

**WILLIAM J. LAPOINT, JR.**  
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## **PROFILE**

Strategically-oriented executive and operationally-focused investor with a background in operations management, strategy consulting and private equity investing. Skilled at working closely with portfolio companies to grow sales and improve performance. Proven track record in setting organizational strategy, implementing improvement programs, identifying attractive investment opportunities, and creating more value for shareholders. Reputation as one who “thinks like an owner” in his approach to business challenges and as one who leads practical, achievable and high-impact initiatives to grow value.

## **PROFESSIONAL EXPERIENCE**

**ALY HOLDINGS**, Wellesley, MA **2012-Present**  
Partnership formed by three private equity veterans to acquire a small group of companies in New England, utilizing the principals’ personal capital. Sectors of interest include industrial, consumer and healthcare services. ALY Holdings acquired Ballard Material Products (renamed AvCarb LLC) in January 2013.

**BABSON COLLEGE**, Wellesley, MA **2008-Present**  
Lecturer teaching graduate courses in Mergers & Acquisitions, Entrepreneurial Finance and Buying a Small Business and undergraduate courses in Entrepreneurship and Venture Capital/Private Equity.

**HALPERN, DENNY & COMPANY**, Boston, MA **1991-2016**  
Private equity firm focusing on lower middle market, growth buyouts. More than \$600 million in capital invested through two funds. Industry focus includes consumer (retail, direct marketing, and restaurants) healthcare services, media and wholesale distribution.

### **Co-Founder & Partner**

Recruited by two top Bain executives to become a founding member of the firm.

- Led six investments generating a total return of 2.5x capital invested, primarily in the retail, direct marketing and healthcare services sectors.
- Active member of board of directors of nine companies (Appleseed’s, Beacon Hospice, Bridge Medical, Physician’s Dialysis, Oncure Medical, Windward Petroleum, Enduracare Therapy Management, Illuminations, and Team Express).
- Worked closely and collaboratively with CEO’s and senior management teams of portfolio companies to identify strategic initiatives, implement growth plans, improve profitability and manage balance sheet more effectively.
- Led entire investment cycle from deal generation to successful harvesting of investments, with a particular emphasis on value creation after investments were made.

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### **BAIN & COMPANY, Boston, MA**

**1987-1991**

One of the world's leading business consulting firms advising global companies on critical issues and opportunities in strategy, marketing, organization, operations, technology and M&A across all industries and geographies.

#### **Strategy Consultant (1988-1991)**

Led strategy consulting teams in healthcare, distribution and manufacturing industries. Promoted within one year to Case Team Leader. Organized the Bain team's analytical approach to help clients in a variety of ways:

- Developed understanding of industry trends and competitive dynamics.
- Established company or business unit strategy.
- Developed and implemented growth strategies (e.g. market analysis, customer segmentation, sales/channel management).
- Identified portfolio improvement opportunities – determined which businesses to invest and grow, to manage for cash, or to sell or exit).
- Improved profitability (cost reduction programs, product line profitability analysis, business process redesign, customer profitability analysis and channel profitability analysis).
- Improved asset utilization (supply chain management).

#### **Summer Associate (1987-1988)**

Joined Bain as a summer associate in 1987, worked part-time during second year of business school, and then joined full-time upon graduation in 1988.

### **PROCTER & GAMBLE COMPANY, Cincinnati, OH**

**1983-1986**

Global manufacturer and marketer of a portfolio of well-known, trusted, quality brands. Operations in 80 countries with its brands available in more than 180 countries worldwide.

#### **Operations Supervisor, Quincy, MA (1984-1986)**

Responsibilities included direct supervision of work force in excess of 50 people in the national production of the Safeguard soap brand.

- Scheduled production to meet sales forecasts and maintain target channel inventory levels.
- Consolidated national production as the Quincy plant became the low cost producer for P&G.

#### **Summer Intern, Cincinnati, OH (1983)**

## EDUCATION

**MBA, Harvard Business School, Harvard University, 1988**

[Baker Scholar - top 3% of class; Focus on Finance and Marketing]

**SB, Chemical Engineering, Massachusetts Institute of Technology, Economics and Management Concentration, 1984 [Tau Beta Pi Honor Society]**