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Candidate Presentation Portfolio

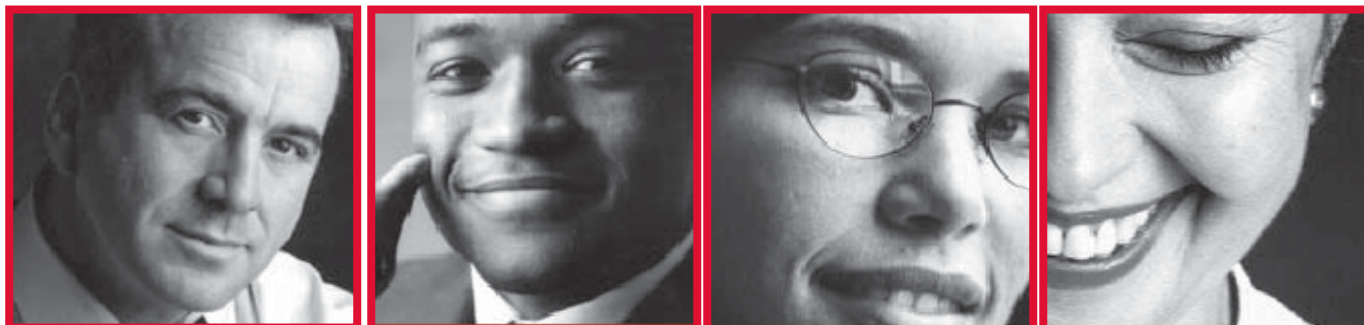
Prepared for:

Charles (Chuck) Marino

Candidate for:

**Region Manager
Aerospace Materials, Inc.**

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EXECUTIVE SUMMARY - CANDIDATE PROFILE

Candidate: **Chuck Marino**

Most Recent Position: Director, Industrial Business Development

Most Recent Employer: Federal-Mogul

Reported To: Vice President, Sales and Marketing

Personal: Resides in Novi, MI – Open to relocation

Availability: Two to Three weeks - from offer acceptance

Highlights from PROFESSIONAL SKILLS / ACCOMPLISHMENTS:

- **Prior Employers Include:** Federal-Mogul Corp, ITW Southland, SKF/Chicago Rawhide, Cummins Engine Company
- **Career Path / Progression:** Product Development Engineer; Research and Development Engineer; Senior Research and Development Engineer; Senior Application Engineer; Manager, Product Development; Manager, Application Engineering; Director, Advanced Quality Planning; Program Director; Director, Product and Materials Development; Director, Product Engineering; Director, Technology; Vice President, Sales and Engineering; Director, OE Sales and Director Industrial Business Development.
- Early career **engineering and technical innovation roles** led to sales and sales management successes.
- In most recent role **met or exceeded all performance metric targets** - Sales Revenue, Business Bookings, Conquest Bookings, Profit Enhancement and Expense Budget.
- Responsibilities have included global sales revenue accountability for a \$380 million global business and a sales team of 40 members with up to 10 direct reports.
- Recently successfully concluded **market analysis and business case development** leading to \$250,000 investment in support of new \$5 million annual growth opportunity.
- Account Management included **key customer relationship management, contract and global program oversight for major Automotive OEM customers** such as VW, Honda, Chrysler and GM for the Americas, Europe and Asia (China, India, Korea and Japan).
- Extensive experience **working with engineering and operations leadership** for development and implementation of global business proposals and programs.
- Experience establishing **sales/marketing strategies and plans** for multiple product lines.
- Automotive and Heavy Duty Vehicle market background covering a wide range of products produced with various combinations of **formed metals, molded elastomers and composite materials**
- **Excellent communication skills**, written, verbal & formal presentation
- **Computer Literacy:** E-mail communications, Word Processing Software, Spreadsheets, Presentation Software, Project Management Software, SAP, Miller Heiman
- **Education:** M.B.A., Northwestern University, Kellogg; M.S., Mechanical Engineering, B.S., Mechanical and Aerospace Engineering, Illinois Institute of Technology

PERSONAL STYLE:

Out Going / Trustworthy / Reliable
Warm / Action Driven / Objective
Enthusiastic / Tactful / Intuitive



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CANDIDATE CONFIDENTIAL RESUME

CHARLES A. MARINO

25844 Shoreline Drive | | Novi, Michigan 48374 | | H (248) 598 1234 | | C (248) 219-1109 | | cam567@gmail.com

S U M M A R Y

A globally-minded and enterprising BUSINESS DEVELOPMENT EXECUTIVE with extensive experience in global sales/marketing, program management, business planning/proposals, product line expansion, revenue growth, client relations, negotiation, and budgeting. Leverages dynamic forward thinking and strong technology innovation to create mutually beneficial partnerships with key customers. A motivational and performance-driven leader who strives for excellence and delivered results when placed in challenging business environments.

E X P E R I E N C E

FEDERAL-MOGUL CORPORATION

Southfield, Michigan

Director, Industrial Business Development

2009-2013

Worked with business units to establish marketing strategies and sales plans for industrial market revenue growth of sealing, bearing, and sintered metal products with more than \$200,000,000 in annual sales. Directed business development responsibility in 2012 for \$40,000,000 in North America and Europe. Introduced new product line in oil and gas exploration market for sealing with more than \$10,000,000 in new business potential.

- Received approval of business case for more than \$250,000 investment in tooling and equipment without initial order commitment. Doubled industrial bearing sales in North America, with annual bookings projected to more than \$5,000,000.
- Generated new opportunities to expand sales for industrial sintered products, such as filters and bushings in Europe and North America, resulting in more than \$2,000,000 in new projects.

Director, OE Sales, Automotive Products BU

2006-2009

Managed global sales and marketing responsibility for OE automotive products that included ignition, lighting, wipers, fuel, and chassis products, with \$380,000,000 in global revenue. Held leadership responsibility and accountability in development of strategic sales and marketing plans for each product segment. Aligned and maintained talented sales and marketing team across all product lines and regions. Identified new opportunities for automotive products globally.

- Worked with engineering and operations leadership to develop new business proposals for consideration and implementation globally.
- Developed key customer relationships for automotive products in each region and implemented strategies for key and target customers.
- Led commercial interfaces into customers' engineering organization, technical selling process, and development of quotes and pricing in each region, as well as ensuring that commercial negotiations with customers aligned with B.U. strategies.
- Ensured value propositions remained current with key customers in each region.
- Designed and adhered to functional sales budget globally and regionally.
- Achieved 50% revenue growth over three-year period.
- Developed strategic sales and marketing plans for three key product lines.
- Realigned global sales team to optimize future growth opportunities in Asia, primarily China and India.

Director, OE Sales and Application Engineering, Modules

2003-2006

Led business development and revenue growth responsibility for value-added module products and Tier 1 supplier segments with \$50,000,000 in revenue. Established business plan and implementation of new molding process for valve covers to salvage \$12,000,000 in annual revenue. Plan implemented to increase module and tier revenue from \$50,000,000 to \$75,000,000 over five-year period.



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ADDITIONAL EXPERIENCE

ITW SOUTHLAND, Virginia Beach, Virginia, **Vice President, Sales and Engineering, Sealing Division**, 2001-2002. Oversaw reestablishing revenue growth and providing technical leadership for new product introductions with \$50,000,000 in revenue.

SKF, CHICAGO RAWHIDE, Elgin, Illinois, **Director, Technology**, 2000-2001. Involved in strategic planning and coordination to determine short and long-term technology and manufacturing strategies. Established foundation for global product and process technology sharing.

Director, Product Engineering, 1999-2000. Established new product segment team structure to focus on customer application requirements for growth in \$100,000,000 OE business unit. Provided seal training to international SKF businesses in South America.

Director, Product and Materials Development, 1998-1999. Established vendor relationships to address need for key technology development in area of PTFE seal materials, primarily for engine seal market.

Program Director, Performance Sealing Technologies, 1995-1998. Met all major milestones to secure contracts on two new powertrain programs worth \$50,000,000 in sealing systems revenue. Established contact with most major OEM power-train manufacturers, providing exposure to total sealing concept. Coordinated efforts between joint venture companies to provide total-sealing systems to OE manufacturers of powertrains.

Director, Advanced Quality Planning, 1993-1995. Worked with sales, marketing, product line teams, manufacturing, and other support functions to optimize business processes, organizational structure, and technology tools critical to new product introduction process. Established improved speed to market as strategic goal. Planned, implemented, and continually improved advanced quality planning initiative for new product introductions.

Manager, Application Engineering, Industrial SBU, 1991-1993. **Manager, Product Development**, 1990-1991. **Senior Application Engineer**, 1989-1990. **Senior Research and Development Engineer**, 1988-1989. **Research and Development Engineer**, 1984-1988.

CUMMINS ENGINE COMPANY, Columbus, Indiana, **Marine Product Development Engineer**, 1982-1984. Oversaw product development and application support for diesel engines in marine and stationary fire pump applications. Introduced performance upgrades for entire existing engine product line.

EDUCATION

NORTHWESTERN UNIVERSITY, KELLOGG, Evanston, Illinois
M.B.A., Marketing, 1995

ILLINOIS INSTITUTE OF TECHNOLOGY, Chicago, Illinois
M.S., Mechanical Engineering, 1988
B.S., Mechanical and Aerospace Engineering, 1982

PUBLICATIONS

"Total Sealing System Process for Automotive Engine Applications," Society of Automotive Engineers International Conference, Detroit, Michigan, 1998

"Inner Rack Seal with External Dirt Lip and Integral Oil Contaminant Filter," Society of Automotive Engineers International Conference, Detroit, Michigan, 1990

"Development of an Engineering Thermoplastic Retainer and Seal Assembly for Automotive Applications," Society of Automotive Engineers International Conference, Detroit, Michigan, 1988

PATENTS

Composite Seal Assembly, Patent #- 5,152,234

Protected Seal Assembly and Protective Filter Unit, Patent #- 5,456,234, Patent #- 5,509,234

AFFILIATION

SAE International

CERTIFICATION

Licensed Professional Engineer, State of Illinois, (currently inactive)



CANDIDATE PRE-WORK ASSIGNMENT QUESTIONNAIRE

Candidate: **Chuck Marino**

Date **7/25/13**

Candidate Responses:

1. In your most recent **Sales Management role** what **performance metrics** applied to your position and how did you perform relative to those metrics?

(Note: Please be as specific as possible and quantify your annual sales- top & bottom line results - versus the Forecast or Business Plan your performance was measured against)

Sales revenue plan (\$38 million for 2012, met expectations), business bookings (\$60 million, met expectations), conquest booking rate (50%, met expectations), profit enhancement (\$275,000, exceeded expectations), expense budget (\$1.2 million, exceeded expectations)

2. Over the last 3 years, how much of your **sales growth was attributed to entirely new business**? Please describe two examples contributing to such new business growth and comment on your role in contributing to each success.

Over 50% of growth resulted from "conquest bookings".

Ex-1: Industrial Bearings business in North America increased from \$2 to \$5 million. Net new business growth achieved in Wind Energy and Off-Shore market segments. Worked with the sales team members to establish customer targets by market segment and provided coaching and support to enable the success of the team.

Ex-2: Industrial Sealing and Rubber Products growth as a result of focus on OE and Service opportunities, specifically with transmission kit providers, military engine builders, and natural gas exploration.

3. Describe a recent **business case development** where you were able to develop an understanding of the value your products and services provided to your customer and how you were able to dollarize that value.

Regarding natural gas exploration, and the hydraulic fracturing of horizontal wells in the Marcellus Shale region of Pennsylvania; we were able to apply our rubber molding technology to develop a new product line for cementing plugs and hydraulic seals for the Oil & Gas Industry. I conducted the initial market analysis and worked with a cross functional team to establish the business case that received approval from senior management to invest over \$250,000 in tooling and capital to produce the product line. Target potential was established at \$10 million, with a 2013 BP of \$1 million.

4. **Effective Major Account Management** is a critical element of the team reporting to this role. What has been your background and general scope of responsibility in such roles - revenue accountability,



locations (both domestic and international), number of products in your product portfolio and/or projects typically managed at one time, supply chain, breadth and depth of customer contacts, pricing/contract complexity, etc.?

I have had global responsibility for over \$350 million in revenue across 5 product lines. Responsibility for a sales team of 40 members with 8-10 direct reports. Primary regions of responsibility included Asia (China, India, Korea, Japan), Europe (Germany, France, Italy), North and South America. Included global program coordination with automotive customers such as VW, Honda, Chrysler and GM. Pricing and contract negotiations involved multiple regions and manufacturing locations. Relationship management at all levels was required.

5. Please describe an example of **complex price and/or supply negotiation you were directly involved with** that best illustrates your understanding of contract terminology, complex supply arrangements and negotiating skills.

(Include in your response your role, the business objective, obstacles you had to overcome, how those obstacles were overcome and the business/contractual outcome of those negotiations. Avoid including any company or customer proprietary technical or confidential pricing information in your response.)

Chrysler required a significant cost reduction on a new modular assembly that was recently awarded. Achieving the target price required a significant design and material change to the assembly housing. In order to meet the market price and achieve our profitability goals with this change, I developed a business case to introduce the new material technology into our operations via a joint venture with a supply partner. The new process was introduced into our facility in Mexico, and we were able to salvage \$12 million in business with an improved profitability level.

6. How would your customers **describe your skills and ability** in each of the following areas?

- Business Intuition? – Quick to grasp the reality of the situation and recommend win-win action plan
- Responsiveness/reliability? Very dependable, accepts accountability and can be counted on to respond in a timely fashion.
- Understanding the impact of your products/services on their P&L? Good overall working knowledge of business processes, costs and interactions across the supply chain
- Communication skills – all forms? Clearly articulates company position
- Customer focus? Seeks to understand the Customer's position and communicate the "voice of the customer".

7. How would your **direct report sales personnel** describe your skills and ability in each of the following areas?

- Negotiating skills? Looks to optimize company position while keeping the customer perspective in mind
- Sense of urgency? Always pushing for results
- Focus on results? Very important!
- Business Acumen? Demonstrates high level of business knowledge and experience
- Planning & organizational skills? Considers upfront business planning a priority. Good organizational skills.



8. In recent performance reviews, what areas have been identified as **challenging areas** for you – that represent opportunities for your continued development and improvement?

Global responsibility requires continuous improvement in communications across cultures. Maintaining a strong team in each region was a continuous challenge.

9. What customer **end-use markets** and **materials** are you most familiar with? Briefly and in general describe the customer and/or supply chain new raw material approval protocols you are most accustomed to working with.

Most familiar with Automotive and Heavy Duty Vehicle markets and products produced from various combinations of formed metals, molded elastomers and composite materials. The Advanced Product Quality Planning process (APQP) includes important steps such as the Design Verification Plan & Report (DVP&R), Design for Manufacturability and Assembly (DFM/DFA), Product and Process Failure Modes and Effects Analysis (D&PFMEA) and the Production Part Approval Process (PPAP).

10. A key part of this role is the continued commitment to **upgrading the business acumen and business case development skills** with an existing highly skilled sales team with exceptional aerospace industry and product knowledge. What can you tell us about your background and experience that would help us better understand your ability to fulfill such a role.

I agree that this is very important and necessary to maintain a competitive advantage. Job descriptions and performance requirements need to be defined, and measures need to be in line with the requirement to demonstrate business case development skills of the team members. I have experience with sales team development on a global scale. Rebuilding a team to include members with technical sales capabilities and solid relationship management skills was required in my recent roles.

11. In Sales and Sales Management roles you have held, on average how have you or your sales team typically allocated their time amongst the following functions **during the sales process at customer accounts**:

Functional Area	% of Time
Product Development and/or R&D	25
Marketing	5
Manufacturing/Plant Production personnel	20
Quality	10
Purchasing	20
Logistics/warehousing	5
Business Management	5
EH&S	5
Other _____	5
TOTAL	100%



12. What **adjectives** would your **business associates** use to describe you as a person?

Adaptable, Astute, Conscientious, Constructive, Creative, Dependable, Discerning, Efficient, Forward Thinking, Hard Working, Intuitive, Objective, Perceptive, Personable, Practical, Resourceful, Results-Oriented, Self-Motivating, Sincere, Sociable, Tactful, Technically-Oriented

Candidate Self-Rating:

Please provide us a profile of both your understanding and direct work experiences in the following areas by rating yourself on a “1” to “5” scale.

Indicate with a “1” for minimal understanding/experience and show increasing understanding/experience up to a “5” for an expert level of understanding or extensive work experience.

(For areas without any understanding or experience, please indicate a “0” rating.) No response is required

Area of Skills / Knowledge	Understanding	Direct Work Experience
Sales & Sales Management Skills /Business Processes		
• Key Account Management (>\$200K/year/account)		5
• Direct Contract Negotiation		5
• Contract Initiation, Execution, and Management – multi-year agreements		5
• Formal Customer Presentations – such as business reviews		5
• Business Case Development – including NPV and ROI assessments		5
• Joint Product Development Projects - with Customers and/or co-suppliers		5
• Key Account Plans – Preparation, Presentation & Implementation		5
• Formal Training in the use of Consultative/Value Added Selling Methodologies		3
• Stage Gate Process		4
• Material / Supply Plan Forecasting		3
Relevant Markets, Materials, End-use Applications, Conversion Processes		
• Advanced Composites	4	3
• Structural Adhesives	3	2
• Sealants, high temperature, silicone based	4	3
• Thermoset resins	4	3
• Thermoplastic materials	4	4
• Carbon-carbon materials	2	2
• PAN and pitch-based carbon fibers	2	1
• Ablatives	2	0



• Pre-impregnated composites	3	2
• Resin Transfer Molding (RTM) materials	3	2
• Vacuum-only-cure prepregs	3	1
• Other relevant materials for structural applications or aerospace industry: 1. Ryton (PPS) 2. 3.	1. 4 2. 3.	1. 4 2. 3.
Computer Literacy		
Microsoft Office – Outlook and Word		4
MS Excel - Spreadsheet software		4
MS PowerPoint – Presentation Software		4
MS Project – Project Management Software		4
Other software relevant to this position – such as CRM or ERP systems: 1. SAP 2. Miller Heiman 3.		1. 2 2. 2 3.



BUSINESS REFERENCE INTERVIEW – MANAGER

Confidential Reference Interview: **Region Manager**

Reference Contact: **Bernard Bailey**
Global Director, Sales
Delphi
248-935-9876
Bernard.bailey@delphi.com

On behalf of SRA Candidate: **Chuck Marino**

Conducted by SRA Team Member: **Tina Damron** Date: **8/27/13**

- How long have you known the Candidate? (Please describe your relationship to the Candidate).

I've known Chuck for approximately 6 years. He reported to me directly in North America.

- What were the Candidate's key responsibilities / roles during the time you worked together?

He was the Director of the Industrial Bearing Business, which needed to be completely revamped in North America. He needed to build an engineering sales team. We were doing a significant business in Europe and he needed to develop a customer base in North America.

- How would you rate the Candidate's professional performance compared to other's you've observed in a similar role?

His performance was in the upper top quadrant.

- The role we are considering the Candidate for calls for someone with the ability to manage experienced aerospace Sales Professionals with excellent technical knowledge of the products and applications that they sell to OEM's, Tier 1 and Tier 2 companies. A background of working with all points in the supply chain, multiple sites & functions; negotiating complex contracts and supply arrangements; and interfacing with senior level customer contacts at **Boeing** is critical to this role. What can you tell us about the candidates experience and effectiveness in such a role?

He's done all of the above throughout his career. He did exactly that for the bearing and sealant business which is quite complex. Each partner had a different supply chain on a global basis and he had to work with Europe, France and Germany supply bases.

- In what ways has the candidate demonstrated a high level of **business and financial acumen** in working with customers, sales personnel and internally?

He's 100% proficient in this. Over the last 6 years he had to do this on a daily basis. He's led all of that. We ran a very very lean organization.

- What areas do you think may be the **most challenging** for the Candidate --- areas where he/she may need to continue to develop and improve?



I would say speed to market. He could take too long to think things through. He wanted to have 80% and sometimes you only had 75% which would be sufficient.

- What **adjectives** would you use to describe the Candidate to others who would be meeting him/her for the first time?
Very outgoing, trustworthy, very reliable, always telling you the truth and exactly how it was. You always felt warm and welcome working with him.
- What is it like to work with this candidate?
Very easy. Everything was on top of the table. He accepts a challenge and I had a very direct relationship with him.
- Where do you see the candidate in 5 years?
He has the potential to be a General Manager.

(Please rate the Candidate on a scale of 1 to 5, with 5 being the highest or most positive rating, for the following areas --- (Feel free to add any additional comments as appropriate).

Experience and Skills	Rating (0 to 5)	Comments
• Communication Skills (oral, written & presentation)	4	
• Listening skills	5	
• Influencing ability	4	
• Coaching & Mentoring	4	
• Planning & organizational ability	3	
• Ability to learn new product & process technology	5	
• Customer/Client Interface ability	4	
• Work Ethic	4	
• Initiative/self-starter	5	
• Sense of Urgency	4	
• Collaboration/Teamwork	5	
• Executive Presence	5	

- Given the opportunity, would you hire / like to work with the Candidate again?
I would.
- Is there any additional information about the Candidate that you would like us to convey to our Client?

All would be happy with him. He has a vast international experience and people with engineering roots that went into a commercial role that have worked with multiple products globally are hard to find.



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BUSINESS REFERENCE INTERVIEW – PEER

Confidential Reference Interview: **Region Manager**

Reference Contact: **Mary Jones**
Sales Manager
Federal-Mogul
248-794-6543
Mary.jones@federalmogul.com

On behalf of SRA Candidate: **Chuck Marino**

Conducted by SRA Team Member: **Tina Damron** Date: **8/27/13**

- How long have you known the Candidate? (Please describe your relationship to the Candidate).

I've known Chuck for over 10 years. I knew him as a peer when he worked at Federal Mogul and we were in different divisions. He was at the director level.

- What were the Candidate's key responsibilities / roles during the time you worked together?

Mainly he was in the director role of various divisions. He was in the sealing division and the aerospace division, then the industrial bearing division. I think that he was in the last role for the past 4 or 5 years.

- How would you rate the Candidate's professional performance compared to other's you've observed in a similar role?

I would say very good. He's provided me with direction and has been on strategic account visits with me. He helped me to set up pricing and strategy, make technical improvements and to penetrate key accounts. Our product is very technically oriented.

- The role we are considering the Candidate for calls for someone with the ability to manage experienced aerospace Sales Professionals with excellent technical knowledge of the products and applications that they sell to OEM's, Tier 1 and Tier 2 companies. A background of working with all points in the supply chain, multiple sites & functions; negotiating complex contracts and supply arrangements; and interfacing with senior level customer contacts at **Boeing** is critical to this role. What can you tell us about the candidates experience and effectiveness in such a role?

Our product line portfolio, which is very power train directed from the engine side of things, the parts and industrial type of role, it's very technically oriented, and we are a very technically oriented company. We're also very competitive, and the director level has to deal across all departments to set up contracts and work with the legal group to create contracts and make sure that they're within the terms that the customer will accept. He played that role very well. He worked across all the departments to deliver the strategy to the customer that we were capable of delivering on.



- In what ways has the candidate demonstrated a high level of **business and financial acumen** in working with customers, sales personnel and internally?

From a financial role he's more involved than I was with hitting a certain price level. He worked internally to make sure that he was satisfying the customer's rates and he also worked at the senior vice president level to give advice and recommendations.

- What areas do you think may be the **most challenging** for the Candidate --- areas where he/she may need to continue to develop and improve?

That's very hard to say. Maybe delegate and empower employees. He took a lot of responsibility himself. He likes to have control over things.

- What **adjectives** would you use to describe the Candidate to others who would be meeting him/her for the first time?

Very enthusiastic, dedicated, trustworthy, very hard working, good work ethic, action driven, and very positive.

- What is it like to work with this candidate?

I was always challenged. He always challenged you and strived to meet our numbers. I enjoyed it!

- Where do you see the candidate in 5 years?

I think as a manager. He's always in that type of role where he's well suited. I guess it would depend on what he wants to do also.

(Please rate the Candidate on a scale of 1 to 5, with 5 being the highest or most positive rating, for the following areas --- (Feel free to add any additional comments as appropriate).

Experience and Skills	Rating (0 to 5)	Comments
• Communication Skills (oral, written & presentation)	5	
• Listening skills	5	
• Influencing ability	4	
• Coaching & Mentoring	4	
• Planning & organizational ability	5	
• Ability to learn new product & process technology	5	



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• Customer/Client Interface ability	4	
• Work Ethic	5	
• Initiative/self-starter	4	
• Sense of Urgency	5	
• Collaboration/Teamwork	5	
• Executive Presence	5	

- Given the opportunity, would you hire / like to work with the Candidate again?

Definitely!

- Is there any additional information about the Candidate that you would like us to convey to our Client?

Chuck is a good family man. He tries to balance his family and work life. The company that does hire him will be happy with the results that he brings. He's a really good person.