

Organic Sales Gains

<p>Bookmark 601.08</p>  <p>Doug Terrell</p>	 <p>GE Commercial Sales</p>	<p>Led sales increase from \$640 Million to \$1.4 Billion in 24 months*</p>	<p>\$1.4 Billion Power Generators for Utilities</p> <p>Lighting, Aircraft Engines and Services, Other industrial products and services</p> <p>Terrell led implementation of new incentive systems. Resulted in Sales increase from \$640 Million to \$1.1 Billion in 12 months and \$1.4 Billion in 24 months*</p> <p>Former direct report to Jack Welch, head of sales for GE</p> <p>(Doug provided the following video interviews on "How GE Does It". Contact Us for Confidential Details)</p> <p><u>4.2 How to Sell to Senior Executive Decision Makers and Avoid the Commodity Trap of Lower Level Buyers</u></p> <p><u>4.2.1 Part 1: Focus on the Revenue Side - Make Money for Them</u></p> <p><u>4.2.2 Part 2: Faster, Bigger Paybacks than Your Competitors</u></p> <p><u>4.2.3 Part 3: Becoming Part of Customer's Planning Cycle</u></p> <p><u>4.2.4 Part 4: How Being Better on the Revenue Side Helps You be Better on the Cost Side</u></p> <p><u>4.3 35% Contribution Margin on \$47 Billion in Services Revenue: How GE Avoids the Trap of Underrating Services</u></p>
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			<p><u>4.3.1 "Selling a Few Parts and Repair Services" vs. a Service That Reduces Generator Downtime from 6 Months to 4 Days</u></p> <p><u>4.4 Essentials: The Weekly Sales Pipeline / Qualify / Sales Activity Measurement / Forecast System</u></p> <p><u>4.4.1 Bonus: Sales People Sharing What is Working, Helping Each Other</u></p> <p><u>4.5 Incentive Systems Work: How We Increased Sales from \$640 Million to \$1.1 Billion in One Year, to \$1.4 Billion the Next</u></p> <p><u>4.6 Doug's Best Sales Person Development Tools and Techniques</u></p> <p><u>4.7 How to Get a Product / Engineering Focused Organization Excited About Services</u></p> <p><u>4.8 Performing Service as Promised is Your Best Sales Person</u></p> <p><u>4.9 Special and Extra Effort Services that Keep the Customer for the Long Term</u></p> <p><u>4.10 How to Find Your Technology / Process / Quality Competitive Edge (Customers value it, competitors can't duplicate it)</u></p>
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<p>Bookmark 66 0</p> 		<p>Grew Sales from \$2 Million to \$75 Million and IPO in Four Years.</p> <p>Closed 35 of the 42 pharmaceutical firms in 18 Months</p>	<p>Jerry Mason and Mary Twain led Documentum from a struggling \$2 Million in Sales to \$75 Million and an IPO in Four Years. Highlights:</p> <ul style="list-style-type: none"> Closed 35 Sales to major pharmaceutical
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<p>Jerry Mason</p>		<p>Average sale \$75,000 to \$3 million+</p> <p>Shortened Sales Cycles from two years+ to <u>6 Months</u></p>	<p>firms in 18 Months, ranging from \$75,000 pilots to \$3 million+ full implementations *</p> <ul style="list-style-type: none"> • Jerry's team sold \$2 million+ deals to Glaxo, SmithKline, Schering Plough, Sandoz, Wyeth Ayerst, Johnson & Johnson, Roche and Pfizer. • Provided Customers with <u>32-Fold Paybacks</u> • Shortened Sales Cycles from two years+ to <u>6 Months</u> (average) • Learned to get Meetings With and Sell To <u>Senior Executive Decision Makers</u> (avoided the purchasing department commodity trap.) • Every \$1 Million in software sold resulted in \$3 Million to \$5 Million in outsourced services <p>(Jerry provided the following video interviews. Contact Us for Confidential Details)</p> <p>1.2 <u>On Shortening Sales Cycles</u></p>
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			<p><u>1.3 How to Be a Partner instead of a Commodity</u></p> <p><u>1.4. How to Find the Right Niche for Your Services Company</u></p> <p><u>1.5. How to Produce 32 Fold Paybacks for Clients</u></p>
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<p>Bookmark 610.3</p>  <p>Mark Grant</p>		<p>Grew stock from \$4 per share to \$27 per share and sell-out in six years.*</p>	<p>\$64 Million Manufacturer of ambulances</p> <p>Grant led earnings and stock price improvement from \$4 per share to \$27 per share and sell-out over six years.*</p> <p>(Contact Us for Confidential Details)</p>
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<p>Bookmark 677.3</p>  <p>Scott Ransom</p>		<p>Batesville Casket: Sold \$900 million in insurance services in 30 months</p>	
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<p>Bookmark 677</p>  <p>Scott Ransom</p>		<p>Sold \$350 Million per Year in Outsourced Services to Client 1</p>	<p>During his 25 years in sales and leadership Scott produced some big wins:</p> <ul style="list-style-type: none"> - Leadership Resulted in 13.6% growth (two times market) and \$1.6 Billion pipeline - Sold \$350 Million per Year in Outsourced Services to one client
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		<ul style="list-style-type: none">- Grew outsourced services sales to another client to \$15 Million per Year- Grew outsourced services sales to a third client by 15%+ to \$62 Million per Year- Grew outsourced services sales to a f to \$135 Million- Helped another client save \$500 million+- Closed \$4.2 Billion, 10 Year Sale of outsourced services- Sold \$900 million in insurance services in 30 months- "Best of the Best" Sales Techniques including Selling with Short Term Gains, Selling with Industry Expert, Selling by Performing After the Sale, Selling as a Valued Partner - not on Price, How to Close a Mega-Sale <p>(Scott provided the following video interviews. Contact Us for Confidential Details)</p> <ul style="list-style-type: none">3.2 <u>How to Win Outsourcing Sales with Short Term Gains</u>3.3 <u>Winning by Having an Industry Expert on Your Team</u>3.4 <u>Winning with Strong Before and After Performance Improvement Measures</u>3.5 <u>How to Be a Partner - Not a Commodity - Through Industry Expertise</u>3.6 <u>Winning - But Not on Price</u>3.7 <u>How to Build a Consumer Goods Outsourcing Practice</u>3.8 <u>How We Won a \$4.2 Billion Outsourcing Sale</u>
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			<p>Additional Accomplishments, Results, Lessons</p> <ul style="list-style-type: none">• <u>Moved sales team from "waiting for RFPs" to active prospecting.</u> Resulted in• Sold \$350 Million per Year in Outsourced Services to a Fortune 10 Global Consumer Goods Manufacturer• Grew outsourced services sales to a Beverage Manufacturer / Bottler to \$15 Million per Year• Grew outsourced services sales to a Consumer Goods Manufacturer by 15%+ to \$62 Million per Year• Grew outsourced services sales to a Tobacco Company to \$135 Million• Grew outsourced services sales to a Brewery to \$75 Million per Year. Client saved \$500 million+ through joint venture / merger with SAB Brewing of South Africa. Market capitalization increased by \$2 billion in 60 days because investors saw that the joint venture / merger was going to produce the promised cost savings.• Closed \$4.2 Billion, 10 Year Sale of outsourced services to a Chemical company. Beat 17 competitive RFPs. Won the large deal at lower margins but grew high margin work to close \$1 Billion.
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			<ul style="list-style-type: none"> • Won \$100 Million Renewal of Outsourced Services to CPG Data Analysis Company. Lost part of the business to a large off-shore competitor, but won the business back due to superior performance. • Sold \$900 million in services (insurance policy) revenue in its first 30 months for a subsidiary of Batesville Casket (after client had failed four times to start a pre-paid funeral services business.)
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Bookmark 604.2  Scott Lear	 Schneider Electric, U.S. Division	Grew total sales from \$78 million to \$120 million	
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Bookmark 714  Bill Seven	 	\$500,000 to \$3 Million Sales at 50%+ Gross Profit to: Energen, BMW, Safety Kleen, Shell Oil, Entergy, United States Air Force, Lennox Air Conditioning, Texas Commerce Bank, NCR, Union Pacific Resources, Meridian Oil,	28+ Years in Sales, Sales Management, Senior Management Roles with High-Value Application Software and Services Firms Such as EMC / IBM, IXOS, Viewstar, MSA Major Sales: McKesson: \$500,000+ Sale at 50% gross profit, Energen (Natural Gas Provider): \$1 Million+ Sale at 50%gross profit, BMW: \$500,000+ Sale at 50% gross profit, Safety Kleen: \$500,000+ Sale at 50% gross profit, Shell Oil: \$1 Million+ Sale at 50% gross
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		<p>McDonnell Douglas Aircraft, Cessna Aircraft, Truman Medical Center, Gillette, Hasbro Toys</p>	<p>profit, Entergy: \$750,000 Sale at 60% Gross Profit, United States Air Force: \$1.8 Million Sale at 50% Gross Profit, Lennox Air Conditioning: \$300,000 Sale at 50% Gross Profit, Texas Commerce Bank: \$3 Million Sale at 60% Gross Profit, NCR: \$600,000 Sale at 60% Gross Profit, Union Pacific Resources: \$3 Million Sale at 60%Gross Profit, Meridian Oil: \$1 Million Sale of Software and Services at 60% Gross Profit, McDonnell Douglas Aircraft: \$1 Million Sale at 70%Gross Profit, Cessna Aircraft: \$400,000 Sale at 70%+ Gross Profit, Truman Medical Center: \$300,000 Sale at 70% Gross Profit, Marley Air Conditioning: \$1.2 Million Sale at 50% Gross Profit, Gillette: \$800,000 Sale at 55% Gross Profit, Hasbro Toys: \$600,000 Sale at 60% Gross Profit</p> <p>Sale Details:</p> <p>(714) McKesson: \$500,000+ Sale at 50%+ blended gross profit for software, services and maintenance*. Stopped selling to IT, sold to CFO, increased average gross margins by 27%. Application sold was imaging and workflow for Trade Funds / Promotions Reconciliation, Deduction Management (the "short pay" problem), archiving of documents and reports, with interface to financial system.</p> <p>(721) Energen (Natural Gas Provider): \$1 Million+ Sale at 50%+ blended gross profit for software, services and maintenance*. Stopped selling to IT, sold to CFO, increased average gross margins by 27%. Application sold was imaging and workflow for</p>
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		<p>Accounts Payable, Accounts Receivable, archiving of documents and reports, totaling 22 applications in all areas of the company, with interface to SAP.</p> <p>(726) BMW: \$500,000+ Sale at 50%+ blended gross profit for software, services and maintenance*. Stopped selling to IT, sold to CFO, increased average gross margins by 27%. Application sold was imaging and workflow for Accounts Payable, General Ledger, Quality Control, with interface to SAP.</p> <p>(727) Safety Kleen: \$500,000+ Sale at 50%+ blended gross profit for software, services and maintenance*. Stopped selling to IT, sold to CFO, increased average gross margins by 27%. Application sold was imaging and workflow for Accounts Receivable, archiving of documents and reports, with interface to SAP.</p> <p>(723) Shell Oil: \$1 Million+ Sale at 50%+ blended gross profit for software, services and maintenance*. Stopped selling to IT, sold to CFO, increased average gross margins by 27%. Application sold was imaging and workflow for Accounts Payable, Franchise reporting, archiving of documents and reports, with interface to SAP.</p> <p>(728) Entergy: \$750,000 Sale of Software and Services at 60%+ Blended Gross Profit*. Application sold was specialized backup and disaster recovery system. Sold to CFO on the basis of keeping business running in disaster, not sold to IT.</p> <p>(729) United States Air Force: \$1.8 Million Sale of Software and Services at 50%+ Blended Gross</p>
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			<p>Profit*. Application sold was email and document storage and retrieval on extremely large scale.</p> <p>(730) Lennox Air Conditioning: \$300,000 Sale of Software and Services at 50%+ Blended Gross Profit*. Application sold was document storage and retrieval with interface to SAP.</p> <p>(731) Texas Commerce Bank: \$3 Million Sale of Software and Services at 60%+ Blended Gross Profit*. Reduced loan processing time form 7 days to 5 hours. Application sold was mortgage loan work flow processing.</p> <p>(732) NCR: \$600,000 Sale of Software and Services at 60%+ Blended Gross Profit*. Application sold was accounts payable work flow processing with interface to SAP.</p> <p>(733) Union Pacific Resources: \$3 Million Sale of Software and Services at 60%+ Blended Gross Profit*. Application sold was accounts payable and land contracts work flow processing with interface to SAP.</p> <p>(734) Meridian Oil: \$1 Million Sale of Software and Services at 60%+ Blended Gross Profit*. Application sold was accounts payable work flow processing with interface to SAP.</p> <p>(735) McDonnell Douglas Aircraft: \$1 Million Sale of Software and Services at 70%+ Blended Gross Profit*. Application sold was general ledger, accounts receivable, accounts payable and fixed assets.</p> <p>(736) Cessna Aircraft: \$400,000 Sale of Software and Services at 70%+ Blended Gross</p>
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			<p>Profit*. Application sold was human resources and fixed assets.</p> <p>(738) Truman Medical Center: \$300,000 Sale of Software and Services at 70%+ Blended Gross Profit*. Application sold was general ledger, accounts receivable, accounts payable and fixed assets.</p> <p>(739) Marley Air Conditioning: \$1.2 Million Sale of Software and Services at 50%+ Blended Gross Profit*. Application sold was document storage and retrieval with interface to SAP.</p> <p>(740) Gillette: \$800,000 Sale of Software and Services at 55%+ Blended Gross Profit*. Application sold was Accounts Payable document management software and services.</p> <p>(741) Hasbro Toys: \$600,000 Sale of Software and Services at 60%+ Blended Gross Profit*. Application sold was Accounts Payable document management software and services.</p>
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<p>Bookmark 728.1</p>  <p>Mark Ayers</p>		<p>Grew Unit From \$1.2 Billion to \$2.9 Billion in 24 Months. Maintained 20% Pre-Tax Profit</p>	
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<p>Bookmark 728.2</p>		<p>Grew Revenues from \$4 Million to \$16 Million in</p>	
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		<p>Consumer, Manufacturing, Distribution and Retail segments.</p>	
<p>Mark Ayers</p>			

<p>Bookmark 731</p> 	<div data-bbox="443 615 584 724" style="border: 1px solid black; padding: 2px; text-align: center;"> Client Name Withheld to Protect Confidentiality </div> <p>\$2 Billion Engineered Pumps, Valves, Systems, Services for Oil & Gas</p>	<p>Grew Sales for Latin America unit from \$240 million to \$560 million in four years</p>	<p>President of Latin America, eight countries, four plants, 2200 employees, in five years:</p> <ul style="list-style-type: none"> - Sales growth from \$240 million to \$560 million - Operating profit growth from \$14 million to \$120 million - "Skinny Systems" success by using simple PC accounting software to standardize eight business units instead of using standard solutions of SAP or Oracle. Resulted in \$7 million cost savings plus six month implementations per business unit instead of standard three years+. - Full Customer P&Ls / Dashboards showing cost to serve <p>Key Lessons:</p> <ul style="list-style-type: none"> - Proactive Management Of Margin, T&C, Cashflow in First 1/3 of Sales Cycle • 40-50% of orders are initially "not clean" (customer pushing for one sided terms and conditions. Creates lead time and conversation to negotiate win-win rather than "take it or leave it") • Moved Margin, Cashflow, Legal Risk, Technical Application scrutiny to first 1/3 of sales cycle instead of dealt with in a rush in last 1/3

			<ul style="list-style-type: none"> • Average Quote to Close can very widely: Two years to 60 days • Executives often weak on terms and conditions. Improved scrutiny and understanding significantly <p>- Requires discipline, must be enforced from top down</p> <ul style="list-style-type: none"> • #2 Executive Drove Process Unceasingly - especially legal review in last 5 years • Simple but strict. Focused questions on right issues, discipline • Expect complaints, resistance from sales "Took me 3 days to complete SQP process. I may lose order" (in reality, sales rep had 30 days.) <p>- Enforced Dollar Gates for Approval:</p> <ul style="list-style-type: none"> • Over \$500,000 Sales Quote Process (SQP) required by policy to approve order • Over \$1.5 mm requires SQP + COO signature • Over \$2.5 mm requires SQP + CEO signature • Over \$5 mm requires SQP + Board approval <p>- MUST be streamlined to point where can be done in 1-2-3 days (depending on number of signatures required)</p> <p>- Big Process Steps</p> <ul style="list-style-type: none"> • SQP MUST START AT QUOTATION - not wait until order in hand (makes customer mad to say no, raise price, change terms. Prevents "fate accompli")
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			<ul style="list-style-type: none"> • INITIAL STEPS: <ul style="list-style-type: none"> ○ Standardized review on "Scope of Supply", terms and conditions ○ Attach original customer documents with terms and conditions • "Checkboxes" for red flags with notes for mitigation. (e.g. small pump, cost small, client will pay "in and out" costs. Click here if margin less than 20%) • 3rd Party Commissions Review: All 3rd parties required to have standard contract, audited, in compliance, approved commission, current, etc. • Liquidated Damages Review: Extreme cost risk possible if liable for e.g. refinery down time • Cash Flow Analysis: Pressing for positive (don't always get) <p>- Final Step: Controller and Operations at facility that must deliver reviews and approves</p> <p>NOTE: "In and Out Costs" Example: A 20 ton piece of equipment is installed by vendor. A breakdown requires removal of the equipment for repair. Costs to vendor can reach \$200,000 quickly due to safety compliance, unions, cranes, etc.</p> <p>Additional Results:</p> <p>- Average reduction in system implementations of 2.5 years per business unit directly resulted in sales and profit growth through process improvement, waste reduction, disciplines, standards and cost savings.</p>
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		<p>- <i>Cycle time improvement</i> <i>examples:</i> Before: processed 10 invoices/day per person. After: Processed 30 invoices/day</p> <p>- <i>Standardization across all business units:</i> A/P, A/R, Operations Manuals for customer setup, credit granting, process discipline and documentation in all departments</p> <p>- Resulted in changing standard for new plants to simple, PC-based. (For unknown reasons subsequently reversed this decision.)</p> <p>Additional Lessons:</p> <p>SQP Problems Prevented:</p> <ul style="list-style-type: none"> • Hidden warranty, In and Out, and other costs • 3rd party commissions cost out of control • Order taken from customer before diligence performed. Must tell customer no or raise price • Negative cash flow • Reduced major risks such as Liquidated Damages • "1,000 page contract that gets signed, but not really read or understood" <p>SQP (Sales Quotation Process.) Resulted in dramatic improvements in margin, forecast accuracy, change order payments. Big reduction in legal risks, "surprise costs" over 10 years. Average Order \$2.4-\$7 million. Average 500+ Orders Per Year. 30% Close Rate</p> <p>SQP RESULTS:</p> <ul style="list-style-type: none"> - 50% ACCURACY IMPROVEMENT IN SALES PIPELINE, Revenue, Margin Forecast - 5-10% MARGIN INCREASE - 15%+ IMPROVEMENT IN GETTING PAID FOR CHANGE ORDERS because tracked against better specification, defined as
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			<p>billable earlier in sales cycle, better baseline to enforce change order payment</p> <p>- 25%+ REDUCTION IN SURPRISE COSTS In first year due to reduced risk in Warranty, In and Out, Technical Application and Scope of Supply costs</p> <p>- SAYING 'NO' TO BAD BUSINESS, Negotiating Better Terms: Increased from near 0 to 3 big quotes per month sent back for negotiating improved terms</p> <p>- REDUCTION IN CATASTROPHIC LEGAL RISK: A single mistake on a small \$500,000 order can bankrupt the company. e.g. "A mistake with Shell will cost you \$2 million in a heartbeat"</p> <p>SQP Key Lessons:</p> <ul style="list-style-type: none"> • NEED, DEADLINES drove much of the success: Acquired and start up business units had no systems, critical deadlines, had to make transition as fast as possible • Choice was between simple, PC based solution at \$100,000 per business unit and SAP/Oracle solutions at \$1 million+ per business unit • First implementation was hard, difficult but resulted in blueprint that could be replicated for next seven. Critical issues that had to be worked through: <ul style="list-style-type: none"> ○ Item Master ○ Chart of Accounts ○ Division financial rollups / consolidations ○ Standard Cost and Cost Accounting ○ Bills of Material ○ Taxes ○ Customer Management • Decided to use simple software because most
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			<p>difficult part was going from no automated system to an automated system. Chose to tackle this learning curve first, switch to more complex system later (turned out was not needed.)</p> <ul style="list-style-type: none"> • MRP component worked well • NO CUSTOMIZATION of software except for tax jurisdictions • Customizations were thoroughly documented to allow software to be upgraded. AVOIDED THE TRAP of undocumented customization causing extreme cost, delay of software upgrades • Capacity Planning was only component that was never successfully resolved and standardized
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<p>Bookmark 801</p>  <p>Rob Glen</p>		<p>15-20% organic orders growth/year for four years (after 3 years stagnation.)</p> <p>Increased new product revenue from 5% to 23%.*</p>	<p>\$2 Billion Engineered Fluid Products & Services</p> <p>Viking Pump Division, 15-20% organic orders growth/year for four years (vs. 3 years stagnation.) Outperformed 50 other business units. Increased new product revenue from less than 5% to 23%.*</p> <p>(Contact Us for Confidential Details)</p>
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<p>Bookmark 802</p> 		<p>Sold 250 gas turbines resulting in \$1 billion in sales</p> <p>NO LOSSES to COMPETITORS.</p>	<p>\$1.4 Billion Division. 46 year tenure with GE leading sales of power generation equipment. Led or assisted with 250 gas turbine sales cycles resulting in \$1 billion in sales and NO LOSSES to COMPETITORS.</p>
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<p><i>Dan Walker</i></p>			<p>Introduced \$200â€\$300 million in equipment upgrades for GE gas turbine customers.</p> <p>Led market development for GE Energy's most successful version of the LM6000 power generation set with sales reaching over \$1 billion per year.* (Contact Us for Confidential Details)</p>
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<p>Bookmark 803.1</p>  <p><i>Stan Block</i></p>		<p>Won \$30 million six year contract to supply a global oil and gas equipment manufacturer</p>	
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<p>Bookmark 851.1</p>  <p><i>Dick Zell</i></p>	 <p>Handleman</p> <p>Premium Retail Services</p>	<p>\$100 million in services sold over 10 years at healthy margins</p>	
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<p>Bookmark 852.1</p>  <p><i>Chris Selle</i></p>	<p>OmnicomGroup</p>	<p>Sold and delivered \$100 million+ in services in eight years</p>	
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Bookmark 854



Scott Clarion



Heat Treatment Firm

Grew sales from \$25 million to \$50 million through 2008/2009 downturn for heat treatment firm

Grew from ORGANIC SALES from \$50 million to \$70 million in three years for \$120 million commercial pump division

Scott Clarion Details:

TURNAROUND OF ~\$50M, 300 EMPLOYEE PRIVATE EQUITY OWNED "HEAT TREATMENT OF PARTS" FIRM (one of the largest in U.S.) as COO, 2001-2018. Led the company through 2008 recession, a 30% drop in sales, CEO changes, near bankruptcy and PE purchase to come out stronger and more profitable.

- SALES GROWTH: Grew from a low of \$25 million to approaching \$50 million (acquisition and divestiture details available.)
- MARGIN GROWTH: Grew from a loss to nearly 15% EBITDA.
- CUSTOMER MIX: Replaced low margin business with higher margin. Grew from 55% Automotive, 44% Commercial, 1% Aerospace to 22% Automotive, 63% Commercial, 15% Aerospace
- SALES GROWTH BREAKTHROUGH:
 - Existing salesforce was mature, high salary, low commission. Spent too much time babysitting house accounts (with overly generous commissions – yet still not growing.)
 - Paid for study showing that 80%+ of outside sales people in 5 state territory were related to owner and/or ran the business.
 - Replaced 80% of Salesforce with younger, more aggressive people with proven selling skills and ability to learn engineered sales process. (Discovered better to teach product knowledge to proven salespeople.)
 - Changed Commission Plan to Lower Salary, Higher Commission. Changed to one year residuals instead of 15+ years (altered incentives toward new accounts.) Established sales

		<p>minimums that had to be met before being paid commissions.</p> <ul style="list-style-type: none"> • Major New Customer Additions: Earned role as outsourced vertically integrated manufacturing partner. Structured and negotiated multi-year contracts, growing to 36% of total revenue. Increased market share by 3+ points by expanding into adjacent/under-served geographic markets, grew higher margin sectors and higher value customers, added aerospace certifications. • Personally Managed and Improved Quotations, Standard Pricing, Margin Minimums. • Strengthened the Inside Sales Team (keeps outside sales people productive.) • Fixed Operating Problems which retained and grew happy customers. • Personally Visited Numerous Key Customers to discover “What else can we do for you? How are we doing? Where is your business going?” • Monthly Pipeline Review / Joint Sales Meeting/Call: All plants attended, sales + general manager. Keys: Where do you need help? Decisions on taking low margin sales. • EXCELLENCE, DISCIPLINES IMPLEMENTED IN OPERATIONS included monthly operating review at each plant (everything.) LEAN, Six Sigma, other best practices eliminated 25%+ of costs, cut cycle times by 50%, reduced defects 25% and improved on-time performance to 90%. Maximized capacity and equipment utilization by transferring equipment to 24/7 schedule. • SPECIAL ACTIONS TAKEN FOR SURVIVAL, TURNAROUND: “Right sized” top heavy management, including
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		<p>cutting 20% of senior management and 30% of supervisors. Flattened the organization, reduced costly temporary/unskilled labor practices. Maintained cash neutral/positive operations during bank controllership, averting bankruptcy. Closed/consolidated plants, divested under-performing businesses, reduced overall spending by \$7M, increased operating profits, and achieved lender compliance in under 2 years.</p> <p>GENERAL MANAGER & FINANCE DIRECTOR FOR \$120 MILLION COMMERCIAL PUMP DIVISION. Full P&L responsibility for a \$120M, 200-employee engineering, manufacturing and marketing operation for four years, 1997 – 2001</p> <ul style="list-style-type: none"> • ORGANIC SALES GROWTH: Grew from \$50 million to \$70 million over three years. • OVERALL SALES GROWTH: Grew from low of \$50 million to high of \$120 million (included acquisition.) • OPERATING PROFIT GROWTH from 8% to 18% in four years. • HIGHER MARGIN, NEW CUSTOMER GROWTH FOCUS resulted from strategic business alignment, strategic market focus, in-depth planning/analysis and stronger execution. • SAVED VALUABLE PLANT FROM HASTY CLOSURE after acquisition due to its strong “tour value” for customers. Plant remains in operation today. • ON TIME PERFORMANCE IMPROVEMENT from 44% to 94% and \$2M+ annual cost savings from supply chain improvements. • IMPROVED KEY PRODUCT MARGINS WITH PRICING STRATEGIES that added \$1M in
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			overall profitability and aftermarket revenue.
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