

Forest Ralph Partner



Select Executive Experience

FR Falconwing, LLC (2012-2024)

Owner and Principal Consultant

RGP Resources Global Professionals, Inc. (2012-2021)

Consultant

Warbird Consulting Partners (2007-2012)

Division Controller, Assistant Treasurer, SEC Reporting, Team Lead - Foreign Entities Group

Tatum (2010-2011)

Executive Services Partner & Interim CFO

HealthSouth Corporation (2004-2007)

Director Financial Operations (Ambulatory Services Division) & Director Internal Controls (Corporate)

Independent Consultant (2000-2004)

Interim CFO (CareCentric Inc., QualTel Inc., tCERT Inc., ePANACEA.com Inc.)

Convergence Corporation (1998-2000)

Chief Financial Officer

President Baking Company (1992-1998)

Corporate Operations Controller, Director of Financial/Operational Planning and Analysis, VP of Administration (Biscuit Division), Director of Business Development and Strategic Planning

Dole Food Company (1986-1992)

Director Planning and Business Development, VP Finance (Standard Trading S.A. - Argentina), VP Operations (Dole Citrus), Marketing Analyst (New Products Development) Intern, Costa Rica.

Marine Midline Bank, N.A. (1984-1985)

Assistant VP (Communications/ Electronics Division, Corporate Banking)

The Chase Manhattan Bank, N.A. (1980-1984)

Second Vice President, Western Hemisphere

Core Competencies

Financial Accounting & Reporting

M&A

Operations Analysis & Improvement

Treasury/Cash Management/Forecasting

SEC Reporting

Financial Management

Buy/Sell Transaction Prep

Management Reporting/KPIs/EVA

Purchase Card Programs

Cost Accounting

Budgets

FP&A

Post-Acquisition Integration

Financial Close Process

International/Multi-Site Operations

Enterprise Risk Management

Data Management

Capital Planning

Valuation

Portfolio Analysis

Profitability Analysis

Notional Pooling

Fluent in Spanish and Portuguese

Executive Profile

Forest is a Partner on the Texas-South team of SeatonHill. Mr. Ralph is a finance and operations professional with over 25 years of experience as a Chief Financial Officer and consultant to the Office of the CFO and Treasurer, in construction, healthcare, manufacturing, technology, consumer packaged goods, agribusiness, and banking. His vast skillset includes corporate, divisional, and operating group financial management, planning & analysis, operations process and margin improvement, annual planning process, chart of accounts, and systems implementation. Forest has provided leadership for start-ups, turnarounds and remediation, business development, buy- and sell-side transaction preparation, mergers & acquisitions, valuation, and post-acquisition integration.

Education & Certifications

MBA

Harvard University (International Management and Marketing Operations, Entrepreneurial Management)

BSFS

Georgetown University, School of Foreign Service (Concentration in International Economics and Finance and Commerce, Latin America)

Vanderbilt University

(Engineering and Liberal Arts studies, Vanderbilt nominee for Harry S. Truman Scholarship for Public Service)

CPA

(TN, inactive)

CTP

(Certified Treasury Professional)

CMA

(Certified Management Accountant)

Six Sigma Green Belt Certification

Theory of Constraints



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.

Industry Experience

International	Consumer Packaged Goods
Private Equity	Food
Construction	Automotive
Healthcare (multi-unit)	Agribusiness
Manufacturing	International Banking
Technology	

Key Experience

LUMA: As Project Manager, Forest was responsible for the design, implementation, and management of a large Purchasing Card (PCard) program for LUMA, a start-up Joint Venture company formed to upgrade the electrical grid for Puerto Rico following the devastation of Hurricane Maria (65% on-island, 35% Houston/ remote). He delivered 385 PCards on Day 1 of the privatization of the largest company in Puerto Rico; the program grew to 650 cards. The agile implementation was completed three weeks after the engagement began, vs. the standard four months. Forest executed bilingually within a complex, "giant instant startup" operating environment under high political visibility. He developed & managed the Financial Reporting, Controls, Compliance, and Credit functions. After two years, he planned and initiated migration from the original Vendor to a second, world-class, long-term platform. (2021–2024).

Fortune 300 Construction Management Firm: As Consultant to a \$20 billion, Fortune 300 construction management firm active in the Electric Power and Oil & Gas Infrastructure sectors, Forest reported to the Executive responsible for the Annual Business Plan (ABP), annual Enterprise Risk (ERM) assessment, and monthly Business Development Pipeline report as the company more than tripled annual revenues. He upgraded the Financial Report design and managed the ABP process for over 90 single- and multi-unit/ multicurrency OpUs. Forest also upgraded the database and managed the annual company-wide Enterprise Risk assessment process, and developed & managed the monthly Global Business Development report (Houston, TX; 2012-2021).

CFO Solutions Practice: Forest served in several consulting capacities, including:

- **inVentiv Health:** Division Controller for a 16-unit, \$250 million international operating group within inVentiv Health, a private-equity backed, clinical research organization (CRO) (Houston, TX; 2012).

Forest Ralph Partner



- **Dana Holding Corporation:** Assistant Treasurer for this \$7 billion automotive parts supplier, with responsibility for coordinating international cash management, design and implementation of a notional pooling program across 275+ accounts in 25 countries, rating agency relations, bank covenant reporting, and borrowing requirements. Forest also served on the External (SEC) Reporting Team and managed the 10-Q/10-K cash flow statement and the monthly internal reporting process as the client emerged from bankruptcy amid the automotive sector crash. (Toledo, OH; 2008-2009)
- **Navistar:** Team Lead, Foreign Entities Group for this publicly held, \$12 billion transportation OEM manufacturer, managing the five-year restatement of SEC reporting for operations in Canada, Mexico, and Brazil. (Porto Alegre, Brazil and Warrenville, IL; 2007-2008)

International Manufacturer/Exporter of Medical Diagnostic Equipment: As Interim Chief Financial Officer for this Argentine portfolio company of an American-European Private Equity firm, Forest modified the MRP/ERP system and cash flow reporting. He also overhauled the inventory management process to reduce investment by over 50% immediately generating an additional 60 days of working capital and averting high exchange control penalties. (Buenos Aires, Argentina; 2010-2011).

Rehabilitative Healthcare Services Provider: As Director of Financial Operations, Ambulatory Surgery Division, Forest was the operations consultant and corporate financial liaison to Regional VPs, Operations VPs, and Business Office Managers, for 35 Ambulatory Surgery Center partnerships within a \$700 million (revenue), 140-site Division. As Director of Internal Controls (Corporate), Forest was the first full-time staff member of the team charged with implementing the 2002 Sarbanes-Oxley legislation, within one of the four largest companies that forced the creation of the SOX legislation.

SEATONHILL™

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