



DENNIS J. CAGAN CONSULTANT AND *SHADOW CEO*®

Shadow CEO, so what?

For over three decades Dennis Cagan has worked with dozens of CEO's (from *back-of-the-napkin* start-ups to \$2 billion in annual revenue), guiding them and working with them hand-in-hand to expand their skills and performance in areas where they lack direct experience – new circumstances. Dennis provides actual working assistance – not just advice - to them in the execution of any overload of work and challenges they have never faced - whether it is the result of things going very well, or very poorly.

Shadow CEO® (USPTO Registered Trademark Caganco Incorporated)

Skill set and character traits

- Strong ethics and morals.
- Charismatic, decisive, motivating, creative, strategic, innovative, vigorous, consensus building, and broadly experienced.
- Deep experience - demonstrates proven ability to build and motivate strong management teams and culture, grow or turn around companies and increase revenue and profit. Specialized in technology-oriented industries.
- Extensive experience in public and private company management, governance, investor and customer relations.

Personal Thoughts



I personally try to practice the highest standards of ethics, morals, and behavior. My objective is always to serve my clients in a way that supports and accelerates the success, growth, value and profitability of their enterprises. I have been involved in well over 100 engagements - mentoring, advising, informing, consulting, working with and encouraging founders, owners and sitting CEO's. I normally function as a *Shadow* CEO, or interim CEO, giving insight and guidance to executives who are pushing their own personal envelope either as a result of too much on their plate, or their encountering new challenges that are beyond their existing skill or experience set. This usually involves dealing with a variety of problems and opportunities. I can offer some unique added value in situations involving a turnaround, spinout, or re-positioning. My role is not that of a typical consultant or coach. My role is active - *side-by-side in the foxhole* - not passive. I provide a wealth of real-world experience in fully exploring the situation, exposing possible actions, prioritizing them, and then hands-on help in executing.

Case Studies

- Founded or co-found eighteen companies - most were high technology related.
- Founded fifth company, built to \$50MM, took public in five years, and sold it. #32 on first Inc. 100 (1979).
- Founded seventh company; in the first year in business it generated \$22MM in gross revenue, and a substantial profit.
- Advised a young Internet consumer information company founder for two years. Revenues went to \$60MM from \$22MM/yr. and profits grew substantially. Added experienced executives, dramatically improved company image, established governance, and 24 months later sold to public company for \$63MM cash.
- Acted as interim Senior Vice President of Worldwide Sales and Marketing of start-up Internet infrastructure company for one year. Helped complete key acquisition, established sales and marketing infrastructure in the USA and Europe. Signed deals with large high-profile Internet Service Providers. Upon project completion remained on the Board. Within three years the company was public with a market capitalization of \$6.5B.
- Acted as interim CEO and President of insolvent public e/distance learning company with no working capital, and on the brink of bankruptcy. In 25 months: raised \$13.5MM in debt and equity capital, re-built morale and customer confidence, reorganized operations, reduced expenses, renegotiated major agreements (800 irate vendors) reduced headcount by 42%, developed strategic alliances, expanded sales in middle east, added key new Board members, added strategic initiatives and revenue, and completed the company's first acquisition in 12 years. Company went from \$6MM in losses to fundamentally break even.
- Acted as interim President/CEO and Board Director of public Internet marketing company. 4 months: renamed company, raised \$10MM in equity, relocated company to different state, integrated two acquisitions, initiated two new acquisitions, closed industry's largest contract to date, hired a new President/CEO, moved market cap from \$100MM to \$1B.
- Most recent public company leadership job — Chairman/CEO/President - firm was Sarbanes-Oxley compliant.
- Served as CEO/President/COO of 12 companies, SVP Business Development/Sales/Marketing of 5 companies.
- Served on Board of Directors of seven public companies and 46 private companies - often as Chairman.
- As executive or Board Member raised millions of dollars for almost 3 dozen companies, participated in about a dozen M&A transactions.
- In 2011 he was elected to the IT Hall of Fame – Channel Wing, administered by CompTIA.
- In 2013 he was honored by the Dallas Business Journal as one of 12 Outstanding Directors in North Texas.



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