

Eric Lin, CPA (inactive)

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ACADEMIC APPOINTMENTS

- 2023–Present** **Oberlin College and Conservatory** Oberlin, OH
Chair of Business Program and Associate Professor of Business
- Founding faculty member; grew the Business Program from 15 students and 1 faculty member to 135+ students and 4 faculty members
 - Set the program's strategy around four capabilities and made the investment case to fund them; in its first year as a full major, Business was Oberlin's fastest-growing major, reached the top 20 by enrollment, and doubled its teaching capacity
 - Helped raise over \$5 million for the program in its first two years
 - Faculty member, Board of Trustees Budget and Finance Committee (2024–present); reviews and approves the College's operating budget, interim financial reports, and restricted-fund designations
 - Developed and taught courses in accounting & financial analysis, marketing, negotiations, strategy, and innovation
 - Awarded tenure in 2023
- 2015–2023** **United States Military Academy at West Point** West Point, NY
Department of Behavioral Sciences and Leadership
- Assistant Professor, 2015–2021
 - Associate Professor, 2021–2023
 - Developed and taught courses in accounting & financial analysis, negotiations, human resource management, and innovation
 - Awarded tenure in 2021

EDUCATION

- 2008–2011;** **Harvard Business School** Boston, MA
2012–2015 Doctor of Business Administration, May 2015.
Thesis: *Essays on Human Capital and Executive Compensation*
- 2002–2003** **Kellogg School of Management, Northwestern University** Evanston, IL
Master of Business Administration. Graduated June 2003, 3.97/4.00 GPA
- 1994–1999** **Weatherhead School of Management, Case Western Reserve University** Cleveland, OH
Master of Accountancy (taxation and finance), June 1999, 4.0/4.0 GPA
Bachelor of Science in Accountancy, minor in Philosophy, June 1998, 4.0/4.0 GPA

PROFESSIONAL EXPERIENCE

- 2015–Present** **Lin Advisory LLC** (Independent work) Aurora, OH
- **Media:** Advise the senior leadership team on corporate and portfolio strategy and the shift from a brand-led to a function-led operating model, including decision rights and KPI architecture. Built the organization's own strategy-development capability and designed

the accountability, resource-allocation, and management systems that sustain execution through organizational transformation. Produced executive analysis of AI-driven industry disruption to inform portfolio and investment decisions

- **Engineering and construction:** Led a multi-phase quantitative diagnostic of the drivers of project performance from the firm's own operational data across schedule, cost, and customer satisfaction, using variance decomposition and regression to isolate the operational and leadership factors behind strong delivery
- **Healthcare:** Advised the executive team on the metrics that predict location and franchisee performance; built outcome measures from location-level revenue and tested owner and operator attributes as predictors, controlling for market attractiveness
- **Retail:** Advised the executive management of one of the largest South American retailers on the performance impact of front-line store leaders; quantified their contribution to results and the behaviors that distinguish stronger performers, framed as a business case for HR and leadership-development investment
- **Hospitality:** Advised the leadership of a globally recognized, founder-led restaurant and hospitality enterprise on strategy, organizational design, and long-term ownership; ran a strategy-and-organization diagnostic and framed a portfolio approach to innovation across established and new concepts

2011–2012 **Keystone Strategy** – Senior Engagement Manager Cambridge, MA

- Led business model development for a pharmaceutical and bioinformatics company
- Designed and executed an innovation accelerator pilot for the power generation business unit of a Fortune 100 firm
- Partnered with the incoming president to conduct an organization and leadership diagnostic for a health analytics spinout

1999–2002; **McKinsey & Company** – Senior Engagement Manager Cleveland, OH
2004–2008

Partnered with senior management of leading industrial companies to identify strategic opportunities and capture operational improvements, as a leader within the Global Product Development Practice. Representative projects:

- **Construction equipment, global operations strategy:** Lean assessments identifying 30% throughput improvement potential; redesigned an engine-block machining line to improve uptime on bottleneck resources by 40%; plant-level transformation in two facilities
- **Mining equipment, lean enterprise:** Lean diagnostic identifying 40% throughput improvement; reduced product-delivery backlog by 20% on bottleneck processes; sustained the gains by coaching shop-floor leaders on daily visual management and shift handoffs
- **Medical equipment, lean transformation and performance management:** Lean assessments across 4 manufacturing sites; multi-site training of 20+ change agents across European and North American sites; a performance-management system linking line-side metrics across 4 facilities to plant and corporate reviews
- **Industrial raw materials, pricing and product-market strategy:** Pricing diagnostic across European and North American markets; advised senior management on product-mix strategy