times, George served as Group Controller with responsibility for all accounting and financial reporting of a \$250 million division. He was a key member of a task force charged with the full integration and reorganization of three businesses within the Electrical & Industrial Group. George created financial models to develop revenue and expense targets, flexible compensation plans, and projected the effects of operating efficiencies. He also built a bottom-up business planning process and internal management reporting for 100+ business units, sales regions, and distribution centers. George defined and reported key metrics at each management level, front line to leadership, increasing visibility and accountability. George served as a project manager or user lead for numerous mission-critical ERP, financial, and DRP systems implementations, which successfully transformed the company's IT support and allowed for the integration of the various group businesses.

SEATONHILL™

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