

JOHN J. TROTTER
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BACKGROUND SUMMARY

SENIOR EXECUTIVE with more than 20 years of General Management and Sales/Marketing experience in the capital goods and manufactured components industries. A proven track record of progressive achievement as a result oriented business planner and manager of change.

Profit/Loss — Chief Executive Officer and Board Member of a \$14 million specialty stainless steel components manufacturing company and General Manager for a \$25 million specialty fastener division of a billion dollar multi-national company.

Strategic Planning — Initiated and executed the strategic planning process which launched a change from a narrow food/dairy orientation to a broad based pharmaceutical and specialty chemical industry direction with a high quality focus.

People Developer — Provided for and encouraged an atmosphere of employee growth through training, mentoring, coaching, team building and goal setting. Developed the human resources function.

Change Manager — Over a five year period completely revamped a family manufacturing business by upgrading all segments of the enterprise.

Sales/Marketing — Established a comprehensive sales/marketing function to seek new opportunities and grow the business. Directed all domestic and international sales activities for a \$300 million manufactured components division of a multi-national company.

Leadership — Developed an employee team oriented atmosphere, a vision, mission and operating philosophy supporting the strategic plan.

Organizational Development — Developed a professional organization throughout all company departments. Brought in professional managers, implemented open communications including employees meetings, initiated bonus plans, and promoted effective management/union relations.

International — Broad global sales and marketing experience including opening and closing sales offices, finding distributors, working with licensees and international planning.

PROFESSIONAL EXPERIENCE

ALLOY PRODUCTS CORP., Waukesha, WI

1989 to Present

President, Chief Executive Officer and Director

1989 to Present

Profit and loss accountability for a \$14 million, 130 employee, family owned stainless steel products manufacturing company with responsibility for all functional areas.

- Changed the organization, adding professional managers to help set a new direction and growth.
- Developed a comprehensive business plan in 1989 to successfully refocus the company towards the more profitable pressure vessel product line. Completed the redirection in 1993.
- Took a money losing packaging machinery division from a \$200,000 loss in 1988 to break even in 1989, then sold it in 1990 eliminating a large cash drain.
- Negotiated successive three-year contracts with the union (IAM), the first in 20 years, holding labor costs steady.
- Improved financial results by reducing manufacturing costs 20% (\$800,000), reducing inventory 26% (\$907,000) and improving cash flow significantly in five years.
- Established a sales and marketing department to pursue additional pressure vessel business. Grew this business 75% in five years and added 454 new customers in 1993.
- Started and promoted a total quality/continuous improvement atmosphere to enhance performance, reduce costs and add to the competitive advantage with the ultimate goal of ISO 9001 certification.
- Started a subsidiary company (Apcon, Inc.) to provide a way to move the company into a turnkey manufacturing/components assembly business resulting in a \$1 million backlog in six months.
- Revamped company systems and procedures including shop floor documents, computer and software changes and better financial planning to operate the company more effectively.

REXNORD, INC., Milwaukee, WI

1960 to 1989

General Manager, Hasbrouck Heights, NJ
Specialty Fastener (CAMLOC) Division

1986 to 1989

Profit and loss accountability for a \$25 million division that manufactures and sells a full line of engineered fasteners including ¼ turns, tension latches, inserts and special fasteners in two plants in New Jersey and Puerto Rico, with 330 employees.

- Increased Division sales from \$20 million to \$23.5 million in two years and improved profits 19%.

- Revamped division strategic planning, initiated a management development program, and established a division-wide quality improvement plan.
- Directed the purchase and installation of a Xerox MRPII business system and a CAD engineering design system. Implemented the installation of a \$1.5 million capital equipment program.
- Installed new management programs including budgeting, cost reduction, forecasting and reorganized the manufacturing functions in New Jersey and Puerto Rico.
- Directed change in market focus from aerospace/defense to industrial electronics/transportation.
- Introduced new products and a buy-resell product program to get necessary growth for profit objectives.

Director of Sales, Milwaukee, WI
Mechanical Power Division

1980 to 1986

- Served on the management team that established the Mechanical Power Division from a group of varied businesses into one major division.
- Directed all sales activities for this \$300 million division engaged in the manufacture of power transmission and material handling products including chain, bearings, couplings and belt conveyor components.
- Supervised seven regional sales offices, six regional warehouses, six customer service centers and a 100-man field sales force.
- Managed \$100 million distributor sales volume through 225 distributors and 1,200 outlets. Revamped strategies to improve market coverage.
- Managed business through 1980 - 1984 recession by controlling costs.

Marketing/Sales Manager, Milwaukee, WI
Rexnord International, Inc.

1972 to 1980

- Directed all sales/marketing activities of a 50-man field sales force selling the products of the Mechanical Power Division in all markets outside the United States and Canada.
- Supervised 16 area sales offices, a central customer service, traffic, documentation, marketing and administration department, with a head count of 50.
- Expanded international sales from \$9 million to \$22 million over an eight-year period.

PROFESSIONAL EXPERIENCE (continued)

Product Marketing Manager - Belt Conveyor Components	1968 to 1972
Sales Engineer - Minneapolis District Office	1963 to 1968
Graduate Trainee , Milwaukee, WI	1960 to 1963

EDUCATION

B.S., Metallurgical Engineering, Michigan Tech

Wharton School Foreign Market Seminar

University of Minnesota Executive Program

Oliver Wight various MRPII Seminars

The Executive Council (TEC), Milwaukee, WI

Rexnord courses: Managing for Performance and Implementing Strategies through People

PROFESSIONAL ASSOCIATIONS/AFFILIATIONS

Dairy/Food Industry Suppliers Association (DFISA)

Power Transmission Distributors Association (PTDA)

Bearing Specialists Association (BSA)

American Supply and Machinery Manufacturers Association (ASMMA)

Waukesha Area Chamber of Commerce, Board Member

Waukesha Memorial Hospital Foundation, Board President

Waukesha Visiting Nurses, Board Member and Treasurer

Michigan Tech Foundation, Board Member

MRA - The Management Association Inc., Board Member

PERSONAL

Married, three children, excellent health,
References upon request