



## SCOTT ROE

Vice President and Chief Financial Officer

I started a paper recycling company in the **early 1990s** with some former colleagues. Our company would pick up office paper in reams, confidentially shred it and then sell it back to the **recyclers**. We had a great concept, but unfortunately the economy and paper pulp prices were both in a slump. After **five years in business**, we sold the company. We didn't make much money, but what I learned has been **invaluable in my career**.

**FIRST JOB**  
CPA at a 'big eight' public accounting firm

My dad and brother both had financial backgrounds, and they encouraged me to consider two choices: a CPA or an MBA. I chose the former. One of my main clients at a 'big eight' public accounting firm was in the **apparel** and **textile business** producing towels and sheets under a variety of brands as well as its own private label.



**FIRST ENTREPRENEURIAL VENTURE**  
A paper recycling company



**CHOOSING MY TEAM**  
Assemble a diverse group



You learn a lot **more from failures** than you do successes. Likewise, you learn more about people when things are going badly than when they're going well. You **figure out quickly with whom you want to be in the foxhole**. Diversifying your team is critical.

**ADVICE TO YOUNG PROFESSIONALS**  
Understand your own strengths and weaknesses

Everyone has to **earn a seat at the table**, but first you have to understand how you are going to get to the table. **No one is good at everything**, but it's important to understand your own **strengths and weaknesses**.



**CULTURAL SENSITIVITY**  
Communicate simply

You never see your own country clearly until you see it from the **outside looking in**. Living and working abroad gave me that cultural perspective and helped me gain a new appreciation for how we're perceived in the world. I also learned how to **communicate simply** and speak more deliberately.



**CAREER HIGHLIGHT**  
Working in Europe for 6 years

Working internationally isn't easy, but it's an **incredible opportunity**. It was one of the best times in my career and one of the best experiences our family ever had. **We made amazing friends** through that network.



**THE ROLE OF THE CFO**  
Bring the hard truth and put it on the table

A CFO should always look at the facts and be the **impartial judge**. No progress can be made until you have a **sober assessment of the situation, facts and opportunities**.



**FAVORITE VF GEAR**  
My **Vans®** and anything from **SmartWool®**

**Vans®** are versatile. They can be worn in many occasions. I've been wearing **Vans** since high school. I also love anything by **SmartWool®**.

