

SEAN K. CLAWGES

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Board Director Candidate | Industrial Services | Energy | Manufacturing | Construction

VALUE PROPOSITION

Senior operating executive specializing in turnaround and transformation of asset-intensive, multi-site businesses, with a board-level perspective on capital allocation, liquidity risk, operational scalability, and a proven track record of stabilizing distressed platforms and driving EBITDA expansion in private equity businesses.

BOARD-RELEVANT EXPERTISE

- **Turnarounds & Restructuring:** Rapid stabilization of underperforming businesses; cost structure resets; liquidity preservation; covenant recovery
- **Capital Allocation & Financial Discipline:** Prioritization of capital in constrained environments; debt renegotiation; ROI-driven investment decisions
- **Multi-Site Operations Oversight:** Standardizing operating models across geographically dispersed, asset-heavy platforms (union and non-union)
- **M & A Integration & Value Capture:** Oversight of post-acquisition integration to ensure alignment of operating models, reduce execution risk, and accelerate value realization
- **Operational Performance Oversight:** Driving productivity, pricing discipline, and margin expansion through scalable operating systems
- **Governance & Risk Oversight:** Establishing KPI rigor, reporting cadence, and management accountability aligned with board expectations
- **Management Accountability & Leadership Evaluation:** Establishing clear performance expectations and accountability frameworks; assessing executive leadership effectiveness; supporting succession planning and alignment of management incentives with value creation objectives

SELECTED IMPACT

- **Liquidity Stabilization & Capital Structure Reset:** Led lender negotiations under covenant pressure to extend debt maturity and stabilize liquidity, preserving enterprise value in a distressed situation
- **EBITDA Turnaround Execution:** Executed structural cost reset (> \$1.6M SG&A reduction) to restore margin profile and align cost structure with sustainable operating performance
- **Enterprise Scale Leadership:** Led operations and transformation initiatives across multi-site platforms with revenues up to \$700M, including union and non-union workforces in asset-intensive businesses
- **Revenue & Margin Expansion:** Delivered double-digit revenue growth and margin improvement through pricing strategy, productivity gains, and mix optimization
- **Operating Model Integration:** Unified multiple acquired entities under a standardized operating framework, improving visibility, execution consistency, and scalability
- **Commercial Growth Leadership (Brock Industrial Services):** Drove ~35% revenue growth over two years through disciplined commercial strategy, pricing initiatives, and market expansion in industrial services
- **Asset-Intensive Manufacturing & Supply Chain Leadership (Stupp):** Led operations in a large-scale steel pipe manufacturing business, strengthening production efficiency, quality systems, and on-time delivery for critical energy infrastructure customers
- **Quality & Process Transformation:** Led Lean/TPS initiatives and quality system implementation (TS-16949, ISO-9001, ISO-14001), reducing defects to best-in-class levels

- **Turnaround & Stakeholder Alignment:** Partnered with private equity sponsors and lenders in high-stakes environments, aligning execution with board-level value creation priorities while balancing liquidity preservation and long-term enterprise value

PROFESSIONAL EXPERIENCE

Chief Executive Officer (Interim) – PRO-VAC, LLC (Gallant Capital Partners)

Led rapid turnaround of a multi-site infrastructure services business, stabilizing liquidity, restructuring operations, and aligning the organization to a sponsor-backed value creation plan. Reported to private equity sponsor and partnered with lenders and board stakeholders to execute turnaround and liquidity stabilization strategy.

Senior Leadership Roles – Stupp Corporation, Archrock, Exterran, Brock Industrial Services, and Dana Holding

Held progressive executive roles with full P&L responsibility across industrial services, energy, and manufacturing. Led large-scale operations, integration efforts, commercial growth initiatives, and performance transformations in asset-intensive, multi-site environments.

INDUSTRY EXPERIENCE

Industrial Services | Energy (Midstream/Compression) | Infrastructure Services | Steel & Pipe Manufacturing | Automotive Manufacturing | Field Services

BOARD READINESS

- Experienced working with private equity sponsors, lenders, and board stakeholders in high-stakes environments
- Strong understanding of governance, fiduciary oversight, and management accountability
- Brings an independent, objective perspective focused on risk mitigation and long-term value creation
- Experienced in balancing management support with independent oversight, maintaining appropriate separation between governance and execution

EDUCATION

M.S., Engineering – Kettering University

B.S., Manufacturing Systems Engineering – GMI Engineering and Management Institute (now Kettering University)

BOARD FOCUS

Interested in board roles with private equity-backed or privately held industrial, energy, and infrastructure services companies where operational discipline, capital allocation, and risk management are critical to value creation and exit outcomes.