

**Background**

Educational professional (both classroom and administrative) and senior industry executive with strong track record of turning around companies, expanding revenues, and increasing profitability. Experienced in college and postgraduate level teaching, as well as distance learning. Broad experience with both private and public sector companies. Strong skills in international and domestic finance, marketing, and management. Results oriented, hands-on manager. Experienced arbitrator-expert witness in a broad range of textile related technical and business actions (marketing-management-foreign trade-business policy and strategy-business interruption-financing-insurance).

**EDUCATION**

**Master of Business Administration, Bernard M. Baruch College (CUNY) May 1977**  
(Marketing)

**Thesis:** “The Marketing of Knitted Fabrics to the Men’s Tailored Clothing Industry”

A study of the evolution and niche marketing of knitted fabrics to the tailored sector of the men’s clothing industry in the 1970’s.

**COURSEWORK**

**Marketing/Management**

Sales in American Business  
Consumer Motivation  
Marketing Management  
Administration of International Marketing  
Advanced Sales Management  
Advertising  
Banking and Finance

**Other**

Secured Credit Transaction Law  
Retail Sales Management  
Product Planning and Development

**Bachelor of Science, Philadelphia College of Textiles and Science May 1970**  
(Textile Marketing and Management)

**COURSEWORK**

**Marketing/Management-**

Business Organization and Management  
Managerial Accounting  
Marketing  
Industrial Relations  
Market Research  
International Marketing  
Marketing Management

**Business**

Economics  
Accounting  
Statistics  
Business Law

**Textiles**

Fabric Structure  
Textile Materials  
Yarn Manufacturing  
Fabric Manufacturing  
Dyeing/Finishing  
Weaving/Knitting  
Apparel Management

## TEACHING EXPERIENCE-HIGHER EDUCATION

PHILADELPHIA UNIVERSITY, PHILADELPHIA, PA

2000-Present

**Associate Professor**, School of Business Administration/School of Textiles

courses taught: **Business Policy and Strategy (Textile, Retail and Apparel)** -senior level capstone business course in policy and strategy formulation, implementation and evaluation

**International Advertising and Promotion**- graduate level course for students in the Global Textile Marketing program which focuses on mutli-cultural concerns in the world-wide business community with specific references to the differences in advertising and promotion from country to country

**Market Research**- graduate level course for students in the School of Business Masters in Business' Administration degree program which focuses on the research process, by studying the stages that must be completed when answering a research question: formulating the problem, determining the research design, determining the data collection method, designing data collection forms, designing the sample, analyzing and interpreting the data.

**Survey of the Textile Industry (Fundamentals of Textiles)** – a thorough review of fibers, yarns, fabric formation, dyeing and finishing, quality assurance, and the laws governing the textile and apparel industries.

**Retail Strategy and Structure**—a comprehensive examination of the strategies employed in the global retail environment with regard to issues of location, positioning, merchandise, visual and communication policy and human resource deployment.

**Strategic Marketing Management** - graduate level course for students in the School of Business' Masters in Business Administration degree program which focuses on providing the student with a broad understanding of the processes and skills in strategic marketing, for both profit and non-profit companies. The course presents a framework for developing a strategic marketing plan over the product life cycle with emphasis on consumer and environmental analysis. *Market segmentation, product positioning, market responsiveness, and competitive reaction* will be explored. Case studies of domestic and international companies are used to integrate strategic marketing concepts with knowledge acquired in other functional area courses. This course is also writing –intensive, requires oral presentations and team assignment research projects.

**TEXTILE MARKETING:** This graduate course is designed to provide the student with a broad understanding of the processes and skills involved in



NATIONAL INSTITUTE OF FASHION TECHNOLOGY, NEW DELHI, INDIA 1999-Present

**Visiting International Expert**, Apparel Marketing & Management

courses taught: **International Marketing/Management**-the textile/apparel industry  
from a global perspective (graduate division)

PARSONS SCHOOL OF DESIGN, NEW SCHOOL UNIVERSITY, NEW YORK 1999-2001

**Instructor**

courses taught: **Fibers and Fabrics**-undergraduate  
**Fibers and Fabrics**-distance learning (on line)

## PROFESSIONAL EXPERIENCE

CARLETON WOOLEN MILLS, INC., NEW YORK, NEW YORK 1995-2000  
(Manufacturers of Woolen Fabrics)

### Senior Vice President

Responsible for day-to-day operations, including customer service, overseas financing, merchandising strategies, product development, production forecasting, administration, quality control and new business ventures (domestic and international).

- \* Developed and grew new niche markets-apparel/home furnishings/contract markets
- \* Innovated new products through the use of new fiber technologies.
- \* Created senior level management team leadership group.

KEEPERS INTERNATIONAL, INC., NEW YORK, NEW YORK 1988-1995  
(Accessory sock and Hosiery Company)

**President/General Manager**, E. G. Smith/Women's Division (1990-1995)  
**Executive Vice President**, E. G. Smith, Inc. (1988-1990)

Responsible for all operations including financial, marketing, and merchandising strategies.

- \* Turned around prominent, but financially troubled designer company.
  - Significantly increased profitability by creating cost control and inventory tracking systems.
  - Reduced receivables.
- \* Licensed name to established competitor.
- \* Developed an efficient and effective growth strategy.
  - Hired, trained and managed worldwide sales staff of forty professionals.

NAZZARENO GOTI USA, INC., NEW YORK, NEW YORK 1985-1988  
(International sales, marketing and consulting company)

**President**

Represented foreign corporations seeking to establish a business presence in the U. S. Market for Asian, Italian, Yugoslavian, Portuguese and Hungarian companies. Generated \$210 MM in revenues.

- \* Developed financial, sales and marketing strategies.
- \* Trained foreign companies in U. S. Business practices, covering such topics as seasonal timing.
- \* Brokered establish business.

BILTMORE TEXTILES/BILTEX INT'L, INC., NEW YORK, NEW YORK 1976-1985  
(Fabric sales, marketing and merchandising company)

**Vice President International Operations**

Launched and grew international import/export business to \$20MM.

UNITED MERCHANTS AND MANUFACTURERS, NEW YORK, NEW YORK 1972-1976  
(Textile Fabric Company)

**Director Styling/Fabric Development**

Responsible for all marketing, styling and fabric development for men's and women's fabrics.

BURLINGTON INDUSTRIES, INC., NEW YORK, NEW YORK 1970-1972  
(Textile Fabric Company)

**Fabric Stylist/Product Development**

Styled and developed fabrics for sportswear and suitings.

**PUBLIC SERVICE/COMMUNITY ASSOCIATIONS**

Elected to Village of Montebello Board of Trustees (Rockland County, New York) 1995-2000

**Trustee**

Served as liaison to Town of Ramapo Police Department.

Elected to the Board of Education (Ramapo Central School District) 1990-1995

**Vice President**

Served as Chairman: Budget and Finance (\$54MM) and Public Policy Committees.

Served on the Zoning Board of Appeals for the Village of Montebello 1990-1995

Active member of the Montebello Civic Association, Suffern Little League, Parent Teacher's Associations and the Rockland County Beautification Commission.

## INDUSTRY AFFILIATIONS

<b>Textile Veterans Association</b> Chairman (1978), Board of Directors,	1970-1990
Panel of Arbiters, <b>American Arbitration Association</b>	1975-Present
Men's Fashion Association, M. A. G. I. C., American Association of Textile Technology, ASTM	

## LECTURE PRESENTATIONS

THE WOOLITE FASHION FORUM, NEW YORK, NEW YORK	1997-8
“Wardrobe Building: Ten Essentials”  An industry-wide discussion panel directed to young women entering the workplace with emphasis on their wardrobe selection from a practical and technical perspective.	
AMERICAN TEXTILE HISTORY MUSEUM, LOWELL, MASS.	1998
“The Wonders of Wool”  A lecture presentation at America's leading textile museum on the “Wonders of Wool” from a historical development from earliest man/woman to a modern day dilemma.	
U. S. DEPARTMENT OF AGRICULTURE/ THE CENTER FOR AMERICAN FLAX FIBER	August 1998
“Flax in Textiles - Fashion & Performance--Dependable Standards for Outstanding Performance”  U. S. Department of Agriculture and the American Society for Testing Materials (ASTM) partnership in developing textile standards and test methodology for the flax fiber.	
INTERNATIONAL ACADEMY OF DESIGN, NEW DELHI, INDIA	January 1999
“Design Trends and Beyond--Effective Winning Strategies for Designwear” Lecture and panel discussion to young designers on their role in the global marketplace.	
THE WOOLMARK COMPANY-INTERNATIONAL WOOL SECRETARIAT New Delhi-Ludhiana-Amritsar, India	January 1999
“Globalization - India -The Future of the Woolen Industry Worldwide”  Industry seminars throughout India on the future of their global interaction and their potential for worldwide textile development.	
THE CUSTOM TAILORS AND DESIGNERS ASSOCIATION OF AMERICA	July 2001
“Who will be YOUR Next Customer?”-Keynote address on the perspective for custom clothiers on the demographics of generation-Y, there buying habits and the future potential of the industry.	

“The Delivery of Industrial Fabrics into the Marketplace”—Keynote presentation delineating the method of niche’ marketing for functionally specific and scientifically engineered products for the home, industrial, medical and apparel segments.

MATERIAL WORLD:

2000-2001

Delivered seminars to industry conference attendees on: Global Trade—NAFTA—The World After 2005.

### CONFERENCES/Presented Papers

Canadian Operational Research Society/Institute for Operations Research and Management Sciences...Joint international meeting, Banff, Alberta, Canada, May 16-19, 2004...presentation, “**Designing an Intelligent and Wise Global Trade Advisor**”, Parimal Bhagat, Steven Frumkin and Les Sztandera.

**International Conference on Retailing and Sourcing 2005: Challenges and Opportunities**, Birla Institute of Management Technology, New Delhi, India, paper delivered: “**Value Chain Fragmentation Maximization and the Benefits and Effects of Outsourcing in a Global Marketplace**”, January 7-8, 2005

**ISPI- 2005 MIT Conference** (International Conference on Advances in the Internet, Processing, Systems and Interdisciplinary Research—University of Belgrade Massachusetts Institute of Technology), Cambridge, Mass., paper delivery on “**Technology Advances in the Supply Chain and the Relative Effects on Efficiency and Profits**”, July 7—10, 2005.

### EDITED PAPERS/ARTICLES

“Smartly Dressed”, **Worth Magazine**, April 2005, an article reviewing the advances in technical textiles and the relevance to the future of the American Textile Industry.

“Technology in Labeling and Technical Product Advances”, **Apparel Magazine**, [about] October 2005, an article about the use of non-sewn in label advances and product identification, ramifications for producers and consumers.

### PROFESSIONAL DEVELOPMENT

**MASSACHUSETTES INSTITUTE OF TECHNOLOGY (MIT)**: a participant in the MIT Professional Institute’s Programs: **Data Models in Engineering, Science and Business, Part I [12.15s] and Part II [12.16s]**. The course focused on fitting data to models. Topics included linear squares, non-linear least squares, singular value decomposition, sensitivity analysis, experiment design and parameter error estimation

(Jackknife). Studies were for principles leading to rapid application of methods and included programmed and pre-programmed computer exercises. June 27--30, 2005.

## **LABORATORY FOR ENGINEERED HUMAN PROTECTION**

### **Associate Director-Researcher**

Appointed Associate Director for a federally funded allocation in the Department of Defense Appropriations bill, 2004-2005, to establish a comprehensive research initiative centered on the development of more sophisticated and effective protective-garment systems. The systems are for the protection of military and civilian first responders, in order to be outfitted with state-of-the-art protective apparel. Partnering with researchers at the Natick Solider Center in Natick, Massachusetts, LEHP will focus on revolutionizing fabric and apparel systems for the purpose of protecting first responders; and will serve as a catalyst for the transfer of technology to apparel-manufacturing companies, in order to develop business enterprises.

## **MEDIA**

### **RADIO/TELEVISION (selected)**

**WPVI/ABC TV, Channel 6, VISIONS** segment; “**Here’s The Deal**”, provided commentary during 15 MINUTE segment with Vern Odom, on the discrepancies in the cost of men’s and women’s apparel, segment first appeared on October 21, 2000 (7:30 PM).

**Voice of America** segment: “China’s Textile Industry and the WTO”, Libo Liu, VOA Mandarin Service, October 23, 2002

**FOX NEWS GOODDAY**, “Technology in Retailing”, Nancy Amato, May 2003

**NATIONAL PUBLIC RADIO-Radio Times**, “Men’s Fashions”, host Marty Moss-Coane Radio Times”, August 12, 2003.

**YOUR FINANCIAL EDITOR** with Chris Murray, Murray Financial Group, Inc., WFMD 930 AM. October 8, 2005 (radio interview on the financial aspects of technology in the textile/apparel industry)

### **ARTICLES (selected quotes):**

**Entrepreneur Magazine: “Who’s Number 1”**, by Robert McGarvey, a business article about “why playing second fiddle to an industry leader may be music to your ears”. (January 2001)

**Newsday, “Times Change, Stores Too”**-low price rivals luring shoppers, by James T. Moore, staff writer, an article about the closing of STERNS Department Stores closing by their parent Federated. (February 8, 2001)

**Dayton Daily News**, by Jim Dillion, an article about the pressure of retailers to build profits and why they open new stores-in the context of a business strategy, with the potential for failure and economic downturn looming in the ever present sensitive economy. (Sunday, May 20, 2001)

**Philadelphia Inquirer**, by Elizabeth Wellington, an article about technical textiles and the consumers knowledge base (Tuesday, July 29, 2003)

**The Charlotte Observer**, “Pillowtex Brands May Entice Bidders”, by Tony Mecia, an article about the bankruptcy of Pillowtex and the value of the brand assets (Thursday, July 31, 2003)

## **INTERNATIONAL DEVELOPMENT**

### **UNITED STATES AGENCY FOR INTERNATIONAL DEVELOPMENT/WINROCK:**

A project began in 1999 to bring the Newly Independent Countries of the former Soviet sphere, from a planned economic environment to a free market-global system of world trade. The project encompasses domestic industry evaluation, management and strategic planning and executive education, and long term initiatives for both government and industry. The project centers in the Andijan Region, of the Republics of Uzbekistan, and Kazakhstan.

## **LEGAL**

Served as an expert witness and have had expert reports accepted as such on the cases before the courts of New York, Pennsylvania and Massachusetts. This includes Federal District and Supreme Courts, of the individual states.

## **BOARDS**

### **MTN Capital Partners:**

Senior Consultant

2001-Present

A New York based company involved in turnaround management, financial restructuring, M & A and capital raising as well as integrated advisory services. Founded in 1975 MTN offers middle-market clients a wide range of business resources.

### **Ritter Associates:**

Consultant

2002-Present

Ritter Associates and its subsidiary Furnishings Buyers Consulting Partners, is the first company to provide a technologically advanced and dynamic customer based branding and product information system for the furnishings industry. The concept has two major components: marketing research, and marketing program development and implementation. The business model is built on a base of industry surveys that provide both an introduction to senior managers, and also as a source of business opportunities.

## **CONSULANCIES**

Companies consulted for have included domestic yarn and textile fabric producers; finished product home furnishing companies, in the area of strategic planning and

corporate growth. Consultations have included mill relocation, merger and acquisition analysis. All consultancies are confidential and non-disclosure agreements are in effect.

### **STEVEN FRUMKIN**

Steven Frumkin is an Associate Professor at Philadelphia University, School of Business Administration and the School of Engineering and Textiles, and active in the textile and apparel industry supply chain. He was an Adjunct Assistant Professor in the Textile Development and Marketing Department, at the Fashion Institute of Technology, New York, New York, and an instructor at the Parsons School of Design (New School University, New York), where he developed a textile distance-learning program.

Professor Frumkin has been engaged in the textile/apparel industry since his graduation from the Philadelphia College of Textiles and Science, in 1970. Starting with Burlington Industries as a fabric stylist he has held progressively challenging positions with United Merchants and Manufacturers, Biltex International Textiles, Keepers International (E. G. Smith) and presently Carleton Woolen Mills, Inc. He also holds an MBA from the Bernard M. Baruch College (CUNY), 1977.

Professor Frumkin has been responsible for fabric styling, new product development and fiber innovations; sales management, marketing and merchandising; domestic and international financing, sourcing and U. S. Customs regulations; retail product sourcing, placement and design. He has been the President of his own fabric/garment importing company, representing both western and eastern block countries and President of E. G. Smith, an innovative accessory company.

Professor Frumkin founded 21st Century Morphology, a company that sells, markets and licenses high technology, engineered fibers with niche market properties, such as anti-odor, anti-bacterial and high flame retardant properties and other unique characteristics.

Most recently Mr. Frumkin was Senior Vice President of Carleton Woolen Mills, Inc. (of New York City and Winthrop, Maine), a wholly owned subsidiary of Allied Textile Company PLC, UK. Mr. Frumkin was responsible for day-to-day operational and administrative activities, along with product development, foreign finance, and new business development. Carleton is one of the largest and most modern woolen mills in the world.

Professor Frumkin sits on the advisory boards of a number of textile, apparel and related industry companies and delivered a United Nations funded lecture series, at the National Institute of Fashion Technology, in New Delhi, India, on "The Interrelationship of Textiles, Clothing and Marketing, From A Global Perspective", in January of 1999; in addition to participating in a lecture series at the American Textile History Museum, in Lowell, Mass, on "The Wonders of Wool". He is currently conducting an on going project for the USA State Department, United States Agency for International Development (WINROCK), in Uzbekistan, working with their emerging textile companies and the global marketplace.

Professor Frumkin enjoys the challenges of the academic world and thrives on the ability to mix this with many active industry projects. Professor Frumkin has acted as an expert witness in legal matters ranging from technical textiles, contractual disputes, business interruption, lost income, marketing/management strategies and catastrophic loss. He is currently consulting on business strategies and U. S. corporate laws relating to trustee fiduciary responsibilities, in the U. S. Bankruptcy Court of Bangor, Maine. In 2003 Frumkin was appointed the Associate Director of the Laboratory for Engineered Human Protection, a federally funded research initiative which will develop state of the art protective apparel systems for the military and civilian first responders.

Mr. Frumkin has served his local community as Vice President of the Ramapo Central Board of Education for 5 years (publicly elected); served for six years as a member of the Village of Montebello Zoning Board of Appeals (appointed); and was a 3 term Trustee of the Village of Montebello (publicly elected).

His interests include Rock Climbing, hiking, tennis, and political discussions. He was a resident of Rockland County, New York for over 25 years. He has two children, Sarah, a marketing manager, and Jacob, a pre-law paralegal at Wachtell, Lipton, Rosen & Katz, a New York City corporate law firm.