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Business leader with proven skills to build, grow and improve businesses

Work History

President and partner

January, 2018 -- Present

The Cranford Consulting Group

The Cranford Consulting Group was formed in order to separate the organization involved with consulting and healthcare and human resource services from marketing efforts. We have joined Dorset Partners, American Industrial Acquisition Corporation (AIAC), DRW Strategic Solutions, Eagle Strategic Alliances and ECCHIC to create the ability to turn ailing companies around and aiding AIAC in the purchase and repairing of companies. Our first acquisition and management project was Union Metal Corporation of Canton, Ohio now known as Union Metal Industries Corporation. The headquarters for TCCG is in Greensboro, NC.

- Chief Operation Officer of Union Metal Industries Corporation
- When opportunities arrive assist in onsite evaluation of potential purchases for AIAC
- Assist partners in the implementation of healthcare and HR services
- Assist other turn around specialists with placement

President and partner

January, 2011 -- Present

The Cranford Group, Inc.

The Cranford Group was started when I retired from Acme-McCrary, Inc. (Retirement does not fit my personality.) We created Ashton, LLC a printing company and product importer with a partner out of Ohio. We worked to establish a base for ECCHIC, a St. Louis firm, in North Carolina to aid companies in lowering their health care costs. We worked with Dorset Partners as a consulting arm of their company. We set up a distribution and fulfillment company in concert with Mid-State Marketing to handle warehousing, repackaging and other labor intensive operations. We created an e-commerce selling entity. Currently we sell and handle fulfillment for eight (8) product lines to six major “dot.coms” including Walmart and Amazon. We consult with three (3) major hosiery companies.

- Lead all aspects of the day to day activities
- Work with suppliers and contractors to provide and create products
- Establish and expand our ecommerce footprint
- Seek new products to add to our ecommerce partners
- Lead seven (7) independent people to offer consulting to companies in every aspect of the business including Executive Coaching

President and CEO

January, 2007 – December, 2011

Acme-McCrary Corporation, Inc.

As the leader of a 100 year old company that was steeped in “supposed tos” and bad habits, it was my task to change the culture. The primary way we did that was to create an atmosphere of cooperation and teamwork between manufacturing, sales and administration. We had to persuade all involved to see the company as the industry leader. We eliminated poorly performing product lines and customers and replaced them with their opposites.

- Led all facets of a world-wide legwear and seamless apparel company
- Developed a strategy to assure that Acme-McCrary would remain a viable company for years to come
- Major accomplishments:
 - Before my tenure the company paid no dividends and lost money every year for nine previous years. Under my leadership, we never lost money and paid a dividend every quarter
 - Built a 100,000 square foot state of the art finishing factory in Honduras
 - While growing the North Carolina employee census to 1,100 – reduced healthcare costs
 - Our health and wellness programs were held up as exemplary in the industry
 - Formed an alliance with Hanes Brands, Inc.
 - Created an atmosphere of cooperation and sense of belonging among employees
 - At no cost to the company added solar energy large enough to create enough power to furnish needed energy for the dyeing operation

Vice-president of Sales and Marketing

February, 2002 – December, 2006

Acme-McCrary Corporation, Inc.

Acme-McCrary was a multiple family run business with a culture that viewed dozens of pairs of legwear produced as more important than sales volume and margins. It was my task to change the customer base, product line and sales force to create a dynamic team of marketing people who could dominate private label hosiery in the US.

- Took a struggling, nearly bankrupt legwear company from \$45 million in annual sales to \$140 million in 2010
- Completely revamped the salesforce that had been stagnant and unprofitable
- Dropped unprofitable products and accounts
- Created a marketing and product development team
- Built an organization to create and produce products for the most successful legwear and shapewear company in the US – Spanx
- Established a year in and year out business with Walmart, Kohl’s, JC Penney, and other mid-sized retailers
- During my tenure Acme-McCrary was Walmart’s supplier of the year in legwear twice and a charter member of the sustainability council. The company was also legwear supplier of the year at Penney’s and Kohl’s

President and CEO**December, 2001 – January, 2002**

Brown-Wooten Mills, Inc.

Brown-Wooten was a 60 year old company that had been in Chapter 11 ten years earlier and had returned to their former habits. The principal owner of the company asked me to come to try to save his company that was clearly headed for Chapter 7. Even though we brought the company to the brink of success, the events of September 11, 2001, the bankruptcy of K-Mart and a change in management at GMAC, our lender, made the revival futile.

- In 2000 the company lost \$4.5 million dollars
- In 2001 we lost \$1 million and made money the last three months of 2001
- We analyzed every product and customer and eliminated unprofitable business
- We changed the manufacturing team
- We brought in new product development people
- Created a Walmart business that was attractive enough for us to “sell it to the highest bidder”

President and CEO**February, 1990 – November, 2001**

Holt Sublimation Printing and Products, Inc.

My initial job as President and CEO was to hold a company together whose creator and leader died suddenly in our company’s private plane. We succeeded at that and more.

- Took the company from \$8 million in annual sales to \$30 million
- Took a company that always struggled to make a profit to one with a minimum 14% pre-tax profit
- Realigned all departments from finance to maintenance to create the finest offset sublimation printing company in North Carolina
- Created printing partnerships in Thailand, Singapore, Malaysia and Hong Kong to print for Nike, Adidas and Reebok
- Created markets through product development that heretofore did not exist
- Won annual safety awards for our facilities, wellness programs and community involvement

Vice-president of Sales and marketing**October, 1981 – February, 1990**

Holt Manufacturing Company, Inc.

Holt Manufacturing was a small, printing company that used a special printing process called sublimation to decorate apparel. In 1981, its only market was children’s and infants sleepwear. It was my task to create new markets and products and grow the company.

- Increased sales from \$3 million annually to \$8 million
- Added new markets for sublimation: home and garden products, swimwear, and sportswear
- Became the dominant sublimation company in the US when we began there were 4 competitors by 1990 there was only one

Partner and sales development

December, 1977 – September, 1981

Court Square, Inc.

In 1977 Leath, McCarthy and Maynard, Inc. decided that they were going to get out of the apparel business and concentrate solely on ladies and children's hosiery. It was not an industry I was interested in and so I left to form a new company.

- Developed relations and alliances with apparel manufacturers in North Carolina and New York state
- Sold women's fashion apparel to Lord & Taylor and Bloomingdales and small "mom and pop" clothing stores
- Opened a Manhattan office and handled sales and administration for other salesmen and their suppliers
- Grew sales from \$0 to \$4 million
- Developed a sales force and a distribution plan for a North Carolina company that is still in operation today
- In conjunction with a manufacturer in North Carolina created a cut and sew business that lasted from 1978 until the primary owner's death in 2002

Sales and operations manager

June, 1968 – November, 1977

Skeeth-4 Division of Leath, McCarthy & Maynard

Leath, McCarthy and Maynard was a women's and children's hosiery company. In an acquisition they acquired a women's sweater and apparel company. Because I had worked for the owners during college they offered me a job. The primary owner, an important mentor, used the position to teach me how to run all aspects of the business.

- Handled all shipping and inventory responsibilities
- Handled all bookkeeping duties
- Managed the sales force
- Changed the sales force completely
- Led the creation of new products and developed a country-wide customer base
- Grew the company from \$100 thousand annually to \$3 million
- Created the Capezio brand of apparel
- Created a matching line of women's legwear
- Added the duties of selling Leath, McCarthy and Maynard's women's legwear to national buying offices and major retailers

Education

B.A. in History, Elon University

Countless courses at UNC's Kenan-Flagler School of Business

Completed financial management for non-CFO through American Management Association in New York

Service and Awards

Board of Directors, Brown Wooten Mills, Inc.

Board of Directors, Acme-McCray Corporation, Inc.

Board of Directors, Holt Sublimation Printing and Products

Board of Directors, Alamance Community College

Board of Directors, Alamance/Caswell Counties Mental Health Association

Board of Directors, Common Global Ministries Board

Board of Directors, Randolph Bank & Trust

Board of Directors, The Hosiery Association – Chairman for two years

Board of Directors, Hospice of Alamance and Caswell County

Board of Directors United Church of Christ World Ministries

Board of Directors, Randolph County Economic Development

Board of Advisors, Capital Bank

Board of advisors, Executive Seminars in the Humanities – UNC, Chapel Hill

Board of Advisors, Toland Enterprises

Board of Visitors, Elon University

Recipient of Order of the Long Leaf Pine (Highest civilian award bestowed by the Governor of North Carolina)

Lifetime Membership in North Carolina Jaycees

Deacon, Elder and Trustee in First Reformed United Church of Christ

Patent holder

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