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SENIOR SALES & MARKETING MANAGEMENT

Top-performing sales and marketing leader backed by unique ability to leverage a broad range of sales and marketing strengths with decisive leadership, planning, engineering and technical skills to deliver exceptional profitability results. Proven record of identifying major opportunities, opening new markets, understanding market dynamics, increasing sales, expanding services, building new accounts, creating company visibility and improving customer relations. Routinely build strong customer relationships and inspire loyalty based on trust, product knowledge and quality support; excel in cultivating and renewing strategic partnerships that produce win-win profitability. Experienced in Government Sales, Engineered Construction Projects and working with Reseller/VAR Networks; six years of success leading sales forces in multimillion dollar sales of high-tech equipment.

History of building high performance sales territories and productive sales teams; able to gain trust, respect and confidence of direct reports. Consistently exceed personal and corporate productivity goals despite challenges unique to corporate change. Skilled in bridging comprehension gap between non-technical and technical audiences by presenting easily understood technical solutions and expected benefits based on specific needs. Persuasive sales presentations; able to develop contracts as they relate to service and customer needs. Focused, decisive and committed to exceeding expectations at all times. Respected for strong work ethic, loyalty and ability to lead without authority in order to “make things happen.”

CORE COMPETENCIES – LEADERSHIP & SALES STRENGTHS

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|--------------------------------|------------------------------|-----------------------------------------|
| ▪ Strategic Market Positioning | ▪ Business Development | ▪ High Impact Sales Presentations |
| ▪ Client Management | ▪ Market Research / Analysis | ▪ Manufacturer Representatives Networks |
| ▪ Staff Training / Development | ▪ Product Management | ▪ Organizational Leaderships |
| ▪ Strategic Alliance Building | ▪ Competitive Analysis | ▪ Application Engineering |
| ▪ Competitive Pricing Strategy | ▪ Program Development | ▪ Sales Integration Activities |
| ▪ Solution Selling | ▪ Troubleshooting | |
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PROFESSIONAL EXPERIENCE

EATON CORPORATION – Raleigh, NC

1.2011 to Present

(A \$16B diversified industrial manufacturer managing an economically and geographically balanced business portfolio. Primary industries served are aerospace, hydraulics, truck parts, electrical distribution, and mission critical environments. Common theme of all business segments is one of Power Management.)

GLOBAL SEGMENT DIRECTOR, DATA CENTERS (1.2011 to Present)

Overview: Responsible for Eaton Electrical’s holistic data center strategy globally. Analyze and prioritize various opportunities in the data center market, create messaging and drive associated strategies. Other duties include providing voice of customer and market trends to product divisions for future roadmaps and functionally managing Global Client Directors who manage relationships with Eaton’s largest existing and largest potential clients.

Key Achievements

- **Created the strategy for Eaton’s position on modular data centers** ensuring the company remains relevant during a shift in the way data centers are designed and built.
- **Developed and updated key messaging highlighting benefits of a one Eaton solution** that transcends product features. Collaborated with various marketing communication teams to update necessary media.
- **Implemented a strategic program for targeting colocation and managed services sub segment.** Correctly identified the fast growing customer sub segment and how to win. Directed different sales teams throughout the program in cooperation with sales the leadership team.

- **Drove introduction of switchgear products to the data center market in emerging economies** by providing direction and support to local resources.
- **Initiated and created business plan around modernizing vintage data centers.** Recognized the opportunity in the market, created concept of services portfolio, oversaw offer creation and implemented the go to market strategy.

APC by SCHNEIDER ELECTRIC – West Kingston, RI

2.2007 to 1.2011

(In February 2007 Schneider Electric, S.A., a \$25B company, completed the purchase of American Power Conversion and merged the company with MGE UPS Systems, formerly a competitor, to create the Critical Power and Cooling Services (CPCS) Business Unit. CPCS charter remained similar to American Power Conversion; this business unit also took the lead role in developing client solutions for the datacenter market using all of Schneider's subsidiary's product offerings.)

DIRECTOR OF PRODUCT MANAGEMENT, 3 PHASE UPS (2.2008 to 1.2011)

Overview: Oversee a team of Product Line Managers that were responsible for the various global product offerings from specification development to discontinuance. Main duties were to mentor Product Line Managers, formalize product roadmaps for the segment, validating the marketing communication campaigns for the segment, approve business plans used to justify product development, and ensure congruence of market positioning of different product within and outside of this segment.

Key Achievements

- **Increased revenues approximately 11 % CAGR and gross margins approximately 3.5% per year**
- **Integrated a team of Product Line Managers from different national and company cultures** helping to ensure the new team could benefit from the diverse experience and background of various team members.
- **Coordinated creation and execution of Resilience Plans for each global region during economic crisis** which resulted in reprioritized product road maps, enhanced price positioning, and focused sales action plans
- **Oversaw product development programs of varying lengths** including programs that were considered 'quick win' refreshes to multi-year new technology platform projects

AMERICAN POWER CONVERSION – West Kingston, RI

1993 to 2.2007

(Ascended quickly through ranks of this \$2B global Technology Company engaged in the manufacturing marketing of power and environmental protection products that support desktops to datacenters. Primary products sold include industrial and commercial uninterruptible power supplies, precision cooling equipment, power distribution units, and product-based/ professional services)

PRODUCT LINE MANAGER (9.2006 to 2.2008)

Overview: Accountable for the APC Symmetra MW product line's gross margin contribution to the organization. Responsible for pricing decisions, marketing strategy, and messaging of product's value. Other duties include training sales teams, engaging with key prospects, creating manufacturing forecasts, interfacing with platform engineering regarding quality issues, and R&D engineering teams influencing evolution of the product.

Key Achievements

- **Increased profitability of product line** through strategic price increases and cost reduction efforts resulting in a gross margin increase of 35% over the course of one year.
- **Increased top line revenue of product line** by 36% by developing a new business plan and personally monitoring execution of key leverage points.
- **Lead the creation of standardized ancillary solutions** bringing down solution costs and lead times of the product and allowing sales to respond faster to customer requests.
- **Drove the creation of new marketing collateral and design manuals** which resulted in sales teams ability to justify a price premium focusing total cost of ownership, highlighting technical advantages while allowing the sales teams to sell APC designed solutions rather than responding to competitors specifications.

DIRECTOR OF SALES AND OPERATIONS (2.2003 to 9.2006)

Overview: As Director within company's Facilities & Engineering Group, held full authority over all operational and sales functions including key account management, customer relationship development, contract negotiations and process improvement initiatives. Primary functions included building strong network of Manufacturers Representatives, developing team of Regional Sales Managers and Inside Sales Representatives and creating/instituting organizational processes consistent with business model. Supervised activities of and provided leadership (including coaching and training) over four Regional Sales Managers, two National Accounts Managers, eight Inside Sales Representatives and 32 Manufacturers Representative companies totaling approximately 120 sales people.

Key Achievements

- **Guided team to deliver over \$97M to company's overall revenues**, representing 100% growth annually by building network of 32 Manufacturing Representatives, a highly successful company initiative. Grew North American 3-phase UPS market by 4% over two years.
- **Increased overall efficiency of representatives and revenue performance** by implementing advanced training programs and developing more efficient sales tools, launching weekly "Cadence Call" system for targeted funnel management and establishing local demo rooms at Manufacturers' Representative locations.
- **Improved communications and relationships between direct sales force and Manufacturers Representatives**, alleviating strain and initial skepticism of this new initiative by holding numerous meetings with sales team leaders, clearly outlining goal of program and identifying how program would ultimately help them succeed, sharing performance measurements with other teams.
- **Saved substantial amount of time in proposal preparation** by creating and implementing new pricing tool for representatives to use, eliminating need to continually call the factory. Additionally, refined commission reporting format for Manufacturers' Representatives which saved them 4 days per month.
- **Significantly expanded market share** by developing and initiating overall market strategy focused on key influencers of end-user clients in design/construction of datacenters. Key activities and results included:
 - Identification of key consulting engineering firms, national construction management companies and local electrical/mechanical contractors to understand any "bias"
 - Utilizing their relationships with Manufacturers' representatives to identify account lifecycle stage (unfamiliar, hostile, neutral, friendly and advocate)
 - Successfully neutralized 70% of targeted consulting engineers and signed six formal partnership agreements with construction management companies
- **Instrumental in supporting company's foray into design and construction market** by leading and/or providing key expertise on cross-functional teams including supply chain and logistics.
- **Enhanced product management efforts** by establishing and leading representative councils which provided industry and product feedback to product management teams.
- **Served as key liaison for conflict resolution** between existing sales staff and new Manufacturer's Representative effort and provided feedback to various business processes on methods of providing sales representatives more customer facing time.

DIRECTOR OF SALES (3.2001 to 2.2003)

Overview: Directed North American sales team of Power System Engineers, systems Engineers and 60 specialized independent resellers (HPPs). Functionally responsible for channel/end-user sales development, new market identification/penetration and providing technical assistance to APC sales teams experiencing technical issues. Oversaw development and performance of two regional managers and evaluated activities of non-exclusive channel partners to develop strategies focused on achieving majority of their business.

Key Achievements

- **Attained over \$50M in sales increases** in just under two years by building new channel for company (group of resellers focused on power quality type solutions, outside normal IT channels), developing loyalty partnership programs to motivate them to sell more APC equipment than competitors and building team of degreed engineers to make sales calls on their own.
- **Ensured that 80% of HPPs sales were at least 90% of APC products** and services by developing variety of training and business programs including factory-based (lab time, case studies and workshops) and remote sessions which included assisted sales calls. Additionally, introduced demo unit and evaluation programs.
- **Negotiated \$2M purchase of 2 1MW UPS systems** with related ancillary gear through Turner Logistics; served as key liaison in the negotiations of pricing, legal terms and conditions.
- **Maintained competitive advantage and market share increases** by focusing on selling to end-user customer, working closely with contractors and engineers to fully familiarize them with product to enable end-user to instruct them on their system designs.
- **Led sales operation integration activities following acquisition of Airflow company**, which made precision cooling products sold by APC today. Reviewed existing sales operating process before helping them acclimate to APC systems/procedures.
- **Improved relationships, satisfaction and business results** with national network of specialized resellers by:
 - Directing account managers to personally spend time with companies to understand unique business needs and goals before developing mutually beneficial sales plans.
 - Establishing a pooled cooperative marketing budget based on net sales to assist them with marketing of APC solutions
 - Developing specific marketing programs to protect them on complex deals that might go out to bid to other non-value added channels

BUSINESS DEVELOPMENT, STRATEGY AND INTELLIGENCE TEAM (4.2000 to 3.2001)

Overview: Charged with performing extensive market research on Three Phase UPS market by studying/analyzing competition, attending conferences, utilizing of “Voice of Customer” surveys and building relationships with market research firms.

Key Achievements

- **Directly impacted development of “go-to-market” strategy** for three phase UPS business designed to improve results in this area by successfully completed pricing studies of four major competitors as well as customer buying preference analysis.
- **Achieved \$10M in revenues and gained 3-4% of market** (from zero) by participating in relaunch of company’s smaller three phase UPS systems and launching larger three phase UPS systems after they were adapted for North American voltages. Additionally, launched product-based services required by numerous clients purchasing this type of equipment.
- **Enhanced efficiency and results of sale of three phase UPS Systems** by developing supporting business process for IT channels, previously not in place, which leveraged market reach held by IT reseller channel and technical competence of a few specialized power quality resellers.
- **Penetrated market more effectively and obtained market share growth** once new strategies were established based on information gleaned from research and analysis.

ENTERPRISE ACCOUNT MANAGER (12.1997 to 4.2000)

Overview: Assigned to call on and manage set of 25 named accounts in the Fortune 1000 arena, accounts previously experiencing little or no direct activity between them and company, relying more on resellers to sell the product. Developed account maps, sales plans and virtual teams to penetrate and win back business within these accounts.

Key Achievements

- **Exceeded quota each year in position by up to 150%** through combination of focused efforts including account profiling, identifying key decision makers, learning any “bias” against company and understanding company in terms of where it fared in industry, any new business initiatives and knowing IT drivers to support these initiatives.
- **Implemented mandated policy** to ensure each customer who purchased from APC would receive periodic visit or call, with timely resolution of any arising issues.
- **Played key role in two major deals** including sale of 23,000 UPS units placed on every cash register in Target stores, working with IBM (their IT service provider) to negotiate pricing and secured sale of over 3000 midrange-type UPS systems to State Farm, negotiating pricing and terms with their preferred supplier.

EARLY PROGRESSION WITH AMERICAN POWER

- Midwest Regional Manager (2.1997 to 12.1997)
- Inside Sales Manager (3.1996 to 2.1997)
- Government / Commercial District Manager (1995 to 1996)
- Government Inside Sales representative (1993 to 1995)

ADDITIONAL EXPERIENCE

United States Marine Corps Reserve (1987 to 1997)

- Led platoon of 4 squads comprised of 48 Marines and participated in Operation Desert Storm.

BS, Electrical Engineering – University of Rhode Island, Kingston, RI, 1992

Professional Development Courses:

- Pragmatic Marketing : Practical Product Management
- Pragmatic Marketing : Requirements that Work
- Change Management Course
- Miller Heiman: Conceptual Selling, Strategic Selling, and Large Account Management
- Helping Clients Succeed
- Acclivus: BASE Selling, BASE for Strategic Sales Presentations, Coaching
- Interact: Teamwork Analytical Skills
- Center for Quality Management: 7-step problem solving, Conversations for Action, Language Processing Method
- Project Management Inc.: Project Management
- Leadership Management Inc.: Effective Motivational Management
- Behavioral Technology Inc.: Behavioral Interviewing
- Dale Carnegie Sales Training
- Dale Carnegie Course
- Karass Negotiating Course