

## STEVEN S. LAY

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### PROFILE

Senior executive with over 20 years of business development, marketing, sales, and product development experience. Proven leader with the ability to apply strategic business tactics and implement distribution and segmentation/CRM programs, including call center, database, and marketing modules. Adept at significantly expanding market share for start-up companies as well as established organizations by implementing e-commerce and customer service programs through web-based services. Demonstrated success driving company growth through product development, research, process reengineering, and strategic alliances, resulting in multimillion-dollar IPO commitments. Expertise includes managing P&L, strategic planning, global market positioning, mergers and acquisitions, training and developing staff, and improving profitability. Recognized for successfully founding and launching three companies by having and utilizing a solid understanding of the value of team building and goal-oriented product, services, and organizations.

### EXPERIENCE

**PROVIX LLC**, Las Vegas, NV

**2003 – Present**

*Start-up company focused on developing non-prescription proprietary products (ingested and topical) targeted at the rapidly expanding 40+ demographic, specific to anti-aging.*

#### **President**

Recruited through DCL, Inc., a consulting company, to assist in building an integrated approach to the anti-aging marketplace through nutraceuticals and cosmeceuticals. DCL is focused on building a position in the compounding pharmacy space with a focus on anti-aging prescription medication by organizing an anti-aging company with an integrated product approach. Provix is thus engaged in developing new line of products, unique in the anti-aging marketplace, that address aging issues utilizing topicals and ingestibles (supplements). With the introduction of products via direct mail, on-line and infomercial, Provix would be part of an overall approach of a parent company to offer a consistent, unified, full line of anti-aging products including prescription products and non-prescription skin care and supplements.

#### **Accomplishments**

- Performed consumer and competitive research on the anti-aging market to define consumer perceptions, product experiences, and competitive products and approaches to the anti-aging market
- Brought together an advisor board of four industry leaders experienced with raw materials, nutraceuticals and cosmeceuticals finished products, new product launches and research
- Wrote the strategy and business plan/pro forma for the investor group, championing a marketing approach encompassing direct mail, e-commerce, and infomercial to support a high end product positioning
- Developed four new product formulations each in the nutraceutical and cosmeceutical categories, inclusive of some clinical testing for product claims and working with some raw materials manufacturers for potential formulations patenting
- Presentations to investor groups are ongoing as formulations are upgraded and distribution channels are enhanced
- Website design and usability testing is ongoing and incorporate FTC and FDA requirements relative to claims and GMP capabilities are substantiated

**GES EXPOSITION SERVICES**, Las Vegas, NV

**2002 – 2003**

*\$400M tradeshow company that operates more than 1,500 shows annually with over 100,000 exhibitors at convention centers and hotel venues.*

#### **Vice President, Exhibitor Sales/E-Commerce and Call Center**

Developed strategy and tools to put in place an e-commerce program. This involved developing a call center of consultative selling, user-friendly web based ordering system, and a CRM program that allowed a 360-degree view of the customer. Value of the effort was to develop database of exhibitor profiles and position GES to launch synergistic products.

#### **Accomplishments**

- Established e-commerce program, including strategy and tool development, allowing exhibitors at trade shows and expositions to transact orders online; targeted to generate over \$25M in online sales in the first year, a 100% increase over previous annual sales
- Directed all start-up activities for the establishment of a new outbound call center, including development of a training program, manuals, and automation for a launch staff of 15; call center was launched in 20 days and achieved targeted revenue of \$8.7M in its first year
- Developed all design specifications for a new CRM program, including call center, database, and sales modules; program was successfully launched within 10 months using Siebel
- Increased online revenue potential by designing the site and content, upgrading the booking engine, and developing alliance partners, such as a meeting and planning component and destination management

**LOWESTFARE.COM & MAUPINTOUR, Las Vegas, NV**

**1995 – 2002**

*\$450M online provider of travel products, including airline tickets, hotel and car reservations, and cruise and tour products. Website generated six million page views per day and an average of 125,000 unique visitors per day. Sold to Priceline.com in 2002.*

**Chief Product Officer**

**2000 – 2002**

**Vice President, Strategic Planning**

**1995 – 2000**

Joined company in 1995 to design one of the early on-line e-commerce travel initiatives. Working for Carl Icahn I developed a business model to launch the company and position it for an IPO. It was all about planning, branding, distribution and competitive response. Site advertising revenue was \$3 million annually. Total employees were 1,100 in 3 locations, coast to coast. Responsible for managing four independent websites and the third largest business unit on the Internet, in addition to the call center, product development, and product management for a high-end travel product company.

**Accomplishments**

- Managed a \$30M alliance program budget, while developing a strategic plan to establish partnership, co-branding, and private label hosting programs with major Internet sites, including About.com, Lycos.com, Go.com, NBCi, LookSmart, and TheGlobe.com
- Spearheaded the reengineering of core operating functions by analyzing corporate performance methods, revitalizing corporate culture, and implementing new content models and successful marketing and operational strategies
- Created and designed a research program to capture demographic information, trends, banner ad effectiveness, and new site advertising approaches; program registered 2.5 million members within 12 months
- Directed team of 15 developers for products exclusive to Internet sales and marketing; tour and cruise product sales exceeded \$12M in 2000 and achieved \$45M in 2001
- Launched an in-house leisure program for major domestic and international carriers and designed the specifications for a booking program that delivers approximately 4,500 tickets per day
- Drove company growth from a zero reach to a 2.2% reach, thereby repositioning the company within the top three largest travel websites; filed S-1 with SEC for IPO in March
- Simultaneously enhanced relationships with major vendors and service providers, while also developing new business opportunities and client affiliations
- Initiated the sale of Lowestfare.com to Priceline.com following 9/11

**ISLAND EXPRESS AIRLINES, INC., Los Angeles, CA**

**1992 – 1994**

*Start-up airline company positioned to provide cheaper airfare to markets with high airfares in Hawaii.*

**President**

Senior Officer on the executive start-up team. Led the investor group through complex business analysis, financial planning and funding for start-up. Project included negotiations with Castle and Cooke Properties, major airlines, state of Hawaii. Obtained formal agreement for firm underwriting for \$10 million from Stratton Oakmont Securities. Positioning of carrier was against more expensive jet operators with frequency and reduced costs.

**Accomplishments**

- Directed the investor group through complex business analyses, financial projects, and strategic planning
- Established alliances with three major air carriers in order to secure support for the newly implemented global marketing plan
- Conducted negotiations for airport access agreements, while also ensuring compliance of all regulatory guidelines; negotiated lease agreement with British Aerospace on assets valued at over \$111M
- Achieved a \$10M IPO commitment within six months

**HUGHES AIRCRAFT COMPANY, Los Angeles, CA**

**1991 – 1992**

*Defense and commercial electronics development and manufacturing company.*

**Director/ Division Vice President**

Recruited to commercialize defense technologies developed by Hughes for commercial aircraft applications. Hughes developed the first integrated head-up guidance systems for aircraft. As part of the market entry strategy, Hughes bought Flight Dynamics for \$14 million. Ultimately, C. Michael Armstrong, Chairman, sold the Group to Rockwell Collins Avionics. After the sale to Rockwell, went to the In-flight Entertainment Group, which was developing in-flight Direct TV, video on demand, Internet access for e-mails and on-line reservations.

**Accomplishments**

- Led several high profile acquisitions, including the \$14.5M acquisition of a major competitor; initiated and finalized negotiations and developed a business plan that virtually eliminated time to market and enhanced the low cost manufacturing base

**QWEST AIR/CALIFORNIA AIR SHUTTLE, Los Angeles, CA****1986 – 1991**

*Startup commuter airline company operating Dornier and Fairchild aircraft in 7 California and Nevada markets and operated as a feed carrier for Jet America.*

**President & CFO**

Founder and responsible for transitioning company from start-up to breakeven with revenues of \$7 million. Effective date for IPO was start of first Gulf War. Prepared all manuals for FAA and DOT certification. Initiated and won landmark lawsuit in Federal District Court in Los Angeles.

**Accomplishments**

- Led company growth from startup to annual revenues in excess of \$7M in one year; conducted negotiations for \$7.5M IPO commitment from Paulsen Securities
- Established business organizational structure as well as HR functions, MIS, accounting, finance, purchasing, and operating units
- Won an unprecedented decision in a federal suit against Long Beach, CA to gain airport access and obtained code share agreement with Jet America Airlines

**TEXAS AIR CORPORATION, Houston, TX****1983 – 1985**

*Texas Air Corp. owned several airlines and automated services companies in the mid to late 80's. The company also successfully launched several new carriers. Most notably, TAC owned Continental Airlines.*

**Vice President, Planning & Development**

Wrote the initial Business Plan for a low fare carrier serving high-density West Coast markets.

**Accomplishments**

- Presented plan to Texas Air Corp. chairman, Frank Lorenzo, which resulted in the funding and start-up of the carrier
- Developed new service features including: all fresh/natural meals, on-board baked cookies, lounge area courtesy business center for stock market quotes, weather, reservations, etc.
- Developed the first airline alliance program with The Wall Street Journal marketing

**DELTA AIR LINES/WESTERN AIRLINES, Los Angeles, CA****1981– 1983**

*\$1.4B cargo and passenger airline company.*

**Vice President, Marketing Programs & Sales**

Responsible for Cargo Programs and Passenger Programs during a period when Western (now Delta Air Lines) was on the verge of bankruptcy. Recruited by the Chairman, Mr. Neil Bergt, to introduce new automation, loyalty and system growth programs.

**Accomplishments**

- Part of the executive team that built Salt Lake City into a hub based on market and pricing analysis and a commitment from Salt Lake City to expand the airport
- Utilizing excess capacity to Hawaii launched a frequent flyer program that rewarded repeat mainland travel market purchases
- With leisure travel expanding launched an in-house leisure program and expanded hourly guaranteed schedule to Las Vegas from Los Angeles. Interestingly, these programs for a period of time ensured Southwest Airlines exit from Los Angeles to Las Vegas market
- Augmented cargo capabilities, launched cargo sales team, introduced new rates, implemented automated freight tracking system and negotiated a pre-paid freight program to get much needed cash

- Launched a fully automated Frequent Flyer loyalty program within 30 days of AA launching their AAdvantage program. Program exceeded forecasted members by 300% in the first 60 days. This program was a major success and a major reason for Western's survival

#### **TRANS WORLD AIRLINES**

**Prior to 1981**

*\$4B international airline company.*

#### ***Various Positions-Sales/Marketing-Passenger & Charters, Manager/Director Automation Planning***

Responsibilities included automation planning for Worldspan worldwide distribution. In addition, directed the start-up the \$112 million charter division responsible for Marketing. Both efforts involved worldwide responsibilities.

#### **Accomplishments**

- Managed a \$2million advertising budget and worldwide sales. This new division was profitable in the second year of operations on sales of \$112 million
- As the Automation Planning Manager within the group I developed and tested: Self service ticketing kiosk to reduce airport lines, the smart card applications for loyalty programs and passenger tracking (known today as CRM), call center consolidations in which TWA call centers were reduced by nearly 50% due to automation and PARS/Worldspan dial-up devices that allowed PC's from anywhere to access and book online
- Wrote and presented to the Board capital appropriation requests that kept TWA one of the largest automated distribution systems in the airline industry

#### **EDUCATION**

B.A., Business Administration & Economics – Baker University, Baldwin City, KS

#### **PROFESSIONAL APPOINTMENTS**

Lecturer on “New Business Development” – Biola University School of Business, Los Angeles, CA  
Commanding Officer, Instructor for Senior Naval Officers in Crisis Media Relations – U.S. Navy