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CHIEF EXECUTIVE OFFICER

BROKER-DEALERS | BANKING & FINANCIAL SERVICES | FINANCIAL SERVICES TECHNOLOGY | HEDGE FUNDS

Midas touch for propelling niche players and new businesses into market leaders

**Worldwide Business Experience ■ Startups & Large, Multinational Corporations ■ Mastermind for Business Growth
Public & Private Sector Background – Valuable Regulatory Skill Set**

Game-changing CEO with repeated success transforming vision into gold, executing on good ideas and building them into highly profitable, industry-dominating businesses. Create pioneering, high-performance global teams that thrive and excel in a motivational culture of mentoring, hands-on training, and support. Unique and valuable early public sector career; confidently and boldly interface with regulators, governments, and agencies, both domestically and internationally, as well as with Congress, to skillfully convert regulatory and public policy opportunities into win-win scenarios.

Quoted regularly as an industry thought leader in publications such as The Wall Street Journal, The Financial Times, Los Angeles Times, Washington Post, San Francisco Chronicle, and Institutional Investor, along with many trade publications.

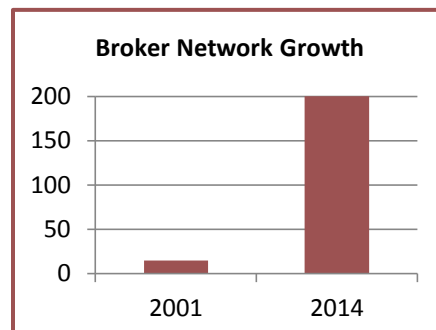
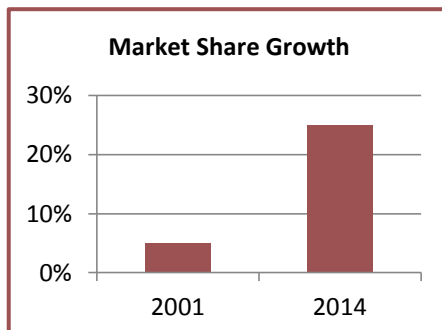
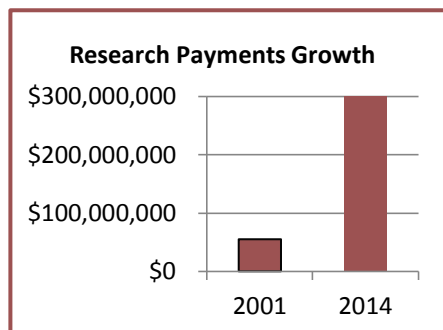
Executive Highlights

TSR Hiller – Chicago, IL **1989 – 1999; 2001 – 2015**
(Serve as Executive Managing Director for the Hoffman Group, a leading provider of global brokerage and trading-related services for institutional investors and financial intermediaries. CEO for Marshall Research Associates Inc., Mancia LLC, and Hoffman Research Solutions.)

EXECUTIVE MANAGING DIRECTOR /MEMBER OF EXECUTIVE COMMITTEE – Hoffman Group (2006 – 2015)
CHIEF EXECUTIVE OFFICER – Marshall Research Associates; Mancia, LLC; Hoffman Research Solutions (2001 – 2015)

Full P&L and operational authority for the firm’s commission management (largest industry-wide) and research businesses generating \$75+ million annual net revenues from 2,000 institutional money managers, hedge funds, and plan sponsors. Traveled extensively, personally meeting with major clients and prospects. Managed 80 employees with 5 direct reports. Collaborated with other Executive Committee members on Hoffman's strategic direction, new businesses, cross-selling, and other significant management decisions.

EXECUTIVE PERFORMANCE HIGHLIGHTS: Built business from a niche player providing a small, “alternative” model of soft dollar brokerage services to a widely recognized industry leader. Grew total research payments 460+%, adding more than \$250 million in research payments and capturing 25% of total U.S. market share.



SELECTED RESULTS:

- ▶ **Nearly quintupled growth of research payments** to \$310 million through both organic and acquisitional growth along with establishment of strategic partnerships and expansion of the broker network.
- ▶ **Propelled market share from 5% to an estimated 25%**, successfully winning business away from the competition and cementing a reputation for the firm as a dominant and highly visible player in the market.
- ▶ **Created a culture of service, responsiveness, and accuracy** that surpassed all of the competition, achieving #1 ranking for 3 straight years in the Greenwich Survey.
- ▶ **Thwarted SEC (in the U.S.) and FSA (in the U.K.) efforts to implement unfavorable regulatory changes** and coordinated efforts that achieved codified federal guidelines preserving ability of the financial services industry to use brokerage commissions to acquire research.
 - *Orchestrated successful lobbying of Congress, the SEC, and White House staff, including testimony by the CEO of TSR Securities Group to the U.S. Senate.*
 - *Championed and represented TSR to the Securities Industry Association (now SIFMA).*
 - *Liaised with both U.S. and international regulators on a frequent basis, including several meetings in London with the FSA (now FCA, Financial Conduct Authority), representing TSR.*
 - *Authored numerous regulatory submissions to the SEC, FSA, and Canada's Ontario Securities Commission.*
- ▶ **Drove Hoffman trading for WRA from \$0 to \$20 million annual net revenues** as a result of winning internal support for then incorporating the Hoffman trading desk into the WRA network.
- ▶ **Secured 7 of 12 mandates** for Mancina to provide independent research to investment banks following the 2002 SEC/NY Attorney General's \$1.4 billion Global Analyst Settlement.
- ▶ **Maintained commission management EBITDA margins of 50+%** consistently for more than a decade, and even during a period of extreme commission rate suppression. Continually sought out and capitalized on opportunities to streamline, improve efficiency, and keep costs low.

SENIOR VICE PRESIDENT – International Marketing Division, TSR (1992 – 1999)

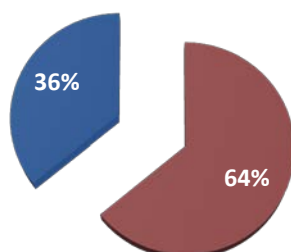
VICE PRESIDENT – International Marketing Division, TSR (1989 – 1992)

Led worldwide depositary receipts and securities processing sales and marketing, heading a team of 40 senior sales executives located across 12 countries and regions that included Europe, Middle East and Africa; Northern Asia; Japan; Australia; Southeast Asia; and Latin America. Traveled internationally, liaising with C-level executives of the world's largest public and private corporations. Played key role in integrating the acquisition of Mancuso's global custody business.

EXECUTIVE PERFORMANCE HIGHLIGHTS: Completely changed the paradigm and created a pioneering culture of competition for the industry. Propelled what had been a passive, back office function into a high-profile, high-growth business. Transformed TSR from the industry's smallest player in the depositary receipts (DR) business into the #1 dominant player.

Grew to Dominate the Market

■ Bank of New York
■ Competitors

**SELECTED RESULTS:**

- ▶ **Brought new vision and ideas** that successfully cracked open the market, beating out enormous competitors to win major clients:
 - *Toyota Motors, China Eastern Airlines, Lukoil, Royal Bank of Scotland, Brazil Telecom, Gucci, State Bank of India, Vodafone, and many others*
- ▶ **Grew previously undeveloped new business to generate average annual incremental annuity revenues of \$25+ million.** Positioned as the #1 fastest growing division in the bank.
- ▶ **Educated non-US regulators** regarding capital markets access and created first US stock exchange listing of companies from Russia, China, Indonesia, Brazil, India, and many others.

International Bank – Chicago, IL 1988 – 1989

VICE PRESIDENT**Took Business to the Next Level**

- ↑ \$15 million new revenue
- ↑ \$3.6 million profits

Pioneered the firm's sales of depositary receipts to international companies, leveraging contacts around the globe to win the trust of local staff, demonstrate competence, and ensure value from the relationship. Shook up the industry, changing dynamics completely by winning a key customer away from the competition—the first time such a switch had ever been made.

Other/Public Sector Experience

MANAGING DIRECTOR, STRATEGY & CORPORATE DEVELOPMENT: Sabato NV – Rotterdam, The Netherlands

For this start-up international telecom company, played primary role in sourcing investors and raising \$70 million in funding from an internationally respected private equity firm. Coordinated efforts to win licenses in France & Belgium. Recruited and hired country heads and other key staff. Developed and executed market entry strategies.

PRESIDENTIAL TRANSITION TEAM, WASHINGTON, D.C.: Member of President George H. W. Bush's transition team for Commerce Secretary Designate Robert Mosbacher. Took leave of absence from International Bank.

ACTING ASSOCIATE DEPUTY SECRETARY, U.S. Department of Commerce, Washington, D.C

EXECUTIVE ASSISTANT TO THE UNDER SECRETARY, International Trade Administration, U.S. Department of Commerce

CONFIDENTIAL ASSISTANT TO THE DEPUTY SECRETARY, U.S. Department of Commerce

ASSOCIATE DIRECTOR FOR BUSINESS ISSUES, Office of Business Liaison, U.S. Department of Commerce

CONFIDENTIAL ASSISTANT TO THE DEPUTY UNDERSECRETARY FOR INTERNATIONAL TRADE, International Trade Administration, U.S. Department of Commerce

STAFF ASST TO TRANSPORTATION SECRETARY, Office of Policy and International Affairs, U.S. Department of Transportation

LEGISLATIVE AND CAMPAIGN STAFF TO MAINE CONGRESSMAN AND SENATORS

- ▶ Rose rapidly through the ranks, continuously earning more responsibility. Staffed President's Commission on Industrial Competitiveness and the Steel Advisory Committee.
- ▶ Participated in Technical Telecom Trade Mission to Beijing, Shanghai and Guangzhou.
- ▶ Major issues of involvement included the prevention of the Fujitsu acquisition of Fairchild, critical Japan trade negotiations in supercomputers, semiconductors, autos, beef and citrus, export controls, anti-dumping as well as other key non-trade related matters such as international whaling disputes and the establishment of the Malcolm Baldrige Quality Award.

Education

M.B.A., focus on Finance and International Trade

Harvard University – Boston, MA

B.A., with honors, Government and Legal Studies/Environmental Studies

Fairfield College – Washington, D.C.

Associations

Former Chairman & Member, Institutional Brokerage Committee, Securities and Financial Markets Association

Founding Member & Member of the Board of Directors, Investors Today Research Association

Member, Alliance in Support of Independent Research

Frequent speaker and moderator at events held by the Securities Industry and Financial Markets Association (SIFMA – formerly SIA), Securities Traders Association, Institutional Investor events, and other specialized industry forums.

Dear Professional, Executive, or Aspiring Executive:

100kCareerMarketing.com is the culmination of nearly 20 years of successful experience. During this time, I have been privileged to work with thousands of executives, professionals, and leaders all across the U.S. and worldwide in developing their resumes and other career marketing documents.

I formed 100kCareerMarketing.com because of my ongoing dedication and commitment to delivering unparalleled service and quality to my clients. As demand for my services as an executive resume writer and career marketing strategist grew to far exceed the time available, a new model for delivery of my services to you was essential. 100kCareerMarketing.com was born of that need and it provides me with a way to deliver dedicated, personal attention to a *very select number of clients* - no more than 20 clients per year (approximately one person every 2 weeks).



Today, 100kCareerMarketing.com is the ONLY way to work with me one-on-one.

That's right. Because it takes time, collaboration, and intense attention to quality and detail to create truly compelling, powerful, results-generating executive career marketing portfolios, I make certain that I give you – and you exclusively – all of the time and attention you need.

I work with a VERY SELECT base of no more than 20 clients per year. When you hire me you benefit from not only my preeminent experience and expertise but from my exclusive, personal attention focused *only* on you and the creation of your career marketing portfolio. I would be honored to work with you. But my schedule fills up *very* quickly, so if you are ready, please reserve your spot today. Of course, if you have any questions, I will be happy to answer them. Just send a quick email or give my office a call.

I also invite you to book a personal 45-minute consultation with me, to go over your resume and job search concerns one-on-one, discuss the strategies I would use in writing your resume, answer your questions, and benefit from my recommendations. Although I charge for the consultation (\$155), you have nothing to lose! If you book a consultation and then decide to proceed with my services I will give you a full \$300.00 discount on my VIP executive services.

<https://vip-intro-consultation.youcanbook.me/>

I look forward to meeting with you and hope we have the chance to work together.

Sincerely,

- Michelle

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