

DALTON HARDING

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TURNAROUND / BUSINESS DEVELOPMENT EXECUTIVE

Key Account Management / Strategic Territory Development / B2B Sales

Executive business development strategist with 20+ years' experience driving revenue/profit growth, improving organizational performance, and positioning companies to outpace competitors in the marketplace. Exhibit a forward-thinking leadership style that includes the talent for going beyond the numbers to visualize the full strategic picture and for translating corporate vision, mission, and core objectives into positive financial and market results.

CORE STRENGTHS

- Rise to the task when facing seemingly insurmountable challenges: Navigate complex organizational consolidations, restructuring initiatives, and business turnarounds; devise strategic improvement plans, and build collaboration within silo organizations.
- Converge strategic planning with tactical execution and people development with organization change, achieving strong financial results through expertise in business development, sales, marketing, and performance management.
- Revitalize struggling organizations by crystallizing objectives and goals, diagnosing performance shortcomings, strengthening operations, and delivering direct, decisive leadership.
- Develop top-flight management teams and top-down, service-driven organizations focused on reinforcing brand integrity, optimizing customer experiences, and surpassing measurable parameters for quality, satisfaction, and ROI.

*Strategic Business Planning
Organizational Leadership &
Development
Performance Turnaround & Improvement
Business Process Design/Reengineering*

*Service Delivery Management
Customer Responsiveness
Relationship Building
Contract Negotiations*

*Strategic Account Management
Solutions Design & Deployment
Multi-Million Dollar P&L Management
Organizational Change Management*

PROFESSIONAL EXPERIENCE

INNOVATIVE SOLUTIONS, LLC – Las Vegas, NV 1991-Present
Fortune 500 company; leading independent provider of information management systems and services.

Area Vice President, Chicago (2003-Present)

Named CEO of the Chicago region in the wake of a significant decline in performance and a six-month absence of leadership, which created an unstable, chaotic, and non-productive environment. Restored integrity, stability, and structure by establishing a clear vision, mission, and strategic turnaround plan, business processes and performance metrics. Right-sized sales territories, hired key management talent, re-established core business relationships, and reversed sales losses. Currently direct all facets of operations, business development, sales, service, human resources, and financial reporting, managing a \$90 million revenue budget, a \$12.6 million bottom line objective, and 650+ employees.

- Orchestrated a significant organizational turnaround, lowering turnover from 54% to a company best 18% by treating people equitably, launching performance incentives/rewards programs, and developing motivational and morale-building events and competitions. Expanded size of the sales organization by 30% in four years.
- Delivered significant revenue gains, turning \$55 million into \$66.5 million in first year, setting the pace for continued growth to \$73 million in 2007 and \$82 million in 2008. Grew revenue organically 10% year-over-year for three consecutive years.

- Produced the highest blended percentage of plan, 112% (revenue and OI), company-wide in 2005 and the company's highest operating income (114% of plan) in 2006.
- Raised service contribution from 44% to 51% while raising customer satisfaction ratings.

INNOVATIVE SOLUTIONS, LLC – Area Vice President, Chicago, *continued*

- Increased revenue-per-person 53% annually in two years by improving bench strength/quality, devising performance management programs, creating a more equitable sales environment, and introducing stronger management.
- Led the company in strategic placement of specialized system products four straight years, averaging 38%. Escalated aftermarket sales 3% year-over-year for four years despite a shrinking market; and earned the distinction of being the only one out of 27 territories that increased aftermarket sales three consecutive years.
- Grew a strategically critical professional services business by 247% in three years—taking this income stream from \$700,000 in 2003 to \$1.9 million in 2008 (revenue which netted the organization 25%)—by bringing in new management talent and re-focusing execution strategy on the fundamentals.
- Saved the company's biggest accounts (representing 50% of the business), stabilizing relationships with customers that included a world-renowned university and medical center, Fortune 10, and Fortune 100 accounts. Restored sales volume and profitability in key verticals and opened others in the finance and legal industries.

Area Vice President, Arcola (1998-2003)

Appointed to direct the consolidation of the technology services division and three other acquisitions into a single organization, all with distinct identities, leadership, personnel, and an inherent distrust/dislike of the other operations. Conducted a top-to-bottom analysis of personnel and performance followed by a significant restructuring, eliminating 27% of the employee base, shuffling the management deck, and starting with a clean slate in uniting all members in working towards a common vision, mission, and strategic goals. Spearheaded efforts to restart the revenue growth engine despite rising sales turnover. Held oversight of \$87 million in revenues and \$13.5 million in operating income.

- Consolidated the technology services division and three smaller sales regions into one “super region”, one of the company's first. Built organizational identity and synergy through restructuring, motivational events, and re-training efforts successful in getting everyone “on board” and focused on meeting new goals and revenue targets.
 - Lowered sales turnover from the low 40s to 28%.
 - Led organization to achieving the distinction of being company's top-performing region in 2000 and 2001.
 - Grew overall contribution to company revenues from 11% to 14.4% over five years.
 - Increased revenue per representative 50% annually and service contribution 4%.
- Overcame market obstacles and low expectations to develop the company's best production team, increasing System A product placements 150% annually (more than any other area company-wide). Company subsequently opened production in every territory nationwide, adding more than \$20 million in annual revenues.
- Transformed the unprofitable technology services division's annual losses of \$2 million into a \$750,000 profit in the first year of tenure. Continued profit growth for four consecutive years, positioning division for viable sale.
- Guided organization through the tumultuous Y2K period. Shrank unprofitable segments in favor of emerging “break fix” market, growing revenues 22% in printer contracts, maintenance agreements, etc. over five years.
- Named one of only four individuals (out of 30,000 employees) as winner of the *Star Award* in 2002—the highest honor an employee can receive—for significant contributions to the company's ongoing success.

Director of Sales, Northwestern Area (1994-1998)

Director of Sales / District Sales Manager (1991-1994)

Joined company in 1991, advancing rapidly to **Director of Sales** of the three-branch operation, tasked with the challenge of igniting revenue growth in a tri-state region that was producing well but had potential to perform at a much higher level. Devised and executed a strategic sales plan that more than doubled revenues in its first year of implementation. Earned promotion to the Northwestern area, which had experienced exponential growth for 10 consecutive years, but required a fresh leadership perspective to take it to its next level of success.

- Grew the sales organization by 40% and put strategies in place that steered teams through the successful shift from a geography-based account management approach to that of a list-managed concept, which focused sales efforts on the profitable market segments and ensured quarterly servicing of the existing customer base.

INNOVATIVE SOLUTIONS, LLC – Director of Sales, Northwestern Area, *continued*

- Spearheaded development of strategies to lead sales teams in transitioning the customer base from analog to digital products via extensive training and development of printer cost-analysis tool to demonstrate savings.
- Drove revenue gains averaging 15% each year in the Northwestern region, outpacing peers company-wide for turning in the highest percentage of digital product placements.
- Increased company's presence and penetration in the government sector, closing business with key organizations such as the State of Illinois, the University of Illinois, and the Chicago Public School System.
- Produced the highest revenue contribution (14%) as well as the highest individual revenue performance nationwide among 70+ areas.
- Led the team that landed the company's largest (at the time) and very first national account – First Financial, which generated an additional \$10 million in annual sales revenues. Captured other high-profile wins, including Illinois State University, Chi-Town Technology Systems, and Northwest Regional Bank.
- Grew sales at the Cape Cod branch from \$550,000 to \$1.7 million in 1992 and reached \$4 million in three years.
- Won the *Innovative Solutions Prize* four consecutive years for delivering outstanding performance in sales, service, and customer satisfaction.
- Mentored, coached, and developed four sales employees who were subsequently chosen as senior managers.

Early Experience includes senior leadership roles as **Vice President of Sales** for ILLINOIS SYSTEMS (1983-1991) and **President** of RHODE ISLAND REALTY (1979-1981). Directed the sales department for Konica's largest dealership (Illinois Systems), growing revenues from \$2 million to \$5 million annually within eight years.

EDUCATION

Bachelor of Business Administration Studies – Maine Northern College

Completed 90 credit hours of study, with academic highlights encompassing:

Accounting ~ Micro- and Macroeconomics ~ Managerial Economics ~ Managerial Finance & Control
Business Statistics ~ Management Information Systems ~ Management Principles ~ Operations Management
Strategic Management ~ Marketing ~ Quantitative Business Analysis ~ HR Management ~ Organizational Management

Training & Professional Development

Dale Carnegie: The Dale Carnegie Course, High Impact Presentations
Tom Hopkins: Sales Boot Camp
Consultative Selling
Six Sigma Green Belt

Memberships & Affiliations

Chicago Chamber of Commerce
United Way of Chicago Executive Council