



SENIOR MANAGEMENT EXECUTIVE

**SAMUEL BUMA**

**MR. BOB FIRMAN**

**CHIEF - OPERATIONS  
DEPARTMENT OF INSPECTIONS, LICENSES AND PERMITS  
HOWARD COUNTY GOVERNMENT  
3430 COURT HOUSE DR.  
ELLCOTT CITY  
MD, 21043**

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April 7, 2017

Dear Mr. Firmani,

Thank you for giving me the opportunity to apply for the position of a citizen member to the Howard County Plumbing Advisory Board.

I am a U.S citizen, Management Consultant, and 20-year resident of Howard County. Over the years, I have served in various County Community Organizations namely:

- Board Member- Martin Luther King Commission for Howard County.
- Board member of FIRN of Howard County
- Board member of African American Art Museum of Maryland

I was also the Guest Speaker of the 2007 Graduating Class of Police Cadets on the Topic of "Community Diversity in Policing".

My interest in joining the Plumbing Advisory Board is a result of a recent "epiphany" on my part after the hurdle I had to overcome to install a new set of Washer/Dryer at my home. I call it an epiphany because, as an ignorant resident, I was unaware of all the regulations involved in installing a Washer and Dryer inside my own



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LINK TO OTHER ONLINE PROPERTIES: PORTFOLIO/WEB SITE/BLOG

home. This led to my frustration after I had to make costly modifications in my home.

However, as is my nature, I had to research and make a meaning of why these regulations exist. In my research, I observed that the opportunity cost of not carrying out the modifications would be greater than paying a lower cost now for the installations.

I decided then to join the Advisory Board because I realised that many residents in my position would equally be ignorant and frustrated if they had to go through my experience without a good understanding of the intent of the regulations in place. I decided there and then to contribute to bringing my experience to the Plumbing Board.

I have attached my Biographical Profile and my Resume. I hope that you will consider my potential input as a positive addition to the Advisory Board.

Sincerely,

Sam Buma.

# Samuel P. Buma

## CEO | SVP OPERATIONS | GENERAL MANAGEMENT EXECUTIVE

Strategic Planning • Operations Management • Sales/Marketing • Business Development/Expansion •  
Management Consulting • Supply Chain • Strategic Partnerships

Product/Service Offering Development & Brand Strategy • Capacity Planning • Process Improvement/Reengineering

~ Extensive Expertise in Domestic & International Trade, Financial Services, Business Operations, & P&L Management,  
with Special Ability to Unleash Hidden Strengths of Companies and Create Competitive Edge in Marketplace ~

Seasoned business leader with 25+ years success delivering positive top- and bottom-line business growth, enhancing organizational efficiency, expanding existing markets and leading entry into new ones, and maximizing quality and customer service. Strong blend of strategic planning, operations management, savvy negotiation, business and market development, and organizational development skills complemented by MBA in Finance and unwavering focus on profitability and cost savings. Bilingual English/French with extensive multicultural exposure. Skilled in analyzing economic conditions, industry trends, and government/regulatory climates, seeking financial resources for development/expansion, and developing business plans and budgets. Enthusiastic, tenacious executive who instills commitment to excellence, exudes unflappable self confidence and sense of purpose, and inspires teams to achieve common goals.

### *Sampling of Stellar Results Delivered Across Diverse Industries, in Start-up to Fortune 500 Global Corporate Settings:*

- Formulated/initiated execution of plan to successfully turn around multiple subsidiaries of diversified holding company.
- Negotiated and led multiple complex management consulting engagements regarding LBO due diligence, disputes, etc.
- Developed and executed strategic and tactical plans to achieve turnarounds of four failing companies to profitability.
- Negotiated and signed two strategic joint ventures with total potential revenues of \$585 million.
- Took African investment/trade venture from concept to full structure/business plan and \$500M projected 5-year growth.
- Managed start-up operations for two Fortune 500 companies and successfully expanded operations into new markets.
- Reversed declining revenue trend to drive 70% increase in annual revenue for 24-branch region of international bank.

## PROFESSIONAL EXPERIENCE HIGHLIGHTS

**THE ORDREC GROUP OF COMPANIES, Lagos, Nigeria**

June 2013 – Present

### **VICE CHAIRMAN & CEO**

Brought in as turnaround expert to restructure troubled subsidiaries of this holding company including Oil & Gas, Construction, Energy Services, Retail, and Real Estate, success in delivery of sound business restructuring plan led to appointment as CEO and full responsibility for execution of plan. Hold P&L accountability for operations of all subsidiaries and performance of their Managing Directors. Within first two years of 2.5 year contract, results include:

- Implemented four key modules of ERP management and informatics systems (SAP) across platform integrating four companies, facilitating streamlining of payroll load across companies and 40% personnel cost reduction for group.
- Enabled realization of Chairman's philanthropic goals through creation of new non-profit agro business that absorbed all downsized staff and ensured provision of food and jobs for his home village.
- Spearheaded successful business expansion initiatives for three subsidiaries:
  - **Oil & Gas:** Delivered \$2.5M sales increase (15%) through construction of depot with 500,000 barrel capacity, to overcome supply and inventory shortages.
  - **Construction:** Struck joint venture agreement with leading Israeli construction company for construction of 8,000 student dormitory rooms across five college campuses in Nigeria, traveling to Israel to inspect their work/sign JV.
- Improved company cash positions and reduced debt exposure by developing business model to build model homes for exhibition, rather than immobilizing cash and contracting debt to develop complete estates of luxury homes pending purchase by future clients.
- At peak level, company cashed-in pre-payments of \$5.5M for construction of 10 luxury homes in its execution pipeline, and achieved more savings from maintaining and maximizing labor force and lease equipment costs.
- Recovered ~\$1.5M in bad debts, by establishing and leveraging aggressive collection procedures and selling off debts to third party debt collectors.

**IMEX CAPITAL GROUP, LLC, Ellicott City, MD**

2007 – 2013

### **CONSULTANT | PRESIDENT | MANAGING PARTNER**

(2011 – 2013)

Shifting focus to management consulting, negotiated and won multiple key client engagements on international scale. Highlights include diverse engagements in areas including due diligence on I.B.O acquisition and trade partner dispute resolution:

- Negotiated 2-year contract as representative for multimillion dollar international company, serving as lead Investment Banker in LBO acquisition of \$500M (USD) dual government/privately owned banana producer/exporter.
  - Hired acclaimed KPMG to perform audit and due diligence report on target company.
  - Partnered with renowned British legal firm Winston and Strawn to perform due diligence on target company.
  - Chaired joint audit presentation on multifaceted deal, including ROE for investor, capital structure (senior and subordinated debt, shareholder equity), deal advantages including tax savings, decision making efficiencies, potential operating performance improvement, elimination of State intervention in management; and disadvantages including potential high fixed costs of debt/inability to raise capital, business cycle fluctuation vulnerability, nefarious competitor actions, government resistance to workforce downsizing, etc.
- Won consulting engagement for resolution of \$85M, year-long standing dispute between trade partners involving international shipping company and African national shipyard company.
  - Negotiated Terms of Agreement with all involved parties, including Government representatives.
  - Resolved dispute to yield release of 150-person capacity cargo vessel, and protocol agreement saving €1.25 million to client company and non-cash settlement of \$40M.

**PRESIDENT | MANAGING PARTNER**

(2007 – 2011)

Partnered with investor group to establish investment and trade firm focused on tapping Africa’s profit potential for trade and business in niche markets of world’s 4<sup>th</sup> frontier created by burgeoning emerging economies, need for distribution infrastructure, and AGOA (African Growth Opportunity Act). Set 2-phase mission to develop national commodities and mercantile exchange structure across 7-nation Central African community, followed by creation of largest Central African Mercantile Bank leveraging carefully identified agents of product distribution and exchanges in region. Developed policies and procedures for business, plus marketing plans, advertising/promotion, import/export structure, budgets, sales force, and distribution channel strategy. Managed \$1.5M operating/\$1M capital/ \$2.5M project budgets. Recruited/led 15 direct and indirect reports.

- Researched \$500M market for commodities and mercantile across 7-nation region, and developed business plan and 5-year budget with sales targets of \$50M for year one, progressing to \$500M by 5<sup>th</sup> year.
- Identified key partners in South Africa, Nigeria, Cote d’Ivoire, and Cameroon for business implantation.
- Negotiated informal agreements with government officials for Commodities & Mercantile Exchange Market in each of countries identified, including eventual establishment of IMEX Bank.
- Developed SWOT analysis for different markets, and formulated strategies for market entry and penetration.
- Analyzed country requirements for bank creation, and identified key partners for ownership.
- Formulated structure and compensation plan for sales organization, and hired 5 Country Representatives to identify and approach wholesalers who buy through major importers and exporters.

*Brought business to readiness stage with basic structure in place, including purchase of land in main port of Cameroon.*

**CAPITAL INVESTMENT MANAGEMENT, Columbia, MD &  
EDWARD JONES INVESTMENTS, Columbia, MD**

2003 – 2007  
2001 – 2003

**INVESTMENT ADVISOR | INVESTMENT MANAGER**

Ventured into investment management arena to leverage proven business acumen, investment savvy, and in-depth financial knowledge in first building new investment advisory services operation for Edward Jones and subsequently striking out on own to build independent financial services business. Managed up to \$15M book of business, forged and maintained relationships with wealthy investor clientele, and used skills to create diversified portfolios sustainable amid wide variability in stock market.

- Created new office for Edward Jones in market with no prior name recognition, building portfolio of assets under management to \$2.5M in 2 years, becoming #1 freshman producer for company, and maintaining 30% growth year-to-year.
- Built Capital Investment Management’s assets under management to \$15M, increasing business 30% year-over-year, and managing risk/reward parameters of \$30M book of business, while generating \$1.5M in fees and commissions.
- Differentiated services with expertise in ensuring compliance with Sarbanes-Oxley and Anti-Money-Laundering legislation and by providing clients with extremely detailed quarterly reports on individual portfolios and companies in them that improved client satisfaction and increased already high retention rate from 94.6% to 98.5%.

**BERTELSMANN INDUSTRIES, AG, Valencia, CA**

1999 – 2001

**NATIONAL ACCOUNT MANAGER / VICE PRESIDENT OF OPERATIONS**

Brought into this role reporting directly to company President, with charter to manage operation of new centers in Odenton, MD and Valencia, CA for this leading international provider of customized global outsourcing solutions for e-commerce, customer

care, fulfillment, and financial services for multimedia, high-tech, and healthcare industries (parent company is 4<sup>th</sup> largest media company in world). Managed team of 6 direct/200 indirect reports and \$1.5M operating/\$50M project budgets.

- Participated in successful team effort to acquire \$50M healthcare fulfillment business program for major national healthcare company, and then managed two 45,000 sq. ft fulfillment centers on East and West coasts simultaneously.
- Delivered executive-level presentations demonstrating projected 65% annual cost savings to client through innovative application of ERP technology to their supply chain management needs for massive brochure distribution operation.
- Coordinated SAP R/2 and R/3 system upgrades, and led seamless conversion from manual to automated processing.
- Developed business through cross-selling programs that added 50% to business and yielded \$4.2M client cost savings.
- Integrated facets of value chain into client-specific program with reliable "sourcing algorithms" enabling cost-effective shipping, and implemented real-time inventory monitoring to improve customer satisfaction and call center costs.

**TRAVELER'S HOME MORTGAGE** (subsidiary, Travelers Bank & Trust, member of Citigroup) Hanover, MD 1997 – 1999

**OPERATIONS MANAGER**

Recruited for Customer Service Manager role, management team immediately realized more senior role in operations management was more appropriate use of proven skills. Reporting to Center Director and SVP, led team of 8 direct/233 indirect reports with P&L and operational accountability for \$1.6 billion mortgage lending/financial services profit center.

- Centralized functions of 1,200 loan origination offices to single, efficient central processing location.
- Chaired Steering Committee prioritizing mortgage projects and ensuring timely transfer of \$150M in receivables.
- Partnered with IT to convert filing system to imaging technology for \$350K annual cost/60% productivity improvement.
- Worked with Division Head to develop 100+ procedures with performance standards and eliminate operating redundancy.

**STATE STREET BANK**, Columbia, MD

1994 – 1997

**MANAGER, DEBIT CARD OPERATIONS**

Hired to reorganize Visa Debit Card operations, instituting control measures to prevent theft and fraud and improving service to bank's institutional clientele. Led cross-functional teams in executing new and existing programs.

**VISA INTERNATIONAL**, Owings Mills, MD

1992 – 1994

**MANAGER, CUSTOMER SERVICE:** Managed operations of high-volume call center averaging 100,000 calls daily.

**CONTROL ASSOCIATES**, Pittsburgh, PA

1990 – 1992

**AUDITOR & COMPLIANCE REGULATION SPECIALIST:** Participated in review and report findings of Internal Loan Servicing programs of failed FDIC-insured thrifts and savings and loan institutions earmarked for receivership.

**EDUCATION & CERTIFICATION**

**MBA Finance** – Keller Graduate School of Management, Chicago, Illinois, December 2007

**BA Languages (with Honors)** – University of Cameroon, Yaounde, Cameroon, *President Student Affairs*

Securities License Series 7 & 63, NASD, New York, New York, 2001; MCSE, Travelers Bank & Trust, 1998

**PROFESSIONAL AFFILIATIONS**

Advisor to Executive Committee – SHESA, USA ... Board Member – ADMP ... Former Board Member – AAMM

Former Board Member – FIRN of Maryland

**COMMUNITY INVOLVEMENT & PROFESSIONAL/BUSINESS ACTIVITIES**

Board Member, FIRN of Howard County, Maryland – U.S.A

Martin Luther King Commissioner for Howard County, Maryland; currently Chair of Publicity & Marketing Committee

Speaker: Howard County Police Academy 2007 Graduation, topic: "Diversity"

Founding Member, Cameroon Cultural Association, Washington, DC ... Private Tutor for children at risk, Baltimore, MD

Led non-profit organization to raise \$70,000 for school sanitation project in Africa.

Fact-Finding Trip to China (Nov-Dec 2006) to cities including Ghouanzhou, Yiwu, and Shanghai to evaluate potential for import of manufacturing equipment and trade craft to Africa