

**Charles H. Melander
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QUALIFICATIONS

- Entrepreneurial approach to business, driving top line growth and lowering costs through financial, operational, people, and process focus.
- Innovative approach to maximizing business opportunities by focusing on people and key metrics, leveraging technical background with broad senior experience in all business areas.
- Multidiscipline management emphasis includes lean concepts, strategic planning, P&L responsibility, financial analysis, strategic planning, operations, marketing, and R&D.
- Innovative in driving top and bottom line growth through focusing on team dynamics, people development, and discretionary performance.
- Skilled in working with investment professionals and capital markets, assuring maximum access to capital and optimizing company's capital structure.
- Accomplished in international business, working in and developing business relationships in Asia, Europe, and Scandinavia.
- Highly experienced in developing customer relationships, resulting in new sales opportunities and long-term customer loyalty.
- Thirty-five years successfully identifying key growth initiatives, developing plans, and successfully executing against the plan.
- Twelve years of successful restaurant development opportunities in multi-state markets
- Extremely experienced in all facets of computers and electronics.

ACHIEVEMENTS

- Served a major role in turnaround team for a multi-product consumer products company, leveraging revenue growth and driving out cost through financial KPI's, lean operational concepts, improving and expanding customer relationship base, new and improved products, streamlined manufacturing, and enhanced quality. Company was contemplating Chapter 11 in 2006, and in 2016 offered IPO and is listed on NYSE.
- Developed financial plan as part of turnaround, to focus on maximizing cash management and driving cost out of system while improving process and product quality.
- Designed and implemented plan to refocus leadership on growth and cost drivers, and implemented KPI dashboard system to focus leadership team on key metrics.
- Developed and successfully implemented team dynamics plan that resulted in major cultural shift to a winning team environment, resulting in maximizing discretionary performance and driving increased productivity.
- Successfully developed relationships with key Chinese and other international vendors, resulting in priority sourcing, lower costs, and higher quality products.
- Successfully negotiated several outsourcing contracts, resulting in lower COGS and assured cost structure.
- Implemented e-auction purchasing system for raw materials, resulting in significant cost savings on raw materials.
- Led effort on ISO implementation at multiple plant sites, resulting in significantly improved process, higher quality, and lower costs.
- Leader of global product development growth initiatives for \$1.5 billion+ worldwide company, resulting in increased sales, reduced cost, and closer alignment with legislative and NGO entities.
- Leader of all lean and growth efforts for \$500 million+ international tobacco related division.
- Multiple successful new product introductions in the areas of electronic nicotine delivery systems, innovative active ingredient products, and other nicotine containing products.
- Developed and implemented innovative manufacturing processes for new products.
- Created multi-state restaurant development company with large casual dining franchise.
- Implemented creative and effective business systems into casual dining franchise, resulting in average \$4 million+ in annual sales in dinner only concept.

EXPERIENCE - Current

Turning Point Brands, Inc. (2016-current)

National Tobacco Company, LP, Louisville, Kentucky (2010-2016)

Senior Vice-President, Operations & Product Integrity

- Direct responsibility of manufacturing, logistics, customer service, quality, R&D, and purchasing operations for the company, assuring the highest quality products at the lowest possible cost, including P&L responsibility.
- Responsible for all Product Integrity functions, including management oversight of all ISO and other quality initiatives.
- Work closely with investors and banking partners, assuring maximization of capital structure.
- Responsible for all product development and product improvement initiatives, including P&L analysis and monitoring.
- Work with senior management to define strategic plan that will take advantage of company's strengths and leverage positions in nicotine and novel actives market.
- Serve as chief technical officer for the company, working closely with legislative affairs on regulatory issues including recent federal FDA oversight bill.
- Leverages unique insight into nicotine and other actives to define with Marketing multiple new strategic product opportunities for the company.

National Tobacco Company, LP, Louisville, Kentucky (2006-2010)

Vice-President, Product Integrity

- Served on turnaround team to create value through new nicotine products, improving existing products, cutting costs through reengineering processes both in support functions and manufacturing, and implementing world class quality systems.
- Work with senior management to define strategic plan that will take advantage of company's strengths and leverage positions in nicotine products markets.
- Served as chief technical officer for the company, working closely with legislative affairs on regulatory issues including recent federal FDA oversight bill.
- Used unique insight into the nicotine products area to define with Marketing several innovative nicotine product opportunities for the company, including P&L analysis and monitoring.

EXPERIENCE - Past

Gulfstream Development, LLC, Owensboro, Kentucky (2004-2006)

Partner

- New corporation formed to develop commercial property, leveraging restaurant, movie theatre and big box retail contacts.
- Leveraged real estate license to maximize commercial development opportunities.

Restaurant Development Group, Owensboro, Kentucky (1996-2006)

President

- Developed key market and funding plan for Texas Roadhouse franchise.
- Worked with banks and key stakeholders to leverage efficient capital structure.
- Responsible for overall strategic direction regarding development of Texas Roadhouse franchises and/or other casual dining concepts.
- Accountable for defining market opportunities with key target regions.
- Continuously challenge current strategy to refine based on market trends and financial opportunities.
- Continuously reinforce key core principals to assure delighted customer experiences.

EXPERIENCE - Past

Swedish Match North America, Owensboro, Kentucky (1998-2004)
Vice-President, Research & Development / Corporate Quality Assurance

- Responsible for all North American scientific programs, including legislative and GMP issues, along with global coordination activities.
- Accountable for all North American new product development and product improvement efforts, including marketing responsibility for reduced risk tobacco products.
- Lead global product development and scientific teams, focusing on reduced health risk tobacco products.
- Developed and implemented successful strategic plans regarding scientific, legislative, and new product development initiatives.
- Directed large analytical and microbiological laboratories with emphasis on governmental reporting and competitive analysis.
- Successfully managed P&L regarding new and improved products.
- Initiated and monitored corporate quality assurance programs including six sigma, cost of quality, and lean manufacturing programs.

Swedish Match North America, Owensboro, Kentucky (1994-1998)
Director, Research & Development

- Responsible for all scientific programs, including legislative and GLP issues.
- Accountable for all new product development and product improvement efforts.
- Manage sophisticated analytical and microbiological laboratories.
- Serve as liaison to Marketing regarding new product development efforts.
- Serve as chief financial analyst for Research/QC division.
- Analyze manufacturing operations to reduce cycle time and improve quality.

Pinkerton Group, Owensboro, Kentucky (1990-1994)
Manager, Research and Development

- Directed all new product development efforts.
- Analyzed competitors to determine opportunities for new products.
- Responsible for management of the Analytical Services department.
- Served on corporate new products committee.

Pinkerton Group, Owensboro, Kentucky (1988-1990)
Manager, Analytical Section

- Responsible for management of the Analytical Services department.
- Tracked and reported competitor activity through analytical means.
- Served on corporate MIS steering committee.
- Lead novel new product development efforts including non-tobacco areas.

Pinkerton Group, Owensboro, Kentucky (1986-1988)
Supervisor, Analytical Services

- Responsible for management of analytical laboratory.
- Served on IRM committee and responsible for all computer operations in the laboratory.
- Successfully developed and introduced two new consumer products.

Pinkerton Group, Owensboro, Kentucky (1982-1986)
Chemist

- Responsible for the design and implementation of a modern analytical laboratory.
- Created computerized chemical and microbiological analysis system.
- Served on new product committee and assisted Marketing in pinpointing consumer opportunities.
- Responsible for the successful introduction of a new consumer product.

The Malkin Instrument Company, Louisville, Kentucky
Sales Representative

- Opened and established Cleveland, Ohio sales territory for heart monitoring and EKG equipment.
- Met or exceeded all company sales goals.

Ebonite Bowling, Hopkinsville, Kentucky
Technical Supervisor

- Responsible for analyzing and improving production processes.
- Achieved significant improvements in the manufacture of polyurethane bowling balls.

Pepsi-Cola General Bottlers, Hopkinsville, Kentucky
Route Salesman

- Responsible for taking orders and delivering soft drinks within a specified sales territory.
- Cultivated new accounts and projected positive Pepsi image before the public.

OTHER EXPERIENCE

Kentucky Wesleyan College, Owensboro, Kentucky
Instructor, Operations Management

BOARDS

United Way of Daviess County	Board Member
Salvation Army of Owensboro	Board Member
Kentucky Wesleyan College	Trustee
Owensboro-Daviess County Regional Airport	Board Member

EDUCATION

BS, Biochemistry	Centre College of Kentucky
MBA, with honors	Owen Graduate School of Business
	Vanderbilt University