

# DAVID T. KRAWCZYK

## BIOGRAPHY

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Mr. Krawczyk is the President and founder of CDK Enterprises Inc dba Build-Rite and ProjectPro. A veteran with a career spanning forty-one years in the home building and building material supply industry. He has an extensive and successful background in all facets of the business including operations, distribution, manufacturing, purchasing, systems development, finance and administration.

## EXPERIENCE

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July 2001-Present CDK Enterprises, Inc  
*President and CEO*

CDK is a consulting practice founded by Mr. Krawczyk; CDK focuses on the ever-demanding needs of the home building, building material distribution and component manufacturing businesses. The company specializes in the development of strategic initiatives that create competitive differentiation. CDK offers an extraordinary spectrum of operating expertise and diversification, including product procurement, cost & market trend analysis, distribution and manufacturing process & productivity improvement, all supported with a hands on approach that insures a high degree of success in meeting the client's needs. CDK further differentiates itself by offering "turn-key" services that range from initial project analysis and plan development to measurable goals that are sustainable as a result of CDK's on-going implementation services. To insure positive results, all CDK initiatives are structured to reduce client risk and reward performance.

January 2010 – May 2012 Window Depot  
*Consultant & Director of Operations*

Window Depot is a division of Solar Industries Inc; a Tucson Arizona based window and skylight manufacturing company. Window Depot operates six (6) locations in the southwest that sells a wide assortment of doors, windows and related products. Prior to Mr. Krawczyk joining the company, Window Depot's sales were almost exclusively comprised of windows and skylights manufactured by Solar Industries. Window Depot sales were on a steady decline since 2006, year ending 2009 the decline had reached 50%. Within the first six months the following objectives were achieved;

- Redefined and refined the concept creating a "Window & Door Super Store" with the objective to be category dominant in each market.
- Expanded product assortment and vendors to include recognizable door and window brands; Milgard, IWC, Amsco, Jeld-Wen, Weathershield, Velux.
- Developed and implemented a new point of sale and back office system.
- Reviewed all existing store locations and relocated three (3) stores to more visible, high traffic locations that resulted in a measurable increase in customer traffic without advertising and marketing campaigns.
- Reversed a six (6) year declining sales trend; 2010 sales increased 15.6% and 2011 will be up 18.5%
- Developed a Multifamily Sales Initiative generating over \$2mm in 6 months
- Doubled store level pre-tax contribution which resulted in the most profitable year in company history.
- Developed a strategy to achieve a 300% plus return on working capital deployed

December 2002 – March 2008

Precision Framing Systems LLC

*President, COO & Managing Partner*

*(Sold the assets April 2008 to Masco)*

Precision Framing Systems (PFS) is a highly specialized component manufacturer and building material distribution business that serves the residential home building industry. The concept is to provide the homebuilder with a unique set of services that are designed to reduce cost, eliminate material waste, reduce builder cycle times and significantly improve productivity throughout the home building process. The primary service is to provide both the homebuilder and/or framing contractor with value-added component systems that include manufactured floor decks, wall panels and roof trusses systems. The PFS component process shifts the vast majority of conventional carpentry tasks from the job-site to a controlled and automated manufacturing facility. This process lessens the need for highly skilled carpentry crews while at the same time reducing the carpenter crew man-hours required to frame a typical home. The benefit to the framer is a system that requires less technical expertise and fewer man-hours to construct the home both of which increase the framers profitability. The benefit to the home builder is a higher quality construction, predictable costs, reduced cycle time and process improvement

CDK merged its original investment in PFS with one of Chicago's largest homebuilders, Neumann Homes in November 2003. Mr. Krawczyk maintained a 20% ownership share in the new entity. PFS sales grew to over \$43mm generating a 12-15% pre-tax profit during the period from January 2004 thru December 2006.

May 1997–June 2001

Wickes Inc.

*President and COO*

Wickes was a \$1.2 billion lumber and building materials supplier operating 101 distribution facilities and 26 component-manufacturing plants in the Midwest, North East and Southern regions of the United States.

- Developed and implemented the strategy to reposition Wickes as an industry leader in providing lumber, building materials and value added services to the professional segment of the building industry. During the course of this implementation Wickes was named “Company of the year” in 1999 and “Turnaround Company of the Decade” in 2000.

Developed and defined the “Build 2003” business plan with measurable financial goals that directly supported the operating strategy. Company performance was communicated to all employees, vendor partners and industry analysts in addition to quarterly comparisons to interim goals so progress could be easily monitored.

- Reversed a 6-year trend of comparable store sales decline. In 1997 sales increased 4.7%, 1998 up 9.0%, 1999 up 18.1% and 2000 had a decline of 3.5% due primarily to a 23% deflation in lumber cost. Total company sales increased from just over \$800mm in 1996 to more than \$1.2 billion in 2000.
- Improved return on capital employed from less than 8% in 1997 to almost 15% in 1999 and just over 12.5% in 2000.

- Negotiated new lender agreement to expand availability and lower cost of capital, in addition to eliminating restrictive covenants and executing the repurchase of \$35mm in sub-debt at 62.5% of face value.
- Attained the highest level of profitability in the history of the company. Improved EBITA from \$20mm in 1997 to \$33 mm in 1998 and \$43mm in 1999 and held at \$28mm in 2000 despite a 3.5% sales reduction due entirely to lumber deflation. Reduced administrative overhead by 31% from \$26mm in 1997 to \$18mm in 1998 and maintained for the next 3 years while sales grew by more than \$400mm.
- Developed the manufacturing process known as “Frame a Home in a Day” which fully integrates the component systems for floor decks, wall panels and roof trusses to specifically reduce the onsite construction labor costs. A typical 2,800 sq.ft. home could be erected with a crew of 5 in a 9 -hour day.
- Developed a network of 26 component manufacturing plants operating in strategically identified major markets. The plants worked in conjunction with all other operations and distribution facilities in each of the markets to provide complete material distribution and whole house construction solutions.
- Introduced installed product initiatives in all markets gaining improved vendor purchase negotiations and installation labor revenue. Products included in these services were insulation, siding, gutters, doors, windows and structural framing.

December 1996 - April 1997

Wickes Inc.

*Senior VP of Operations*

- Orientation period to assess Wickes operations. Reviewed all aspects of current business model and physical plants. Began development of the strategy to reverse negative trends, accentuate positive company attributes and differentiate Wickes from the competition

June 1993 - November 1996

Contractors’ Warehouse

*President and CEO*

Contractors’ Warehouse was a \$300mm lumber, building material and hard lines distributor. It operated a warehouse type format focused on repair & remodel, mechanical, and custom builder trades. CW operated 16 warehouses primarily in California (9), Nevada (1), Ohio (3), Indiana (1) and Kentucky (2).

- Developed business plan that enhanced previous CW concept of limited SKU, no service, and low margin business. Implemented a category dominant, highly specialized service plan focusing exclusively on the professional market. Major initiatives included, full builder commercial grade tool rental, specialized delivery fleet equipment and in house architectural services.
- Expanded into the Midwest from primarily a west coast base doubling location count in 3 years from 8 to 16. All growth was funded from internal cash flow.
- Increased sales revenue 150% from \$120mm to \$300mm with improved EBITDA in comparable operations from 4% to 8%.
- Entered into a joint venture with Mexican partner “Builders Mart”.

November 1989 - May 1993 Contractors' Warehouse  
*VP of Systems and Administration.*

- Responsible for all systems, procedures, policies and inventory management.
- Successfully lead in the specification, design and implementation of new computer system integrating POS with all aspects of back office applications. Achieved targeted expense reduction in AP handling while enhancing vendor partner relationships through very efficient information and funds transfer. CW operated with base payables TO of 3 AP clerks processing an average of \$100mm in payables.

May 1983 - October 1989 Contractors' Warehouse  
*Director of Merchandising*

- Responsible for all aspects of product assortment, vendor negotiations and warehouse merchandising plans.
- Served on four-member team charged with initial development of warehouse concept and contractor marketing plan.

October 1973 - April 1983 Grossman's Lumber  
*Held multiple management and career development positions.*

#### INDUSTRY AFFILIATIONS

- Former Member Advisory Board of the President's Council for Home Improvement Executives.
- Former Member Policy Advisory Board for Harvard Joint Study for Housing.
- Industry guest speaker including National Home Center News, Pro Dealer, Pro Sales, Presidents Council, Canadian Hardware Association & NAHB functions.
- Special Features writer for Pro Dealer Magazine.

#### EDUCATION

- Ventura Community College
- Harvard Business School Program for Management Development

#### INTERESTS

- Family, travel, misc philanthropic activities
- Physical fitness, weight lifting, running, skiing and competitive cycling
- Backpacking and mountain climbing