

# MARK J. BUSGANG, MBA

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## PROFESSIONAL SUMMARY

Experienced Board member who has leveraged years of leadership, executive management and business accomplishments as a CEO and General Manager with a solid foundation in accounting, and finance in both public and private companies. A tenacious troubleshooter and shrewd business strategist with a stringent set of values, renowned for hiring and building committed and motivated teams. Innovative, conceives and initiates new paths for the business and aggressively pursues opportunities.

## BOARD EXPERIENCE

### École Technologie Supérieure

**2010-2014**

Appointed to the Board by the Premier of Quebec. Responsibilities include assuring transparency and good governance. Member of the Audit Committee. Participated in the development of the strategic plan and acquisition of additional campus facilities.

### CSSS Cavendish

**2010-2011**

Member of the Board. Responsibilities included assuring transparency and good governance.

### Bio Quebec

**2009-2012**

Member of the Board and Executive Committee. Lobbied the Provincial government for funding support for the biotech industry in Quebec. Represented the industry at the federal level and on various committees in related sectors.

### Laval Technopole

**2007-2012**

Appointed by Mayor of Laval (2<sup>nd</sup> largest city in Quebec) to the Board of the Laval Development Agency representing the Biotech and Pharma industry.

### Mistral Pharma Inc.

**2008-2010**

A TSX-V listed company. Recruited by a PE fund and appointed as Chairman of the Board. Recruited the CEO and put into place the governance rules. Recruited additional Board members. Mentored the CEO and assisted him in building the strategic plan.

### Global Financial Holdings Inc.

**2004-2006**

A TSX-V listed company. Mezzanine lender to real estate industry in both the United States and Canada. Assisted in development of corporate governance procedures and risk management.

### Warnex Inc.

**1998-2012**

A TSX listed company. As CEO, was the only insider on the Board of Directors. Worked closely with the Chairman and Board. Managed all information flow, governance, financial reporting and strategic direction of the company.

**Theratechnologies Inc.****1993-1996**

A TSX listed company. As co-founder and Vice President served on the Board from inception through the IPO until exit in 1996, gaining significant experience in all areas of board functions.

**CORE COMPETENCIES****GLOBAL / INTERNATIONAL EXPERIENCE****Warnex –**

- Participated on Team Canada missions to Russia and Germany with Canadian Prime Minister Jean Chretien and India with Quebec Premier Jean Charest.
- Passed multiple FDA inspections and received ISO, MFLP and AOAC certifications. Led the company in building strategic alliances with partners in Italy, France, UK, Germany and Denmark.

**Pharmetics –**

- Instigated and led Joint Venture with a multinational bodybuilding and fitness company to manufacture nutritional supplements in Canada for export overseas.

**BUSINESS DEVELOPMENT****Warnex -**

- Sourced international talent, securing leading world experts in diagnostic laboratory testing for the Scientific Advisory Board.
- Strengthened sales and marketing with robust, aggressive approach combined with an extensive social media presence.

**Pharmetics –**

- Instrumental business driver building the OTC and nutritional products contract manufacturer into a highly profitable, effective national presence.
- Started a soft gelatin capsule manufacturing plant, sourced equipment and recruited experts from the UK to bolster the knowledge base, creating a significant competitive edge in a highly competitive market.

**STRATEGIC PLANNING****Warnex –**

- Executed radical restructuring of Genevision Molecular Diagnostics, appointing new GM, working with the Board to review Genevision's prospects, make tough decision to divest based on a new strategic focus;
- Formulated and deployed a sweeping change in business positioning and mandate concentrating on Laboratory services, acquiring MDS Neopharm, PRO-DNA & Molecular World as the company experienced significant organic growth in all divisions.

- Positioned the company for expedited and managed growth by devising and executing a business plan focused on organic growth, new offerings (Bioanalytical services) and acquisitions, hired senior level peers and recruited Board of Directors, created formal corporate governance processes, built the corporate infrastructure and installed the accounting platform, in order to position the company for expedited and managed growth.

## **MERGERS AND ACQUISITIONS**

### **Warnex –**

- Evaluated numerous laboratory acquisitions primarily in Canada and initiated constructive dialogue to solidify the business base and brand positioning completing 7 transactions.
- Advanced corporate growth and broadened business offerings by acquiring Adaltis Medical Laboratories and consolidating their operations in the existing Warnex facility.
- Presented potential acquisitions to the Board, successfully acquiring MDS Neopharm.

### **Pharmetics –**

- 2 strategic acquisitions of competitors and consolidated their operations in Pharmetics plant.

## **NEGOTIATION / MEDIATION SKILLS**

### **Warnex –**

- Aggressively researched and scoured the market, conducting due diligence, rapidly entering into negotiations to acquire a Montreal-based laboratory testing company, BioPharm Laboratories, with 20 employees generating \$1.4 million revenue.
- Initiated the commercialization of the Genevision Technology, combined with managing complex negotiations, to raise \$10 million in equity and convertible debt from investors in Canada and the US.

## **FINANCING / PRIVATE EQUITY / FUND RAISING / INVESTOR RELATIONS**

### **Warnex –**

- Transitioned the corporate listing from the Alberta Stock Exchange (ASE) to the Vancouver Stock Exchange (TSX.v) and subsequently to the Toronto Stock Exchange (TSX)
- Utilized industry knowledge and network to raise \$20 million plus in equity and convertible debt, allowing for a significant investment in R&D and expansion in laboratory space from 14,000 sq. ft. to 40,000 sq. ft. consolidating all operations in one location.
- Designed and launched an Investor Relations Program convincing three analysts to begin coverage.

- Raised \$2 million in new capital, restructured the management team and Board of Directors while completing Canadian Sarbanes Oxley (National Policy 52-109) documentation and International Financial Reporting Standards (IFRS).
- Realigned the business in 2011 with new Private Equity Owners, restructuring the Board, selling medical testing division to Gamma Dynacare for 3-x market capital, forcing other divestitures.

**Pharmetics –**

- Participated in leading a \$103 million investment in R&D at the University of Montreal by way of a flow through tax shelter, leading to the creation of Theratechnologies.

**Theratechnologies –**

- Raised \$27 million in IPO in 1993.

**PROFESSIONAL EXPERIENCE****FCM Recycling Inc, COO****April 2014-Present**

- Initially contracted to do a comprehensive strategic and operational review of the company.
- Engaged by the company as COO to implement change in all areas of the operations.
- Recruited new management, created culture change and implemented structured approach to decision making.
- Prepared business plan for a new division in plastics recycling.
- Closed money-losing plant and expanded profitable West Coast unit.
- Currently leading the implementation of new ERP software.
- Implementing new regulatory requirements including R2, ISO 14001 and ISO 9001 across all plants.
- Teaching “Lean” manufacturing principles to all Plant managers.
- Increased productivity by encouraging change, responsibility and accountability.

**Busgang Consulting Inc., Principal****2012-Present**

- Contracted by a diverse clientele to provide expert organizational, corporate governance and business restructuring advice, tapping into an extensive network across Canada and the US.
- Prepared a business valuation and plan for a company owned by a 70 year old with no succession plan.
- Developed a business plan for a California Internet based self-help and educational products company.
- Advised on strategic plan and organizational development for fast growing company in the recycling industry.
- Mentoring VP operations and partner of an e-commerce household goods vendor.
- Advised new start-up of a high tech diagnostic laboratory.

**Warnex, President & CEO****1997–2011**

- Recruited to build a business in an ASE public shell company with a demanding mandate to swiftly initiate a brand, gain competitive edge and uncover/acquire specific target entities.
- Credited for exemplary leadership, drive and determination, establishing a notable footprint in the laboratory-testing sector, boosting revenue to peak at \$26 million per annum, combined with a staffing complement reaching 300.
- Met growing business needs by renovating existing facilities, sourcing and acquiring new equipment and hiring key new managers.
- Steered the company through numerous challenges, capturing notable attention from the competition, investors and other stakeholders, achieving a consistent 28% CAGR over 10 years, considered one of the best in the global competitive business sector.

**Theratechnologies, Co-Founder, Vice-President & Director****1993–1996**

- Influential in leading the company through a successful IPO on the Montreal Stock Exchange.
- Responsible for the commercial development of including the designing, prototyping and launching of an electronic stethoscope.
- Managed Pharmetics to record sales and profits as a subsidiary of Theratechnologies.

**Pharmetics Ltd., President**  
**Vice-President & General Manager**  
**General Manager**  
**Director – Sales and Administration/ Controller**
**1993–1996**  
**1990–1993**  
**1987–1990**  
**1980–1986**

- Propelled overall revenue from \$2 million to \$19 million, increasing the staff complement from 38 to 175 employees.
- Acted as General Contractor during four significant plant expansions as the company experienced explosive growth.
- Applied Six Sigma and Theory of Constraints to improve production processes with minimal capex.
- Convinced Costco to create a private controlled brand for their nutritional supplements, becoming the highest selling volume SKU in the category.
- Added Zellers, Uniprix, Jean Coutu, and Hy & Zel's as customers to produce their private label products.

**Richter, Usher, Vineberg Accountants, Montreal, Quebec****1978-1980**

- Acquired an understanding of business practices, processes and operations working for the largest accounting firm in Montreal by performing audits and providing services for clients in diverse industries.

**EDUCATION / AFFILIATIONS**

<b>Quebec Finalist</b> , EY 'Entrepreneur of the Year Awards' – Health Sciences Category	<b>2010</b>
<b>Member and Member of the Executive Committee</b> , YPO and YPO Gold	<b>1994-present</b>
<b>Vice President and Director</b> , National Health Products Association (NHPA)	<b>1982-1993</b>
<b>Director</b> , Canadian Health Food Association	<b>1985 -1992</b>
<b>Industry Representative</b> , Drug Product Licensing Task Force	<b>1988-1990</b>
<b>Co-Founder and Vice President</b> , Generic Drug Manufacturers Association of Quebec	<b>1987-1998</b>
<b>Graduate School of Business, Fordham University</b> , New York, New York	<b>1977-1978</b>
<b>Master of business administration – Administration and Finance</b>	
<ul style="list-style-type: none"><li>• Vice President of the Student Association</li><li>• Editor of the school newspaper</li><li>• Graduate with Distinguished Honours Award</li></ul>	
<b>Concordia University</b> , Montreal, Quebec	<b>1972-1977</b>
<b>Bachelor of Commerce (B. COMM.) – Accounting</b>	
<b>Languages – Fluent in English and French</b>	