San Diego Business Journal Congratulates the CFO of the Year Winners

Quentin Blackford
Dexcom Inc.
Public
Large

Matt Abernethy
Neurocrine Biosciences
Public
Medium

James Howell
San Diego Foundation
Non-profit

Ashlee Micale
SDCCU
Business
Non-profit

Naveed Hakim
Plum HealthCare
Private
Large

David Forster
ChefWorks, Inc.
Private
Medium

Eric Jenny
SOCI, Inc.
Private
Small

Andre Douzdjian
SANDAG
Government Agency
CFO of the Year Finalists

Matt Abernethy
Neurocrine Bioscience

Rick Cucjen
MGP Caliper Covers

Eric Jenny
SDCL, Inc.

Wesley Read
PracticeCFO

Greg Archer
CG Creative Studios

Susan Daggett
GOODS Mexican Eats

Kristopher Kagan
Scientist.com

Robert Rodrigues
Power Digital Marketing

Quentin Blackford
CG Creative Studios

Michael Dally
Dally Law Group

Jessica Kennedy
Hatch Bank

Heather Rosing
Klinedinst PC

Bradley Biase
Seacrest Village Retirement Communities

Tax Law Firm

Jeff Howland
San Diego Public Library Foundation

Carlos Bohorquez
Palomar Health

James Earwicker
Mindgruber

Sue Schaffner
Serving Seniors San Diego

Patricia Bott
RJS Law

Andre Deuzdjian
San Diego Association Of Governments

Rick Dahlseid
PBO Advisory Group

Michael Lowry
San Diego Humane Society

Carlos Bohorquez
Palomar Health

James Earwicker
Mindgruber

Rachel Luis y Prado
Workshop for Warriors

Jeff Buchmeister
Catera

Jay File
Evolent Biosciences

Leilani Marquis
Valley View Casino & Hotel

Scott Brickner
Seacrest Village Retirement Communities

David Forster
ChefWorks, Inc

John McCauley
Seismic

Russ Clark
FMS Suite

Paul Goodman
Creative Senior, Inc

Lori McKinney
McKinney Capital

Alan Clopine
Pure Financial Advisors

Naveed Hakim
Plum Healthcare

Ashlee Micale
San Diego County Credit Union

Craig Coleman
Coastal Payroll

Elizabeth Hougen
Irons Pharmaceuticals

Christine Moore
Dudek

Bill Comer
American Specialty Health, Inc

James Howell
The San Diego Foundation

Edward Lake
AEXV Aerospace

Frankie Perez
The Wild Thyme Company

Jhooie Cruz
T. Morrissey Corp.

Frank Jamie
Modern Times Drinks, Inc.

Jessica Porter
Sungevity

Eva Perez
The Wild Thyme Company

John McCauley
Seismic

Jessica Kennedy
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JUDGES

Amy Brutto, RN, MPH
Principal & Client Executive
Marsh & McLennan Agency

Gary Correa
Retired CFO

Haney Hong
President & CEO, San Diego County Taxpayers Association

Joe Kight
Senior Relationship Manager, Middle Market
MUFG Union Bank Commercial Banking

Jerry Varga
Office & Assurance Practice Leader, RSM

Edwards Lake
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Jeff Howland
San Diego Public Library Foundation

Sue Schaffner
Serving Seniors San Diego

Chuck Scheiwe
Flux Power, Inc

Carol S. Chugg
GoX

Marlene Shaver
UC San Diego Foundation

Rebecca Spane
ADUS Technology, Inc.

Brandon Stanford
Eastridge Workforce Solutions

Jennifer Werner
California Military Officers of American Association (CALMOAA)

Matthew Whalen
MRC Smart Technology Solutions

Frank Whelan
Health Center Partners of Southern California

Patrick Vount
Active Molf
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As CFO, Quentin Blackford has been at the center of Dexcom’s growth story. The maker of glucose monitors for people with diabetes has achieved nearly 40% year-over-year growth for the past three years. 2019 was also significant because it was the company’s first entirely profitable year. “It was a big step forward,” Blackford said. But those successes haven’t been his work alone. “I’m incredibly excited about the award, Blackford said. “I think it’s tremendous recognition of what our team and organization have accomplished. This is not about myself as we wouldn’t be where we are today without the group. It’s a much bigger testament to what we’ve accomplished as a team.”

In addition to overseeing finance, Blackford took on the role of chief operating officer in October.

**A Year of Achievements**

**Ask for professional achievements for 2019. Blackford said and his team did a lot to position the company — from a financial perspective — to be opportunistically and strategic, and to act on opportunities.** Dexcom finds itself competing against global companies, so speed and nimbleness are an advantage. Access to capital and strengthening the balance sheet were priorities in 2019. “I think the team did a wonderful job,” he said.

2019 was also a year to invest in growth, and to transition to a state of profitability for the full year. “That is nothing more than the entire organization being very thoughtful and disciplined,” he said.

Blackford said the company spends a lot of its time educating employees about how the company spends resources, and discussing better ways to invest those resources.

**Matching Demand with Supply**

2019 was also a year of adjusting the supply chain. Dexcom rolled out a new product in 2018. It was a success; however, demand outpaced supply. In 2019, the company was able to get ahead of demand with sufficient quantities to let the team drive top-line growth. (The business is seeing strong demand in 2020, particularly with the health care community’s concern over the correlation of COVID-19 and diabetes.)

The company is fortunate to have a product in such demand, the CFO said. The person who nominated Blackford for the CFO of the Year award described him as ethical and down to earth.

In addition to managing finances, Blackford works with the leadership team to create a positive culture at work. It is an aspect of the job “that is as important as anything we do,” Blackford said, given the amount of time people spend at work.

While celebrating successes, “we’re very clear about accountability,” he said. Having transparent and open conversations about employees meeting the mark, or not, is important. “We’re trying to be transparent, authentic and highly credible,” he said.

**An Ear to Listen**

He said he feels a manager’s job is to listen to employees and to understand their desires and aspirations. A manager’s proper reaction might be to help the employee and offer training. Alternately, a discussion might lead to “a tough conversation” that the employee’s aspiration might not be realistic. In the long run, such a conversation will help both parties, he said.

Blackford’s focus is not entirely on business. He and his wife give back to the community. The couple started a charitable foundation to serve underprivileged children in San Diego’s North County region who have no access to opportunities. They are also active in their church. Dexcom, for its part, supports local organizations has offered supplies of personal protective equipment to organizations that need it.

**Good Numbers**

Dexcom’s growth story might be better expressed in numbers. In 2019, the company reported total revenue of $1.47 billion, a dramatic increase from 2015, when it was $402 million. As of late July, the company was forecasting that 2020 would bring in revenue of $1.85 billion, a 25% increase over 2019.

**Co. Grows in Multiple Ways Under CFO’s Guidance**

**Matt Abernethy joined Neurorine Biosciences in late 2017. In the time since, he has played a significant part in the pharmaceutical company’s growth story.** Neurorine has grown its market capitalization and its shareholder value, as well as the number of its employees. In the last two-plus years, the company expanded drug development programs and worked to commercialize its products.

Abernethy has been instrumental in leading the corporate financial planning and strategy of the company and maintaining a strong financial position. Most notably, he succeeded in more than quadrupling Neurorine’s net income from $70 million in 2018 to $284 million in 2019 (the figures are non-GAAP — that is, outside of the standards that accountants and regulators call generally accepted accounting principles).

**Making a Difference**

“I feel honored to receive this recognition,” Abernethy said, “but the award is really a reflection of having a great team and a company allowing finance a seat at the table to impact the entire business. Being CFO at Neurorine is such a blessing and I feel quite privileged to be part of a team making a difference in the lives of many patients who struggle with neurological diseases.”

Neurorine specializes in targeting and interrupting disease-causing mechanisms involving the interconnected pathways of the nervous and endocrine systems.

Abernethy’s highly effective leadership skills and ability to think critically have greatly contributed to the company’s success. He has effectively led the company’s commercial supply chain operations, which led to double-digit net income growth in 2019.

Abernethy has very strong relationships with the financial community, spearheading the investor relations function to ensure accurate and timely communication to shareholders. Over the past year, Abernethy also helped execute and fund more than $200 million in licensing arrangements, which included novel gene therapy programs, and treatments for a rare form of pediatric epilepsy.

Abernethy embodies the Neurorine Biosciences corporate values of passion, integrity, collaboration, innovation and tenacity. He is passionate about the work the company does for patients and has created a collaborative work environment across the company that is built on trust, accountability and integrity. His motivating and transparent leadership style has been instrumental in promoting conversations, championing initiatives for employees, further enhancing the productive culture. Abernethy is a leader who is seen as authentic and whose style is exemplified by a calm presence in the office. This has allowed instilled confidence in his team to follow his example, but also positively shaped the company culture.

In recruiting for Neurocrine, he is extremest all about who a candidate is but also how they will fit well within Neurocrine’s unique company culture. Collaborative Nature

He is committed to employee development and building an environment of trust where employees can learn from successes, as well as the key lessons from failures. His collaborative nature has allowed for open communication with other functional leaders and helped build consensus around which areas to invest into to create value from operational investments. For example, he routinely gives praise to staff at board meetings for a job well done instead of claiming full credit for himself.

Abernethy previously worked for Zimmer Biomet, a medical device maker in Indiana. His roles included vice president for investor relations, treasurer and vice president of finance. He began his career with KPMG LLP and is a certified public accountant. Abernethy earned bachelor’s degrees in accounting and business administration from Grace College in Indiana, and an MBA from the University of Chicago.

He is a member of the Biocom board of governors. He is also active in his local community, as a college athlete and active father of three, he is a passionate supporter of the Encinitas National Junior Basketball league, where he coaches both the 3rd/4th and 5th/6th grade boys’ basketball teams. He is also an active member at the Coastline Church in Carlsbad.
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James Howell

The San Diego Foundation’s Finance Chief Takes Many Management Roles
Howell Oversees HR, IT and a Loan Program

By Brad Graves

James Howell of The San Diego Foundation is not just an exceptional CFO. His peers describe him as a committed nonprofit professional with a passion for providing positive impact in the community. Those who know him also note that his job description surpasses that of a typical CFO. Howell is also an HR manager, an IT expert, an effective fundraiser and a leader — both inside and outside of The San Diego Foundation’s walls.

In receiving his award, he paid tribute to his peers and co-workers.

“I am truly honored to receive the 2020 San Diego Business Journal CFO of the Year Award. Nonprofit, as there are many deserving nominees and it reflects so positively on a remarkable year of grant making, culture building, and growth at the San Diego Foundation,” Howell said.

“I wish to thank our Board, CEO, Executive Leadership, and Finance & Investments Team, who motivate me in some new way, every day, as we address our community’s most pressing needs. This award is more about how WE inspire enduring philanthropy and enable community solutions, than anything I could do alone. To my wife and family, none of this would be possible, or nearly as special, without you.”

From a finance perspective, 2019 had several highlights.

The Foundation continued its organization’s growth, surpassing $1 billion in assets and $1.2 billion in total granting since its inception. As CFO, Howell led a team that ensured proper investment, management and distribution of The Foundation’s assets. The Foundation completed a successful audit of its financial statements. Separately, The Foundation expanded its IT efforts with significant upgrades to databases and staffing dedicated to IT.

Keeping the Culture Positive

The San Diego Foundation underwent a transition at the CEO level in 2019. During the first half of the year — as The Foundation was still in its search — the leadership team, including Jim Howell, was responsible for connecting staff and ensuring a positive working culture. Howell contributed to The Foundation’s financial success by ensuring best-in-class management of its assets. He managed The Foundation’s Finance Committee to make sure external expertise continued to inform The Foundation’s financial decisions. Howell also contributed to the organization’s financial success by being available to meet and speak with many of The Foundation’s top donors.

Howell does not simply sit back and manage the foundation’s assets. He consistently explores and collaborates on innovative ways for The Foundation to raise, and distribute, funds. One such example was The Foundation’s low-interest loan to Operation HOPE in Vista — a nonprofit that provides housing and services to homeless families. Rising interest rate payments were impacting Operation HOPE’s ability to help homeless families in need. Howell met with the organization and personally see its mission in action. He successfully deployed The Foundation’s charitable fund’s Impact Loan Fund to provide a low-interest loan that allowed Operation HOPE to continue its growth and impact. Under Howell’s leadership and vision, The Foundation has deployed its Impact Loan Fund to other organizations, and thanks to his innovative approach to philanthropy, The Foundation has been able to provide additional support for these loans, which will be paid back into their funds when the loans are fulfilled.

Empowering People

Howell hires great people, empowers them to do their best work, and lets them shine. He often designates members of his team to represent Finance in important meetings both internally and externally. He has provided executive coaching to members of his team in an effort to support career development and professional growth. In his role as overseeing HR at The Foundation, Howell has explored organization-wide efforts to recruit and retain staff members, and to help them grow.

Credit Union CFO Grows the Business, Cultivates Talent

By Brad Graves

Ashlee Micale, CFO of San Diego County Credit Union, is the winner of the CFO of the Year Award in the Business Nonprofit category.

Her highly effective leadership and strategic abilities have greatly contributed to the success of SDCCU over the past eight years. Her oversight of the credit union’s investment strategy has driven a strong return for SDCCU. She has also transformed the organization’s finance team and reporting capabilities so the organization and leadership team can make more informed decisions. Micale has directly contributed to SDCCU’s growth rate since joining the credit union in 2012. That growth rate has been four times more than the national average, maintaining SDCCU’s position as a top credit union in the nation.

SDCCU is San Diego’s largest locally owned financial institution serving San Diego, Riverside and Orange counties.

“I am honored and humbled to receive this award especially among so many dynamic leaders,” Micale said.

“I’d like to thank my phenomenal team at SDCCU and the San Diego Business Journal. Congratulations to all the nominees and winners.”

From a financial perspective, 2019 was a strong year for SDCCU.

Under Micale’s leadership, her team increased SDCCU’s collateral and liquidity positions by nearly 15%. Micale also implemented a new accounts payable solution for SDCCU, which reduced average turn time by 20% despite volume increasing 24% during the same period. She and her team analyzed processes that were costly to the credit union and worked to cut back or automate where possible in those areas in preparation for an anticipated more challenging financial environment in 2020 and beyond.

As CFO, Micale encourages a supportive approach to functions of her team, helping to provide intelligent and actionable data to departments across the organization to enable the credit union and its key stakeholders to make informed decisions.

Positive Turnover

Micare aims to hire the best people and empowers them to leverage their own skills, backgrounds and experience to execute projects and make decisions to support organizational needs and objectives. She is dedicated to achieving success and developing leaders along the way, recognizing and promoting talent when necessary. Under Micale’s leadership, she has seen positive turnover within her department as her direct reports are promoted to executive positions within SDCCU or accept executive roles such as CFO and controller at other organizations.
Are you confidently taking advantage of opportunities when you see them?

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Plum Healthcare’s CFO Takes an Innovative Approach

HEALTHCARE: Hakim Is Inspired By Seahawks’ Coach

Naveed Hakim
Plum versus its peers, and has added another multiple to the valuation of the company.

For those achievements and others, Hakim is the winner of the CFO of the Year Award in the Large Private Company category. “I felt very grateful” receiving the award, he said. “To me it is a tribute to all of those who support me day in and day out – especially our amazing team and our wonderful facility staff. This really belongs to them. I am also very thankful to my parents and family for what they have taught me and their support, and paving the way for this accomplishment.”

Can-Do Attitude
Based in Carlsbad, Plum Health Care Group provides a broad spectrum of skilled nursing and assisted living services, physical, occupational and speech therapies and other rehabilitative and post-acute care services at 56 multiple facilities. In 2019, the company had $725 million in revenues and employed more than 10,000 people. At any given time Plum cares for 6,000 patients.

Hakim builds a strong culture which serves as the foundation for building very capable teams that then contribute to the organization’s overall success. His teams exhibit a can-do attitude driven by self-accountability. He has modeled the culture after Pete Carroll, coach of the Seattle Seahawks, who is well known for creating high powered, overachieving football teams.

Hakim has also created a culture of experimentation and innovation. He calls these audacious initiatives “experiments” and they are led by his finance team. The goal of these initiatives is to push the team and the company to drive innovation in a safe and trusting environment and quickly learn from the outcomes. It has also motivated the team to bring new ideas to the table and has resulted in quite high employ-ee engagement by the finance team. Key innovations that have resulted from this process are the reduction of the close process by almost 50%.

A Successful Pivot
Hakim came to Plum from the financial services industry. He quickly learned the drivers of the healthcare industry and adapted his experience to develop a customized approach that worked in this space. According to the person who nominated him, it is rare to see someone from another industry come into the very complicated, regulated healthcare space and make such a material impact in the span of four years.

Having come from a low-income, disadvantaged background in India, Hakim is very passionate about eradicating extreme poverty across the globe. He and his wife Lisa started their own foundation (The Pryzyn Foundation) 11 years ago to con-tribute towards this goal, and to help hu-manity where it is the most in need and to foster entrepreneurship in developing countries.

Chef Works CEO Grows Revenue to a Record $105M

David Forster
is one of the driving forces behind the highly successful Chef Works Inc., whose main business is uniform for hospitality workers. Forster provides strategic direction for all financial and accounting activities, which contribute greatly to Chef Works’ overall achievements, including generating record revenues last year.

Those who nominated Forster for CFO of the Year said he sets the standard for transparency, competence and commitment. Throughout his career, Forster has strived to be a finance leader whom his family, friends and colleagues would describe as a fair, honorable, selfless mentor and co-worker. “I am extremely honored in receiving this award,” Forster said. “It wouldn’t have been possible without the great team that I have — not only the finance team but also all the other great people we have working at Chef Works.”

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SANDAG CFO Pulls in Dollars to Keep County Moving

BY BRAD GRAVES

As chief financial officer of SANDAG, the San Diego Association of Governments, Andre Douzdjian provides a consistently high level of excellence, demonstrated through sound financial management with intelligent risk taking and empowerment opportunities for his staff.

He is CFO of the Year in the Government Agency category.

“It’s a big honor and privilege to win the award,” Douzdjian said. “I’ve won some other awards and recognition, but this one is a little more special to me because it’s the work I’ve done as a CFO, day in and day out. It’s unfortunate it happened over COVID. It would have been great to see and receive the award with my peer group.”

SANDAG is a transportation and planning agency that serves as the forum for decision-making among the 18 cities and the county government within the San Diego region. It builds consensus; makes strategic plans; obtains and allocates resources; prepares plans, engineers, and builds public transportation.

In 2019, Douzdjian helped position the agency to succeed in a rapidly changing transportation environment that historically had large funding fluctuations. A key part of his job is developing and implementing debt and investment strategies that deliver transportation projects and programs for the region in a financially sound and responsible manner. He is also responsible for budgeting and accounting for the agency, which includes preparing financial statements, reports, and required audits. Douzdjian has developed a broad and deep network of financial experts including financial advisors, banking syndicates, auditors and attorneys who provide dedicated service and expert advice. However, Douzdjian’s own gut instinct and sense of timing have been particularly instrumental in successes achieved in 2019.

Deal of the Year

He led SANDAG to win the 2019 Bond Buyer Deal of the Year Award for the Far West Region for the issuance of Grant Receipt Revenue Bonds fully supported by federal Capital Investment Grant funds secured by SANDAG through a Full Funding Grant Agreement with the Federal Transit Administration. SANDAG is one of the first agencies to successfully securitize a New Starts Grant on a stand-alone basis in over a decade. While many advisors suggested an optional backing of the offering using local sales tax funds, Douzdjian was confident that the SANDAG team could effectively make the case for this federal backed deal. He supported and mentored a new team member as they explained the federal funding program and why the risk to investors was low. He ensured the team worked hard but also celebrated the success upon closing the deal. SANDAG’s innovative approach to financing the Mid-Coast trolley project has helped save millions of taxpayer dollars.

SOCI

Andre Douzdjian

financing rounds for $10.5 million and $15 million, in 2018 and 2019, respectively. A two-time Inc. 500 honoree, SOCI is the leading social media and reputation management platform built to address the complex workflow needs of highly visible multi-location businesses. An award-winning leader in the industry, SOCI has pioneered more than a dozen unique marketing tools to help multi-location brands oversee, maintain and protect their brands at a national level, while simultaneously scaling presence across hundreds, sometimes thousands, of local pages.

When Jenny joined SOCI, the first thing he did was evaluate the company’s systems, the data that was collected and analyzed, and the processes that were in place, or lack thereof, across the entire organization. Recognizing the need for a complete reconstruction, he overhauled the entire IT infrastructure of the company, implementing numerous systems that dramatically improved sales efforts, marketing efforts, customer and employee retention rates and data analytics. These new systems also drastically increased productivity and helped a five-person team essentially produce the same amount of work as a 10-person team.

The focus isn’t only on technology. Jenny works to create a positive work environment, always looking for ways to improve company morale. He knows the value of a strong tone at the top. It is crucial for anyone in a management position to understand how influential their attitude and behavior is to the rest of the organization, as it has a trickledown effect. If all levels of management strive to maintain an ethical, honest climate, the message will be clear throughout the workplace.

Sharing the Benefits

In addition to the above, during his time at SOCI, Jenny has rolled out an unlimited PTO policy, 401(k) plan, and career path progression plans for each department. Through his implementation of the unlimited PTO policy, his goals were to empower the staff and demonstrate the company’s trust in each of them and this has proven to be a very successful change within the company.

As a longtime resident of downtown San Diego, Jenny has taken a special interest in helping people experiencing homelessness. As easy as it can be to walk by those less fortunate than us and turn a blind eye, he is unable to ignore the issue and has sought out ways to help out. He joined the San Diego Rescue Mission in 2016 as a Home Team Member. He was especially attracted to this organization because it was more than just providing temporary food and shelter.

SOCI CFO’s Work Helps SOCI Get Off the Ground and Soar

BY BRAD GRAVES

Eric Jenny, CFO of SOCI, received the CFO of the Year Award from the Small Private Company category.

“It’s a very humbling experience to be recognized in this talented group of CFOs, each deserving of this award,” Jenny said. “I may be the one accepting this award but it’s not my accomplishment alone. I would like to dedicate the award to all the employees at SOCI and our customers. The dedication and hard work of our employees really make this all possible. It’s a team effort.”

SOCI is a social media and reputation management platform. The business has been growing very fast. Revenue has grown some 480% in the three years Jenny has been in charge. The business has scaled from 40 to 159 employees.

Jenny has been able to achieve this growth while maintaining a capital efficiency ratio of 0.78. In other words, for every $1 raised in equity, SOCl has delivered 78 cents in recurring revenue to its shareholders. This excludes the Series C financing which closed the last week of December.

Venture Funding

Jenny played an integral part in closing the company’s Series B and Series C equity raise.”
Planning for Uncertainty

As the pandemic continues to progress, cannabis businesses must continually adapt to new regulations and changing consumer preferences.

As businesses continue to navigate the complex landscape of ever-changing consumer behavior, regulations, and economic recession wrought by COVID-19, the state-legal cannabis industry faces challenges that are both unique and consistent across traditional markets. From the threat of imminent shutdown back in mid-March to the quick pivot towards inclusion of cannabis businesses in the category of essential businesses, this rapid reversal illuminates the unclear status of the newly-legal recreational market, especially as governments recognize the critical nature of cannabis tax dollars as an economic buffer. Furthermore, as the line blurs between consumers’ motivation for cannabis use in medical or recreational settings, many acknowledge that the industry does not appear to resemble any existing market. Instead, market researchers acknowledge that cannabis is situated somewhere between the Vice industry — alcohol and tobacco — and the Health and Wellness industry, which encompasses over-the-counter drugs and supplements.

Consequently, the biggest issue facing cannabis businesses since initial stay-at-home orders were placed is uncertainty around the future. This is reflected both by the government’s response and by changes in consumer behavior. At Torrey Holistics, a cannabis store based out of Sorrento Valley, March 13th, 14th, and 17th saw unprecedented sales as consumers prepared for imminent shut down. A report from BDS Analytics demonstrates the extreme spike in California cannabis sales, with those on March 13th far exceeding those on April 20th (4/20), a widely-celebrated cannabis holiday.

Consumer product preferences are also shifting as a result of the pandemic. At Torrey Holistics, stocking up behavior led to an increase in the sales of ingestible products such as drinks, gummies and tinctures and a decrease in inhalable products possibly due to concerns around lung health making people more susceptible to contracting the virus. Consumers also purchased more raw flower and cannabis cook books possibly due to the revival of a DIY culture inspired trend towards making cannabis products from scratch such as infused cookies and brownies.

One of the biggest changes undergone by the industry has been the implementation of curbside cannabis pickup and the shifting emphasis towards delivery. Prior to the pandemic, Torrey Holistics completed 90% of its transactions in-store; since then, roughly one third of its customers make their purchases in-store and the other two thirds through delivery and curbside pickup. Implementing these changes seemingly overnight is a testament to the flexibility of workers entangled in an industry that already faces strict and ever-changing regulations from regulatory bodies working to catch up with a market that has existed for decades.

The fast-paced and constantly-evolving nature of the cannabis industry is compounded by the effects of COVID-19, but instead of desperation, Torrey Holistics’ experienced employees utilize their prior experience and skills to adapt quickly to the changing needs of the industry and of its customers. They continue to offer many of their programs virtually, with private video consultations with their Cannabis Science Specialist Dr. Beth, Ph.D., online chat services, and an Ask the Specialist column updated weekly. Visit www.TorreyHolistics.com to learn more about their services or to place an order for delivery or curbside pickup.