

# CHARLES M. LESS

10890 Mockernut Drive, Harrison, OH 45030, Phone: 513.407.4918, Mobile 513.405.5527, [clpilot@earthlink.net](mailto:clpilot@earthlink.net)

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## SENIOR MARKETING & BUSINESS DEVELOPMENT EXECUTIVE

Accomplished in driving profitable growth by developing new brands and new technologies.  
Developed innovative computer approaches to support sales, marketing and product development efforts.

Start-ups / Turnarounds / High-Growth Organizations

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## CAREER HIGHLIGHTS & PROFILE

- Increased revenues by 53%, recovered share of the European market and attained record-breaking sales results for five consecutive years.
- Achieved 15% year-over-year growth and increased profitability for a \$350 million division that evolved into the company's #1 profit generator.
- Grew revenues \$50 million to \$100 million at 35% margin for an international division.
- Ignited sales from \$6 million to \$30 million in less than two years.
- Spearheaded the launch of a new product in the U.S. and Europe that produced \$25 million in revenues.
- Excel at building closely networked teams from Asia, Europe and North America who are responsible and are of high value to those that design and develop products, and then source from Asia.

Results-charged career is highlighted by achievements in the planning, execution and management of marketing, business development and turnaround initiatives that have delivered outstanding returns. Offer a combination of expertise that includes a total comprehension of the dynamics of the marketing function, expert business development performance, extensive sales and account management experience and high caliber business management qualifications. Extensive international experience through working, traveling and living worldwide. Successful in overcoming complex obstacles and challenges. Tenaciously, does what it takes to get the job done. Summary of qualifications:

- Market Strategy Development & Execution
- International Business Development
- Strategic Planning
- Visionary & Organizational Leadership
- P&L Management
- Partnerships & Joint Ventures
- Global Sales Team Building & Management
- New Product Development & Launch
- Branding, Advertising & Communications
- Business to Business Marketing
- Indirect/Direct Sales Channels
- Negotiations & Deal-making
- Process & Performance Improvement
- Price Management

## PROFESSIONAL EXPERIENCE

**SIGNALDEMAND** – San Francisco, California  
**Senior Advisor for Chemicals and Plastics**

May 2008 to Present

**Situation:** Developing and implementing marketing and sales strategies for SignalDemand's entry into Chemicals and Plastics. Facilitate the business growth through established broad network within Chemicals and Plastics.

**BAERLOCHER USA LLC**- Cincinnati, Ohio

February 2006 to January 2008

**Director of North American Sales and Business Unit Manager SPA, Lubricants and Stabilizers**

**Situation:** Brought on board by this \$500 million dollar privately owned German company supplying additives to the plastics and polymer manufacturers to develop a sales organization in North American to accelerate profitable growth. The position is also responsible for P&L, redefining business and market strategies for the company's key sectors and managing sales.

**Actions/Results**

- Grew margins in 2007 to hold profits in a very poor market sector economy.
- Implemented a price management price process and sold price increases. Maintained profitability in a declining market with cost doubling. Personally negotiated key customer significant price increases.
- Rebuilt, developed and restructured the company's organization.
- Redefined key market strategies.
- Identified targets to establish growth for 2007 and beyond.

**INTERCONTINENTAL FRAGRANCES- HOUSTON Texas**  
**Vice President of Sales & Marketing**

2003 to 2006

**Situation:** Challenged to drive business in global markets and generate growth for this global supplier of custom fragrances for industrial/retail products. Responsibilities encompass indirect/direct sales, marketing and customer service functions. Built and managed a global sales team consisting of 20 direct domestic/international direct reports. Served as a member of the senior management team. Held P&L responsibility for the global business.

**Actions/Results:**

- Gained extensive experience in conducting business in China and other Asian countries. Restructured business, developing an organization (through staffing, training and leadership), building customer relationships and teaming global organization to close business.
- Redefined the organization to service the Asian Market and directly established personal relationships with customers.
- Directed a restructuring of the company into global businesses, closed manufacturing in Mexico, restructured the organization in China and integrated personnel into the global business team.
- Identified and opened opportunities for growth by developing/implementing a global team-selling strategy focusing on strategic customers and specific retailers. Cultivated relationships with Asian specifiers and manufacturers. Extensively traveled and worked in Asia.
- Led the development of a new branded technology that achieved 6% of total sales in one year and 12% at the end of two years.
- **Contributed \$1,200,000 in profit in the first eighteen months** by driving cost reduction activities.

**PHILIPP BROTHERS CHEMICALS- Ft. Lee, New Jersey**  
**Vice President of Sales, Marketing & Business Development**

2002 to 2003

**Situation:** Brought on board by a \$500 million specialty/materials chemical company after completing a consulting contract. Appointed to improve the performance of the company's Prince Manufacturing business in an effort to increase its sales price.

**Actions/Results:**

- Aligned focus on business development, market strategy, price management, profit improvement and employee productivity initiatives.
- **Boosted the sales value of the business by 1.5 to 2 profit multiples and achieved record-breaking EBITA – exceeding budget by 35%. Doubled EBITA through identifying a JV with the capability of doubling the size of the company and increasing its sales price.**
- Kept the team extremely motivated as the company moved through the sale process. Contributed to finalizing all aspects of the company's sale.

**VALUE CREATION-** Cazenovia, New York  
**Consultant**

2002

**Situation:** Owned and operated a successful management consulting practice. Launched the firm in response to numerous requests by previous employers for consulting services.

**Actions/Results:**

- Managed the entire client engagement cycle, from defining scope of work and negotiating fees to providing services and producing deliverables.
- Generated \$700,000 profit for Prince Manufacturing by identifying/implementing price management changes.
- Provided training on pricing to value creation to the Rohm and Haas European Business Team. Consulted for Indium and Philipp Brothers Chemical.

**INDIUM CORPORATION-** Utica, New York  
**Vice President of Marketing**

1999 to 2002

**Situation:** Focused on driving sales, market share, profitable growth, and cost savings for this manufacturer of electronics products serving global markets. Managed seven direct reports, responsible for customer service, marketing, communications, advertising, business management and telesales functions.

**Actions/Results:**

- Restructured the company into five strategic business units and fostered cohesion to establish a proactive business culture. Assumed responsibility for managing the largest business unit.
- **Boosted sales by 21% in the first year and increased market share by 41%.** Captured business with Motorola and Selectron.
- **Reduced operating costs by 15%** by driving continuous process improvement initiatives.
- **Reversed price erosion and generated an additional \$1.5 million to the bottom-line** by developing/instituting new price management practices enterprise-wide and by better managing the indirect sales process.
- Created/led the development of an Internet Portal to establish a new unique brand for the electronics market.
- Developed a service business with Motorola for the introduction of lead free electronics products.

**FERRO CORPORATION-** Cleveland, Ohio  
**Vice President of Marketing**

1995 to 1999

**Situation:** Accountable for establishing the strategic planning function and for enhancing sales/marketing competencies to improve operating/financial results for this \$1.5 billion specialty chemical company.

**Actions/Results:**

- Instituted strategic planning processes and aligned the senior management team on corporate objectives.
- Partnered with the CEO on building a market and customer-centric organizational infrastructure and developed plans to improve sales/marketing competencies.
- **Contributed to improving profitability by 8%** via segment management, new pricing practices and management training initiatives. Created new product development practices that were implemented throughout the company.
- Participated in the turnaround of a \$200 million division and provided strategic direction that was instrumental in turning around a \$375 million operation.
- **Improved productivity** by implementing a process that focused resources on the valuable customers.
- **Received an Excellence in Marketing Award** by an independent group. Won against key competitors including Continental Airlines and Hallmark.

**ROHM AND HAAS**- Philadelphia, PA / London, England / Stockholm, Sweden 1984 to 1995  
10+-year career with this \$7 billion worldwide chemical company is distinguished by consistent, performance-based promotions that included international roles.

**Group Marketing Manager** – Philadelphia, PA (1992 to 1995)

**Situation:** Challenged to transform marketing from a sales support role into an integrated worldwide marketing function for a \$350 million division. Managed a 14-person team.

**Actions/Results:**

- Spearheaded a strategic plan and designed advertising campaigns and marketing communications programs. **Drove 15% year-over-year growth and ignited profitability by 24%; division was ranked #1 in profit performance.**
- Closed business with Lowes through a successful pull-through program.
- **Won the Total Quality Leadership Award as the #1 performer** for the company by creating branding programs with Lowes, Dupont, The Color Guild and Paint Quality Institute

**Business Manager – Coatings, European Region** – London, England (1989 to 1992)

**Business Development Manager – European Region** – London, England (1987 to 1989)

**Situation:** As Business Development Manager, focused on driving new market entry for a newly developed technology; subsequently selected to turnaround declining sales and market share for the European coating business. Given full P&L responsibility for the \$100 million business.

**Actions/Results:**

- Steered strategic direction and orchestrated a restructuring of business operations in Europe, Nordiska, Africa, and the Middle East. **Successfully reversed sales decline – increasing revenues by 30% thereby recovered major share of the European Market. Achieved record-breaking sales results for five consecutive years.**
- Closed business with Akzo Nobel and ICI.
- **Identified and captured new market opportunities and led the development/launch of a new product that evolved into the industry standard globally** while serving as Business Development Manager; also improved international communications by bringing the region online. Developed and led an international team based in the major Western European countries and managed a large technical service support group in Valbonne, France.
- **Launched a new product that generated \$25 million in revenues** within the US and European marketplaces.

**Sales Manager – Sweden, Denmark, Norway & Finland Territories** – Stockholm, Sweden (1984 to 1987)

**Situation:** Faced with the complex challenge of reversing a 10-year decline in sales. Credited with investigating a sales process (Sales Project System) and inventing the approach (copy written) – designed software that supported the system, which helped turnaround the European business; software is still in use today by the company's sales organization. Held full P&L responsibility for the subsidiary.

**Actions/Results:**

- Led an organizational restructuring and rebuilt the sales force. Successfully, revitalized and professionalized the organization, strengthened sales productivity, and closed business with Alcro-Beckers and Akzo Nobel. Doubled sales from \$6.5 million to \$15 million.

**Previous Experience:** Achieved several promotions through sales and marketing roles to an international position in Europe during early career with Rohm and Haas. Became the New Product Development Manager for architectural coatings, which involved working with Western European subsidiaries to introduce new products to drive sales. **Opened up a new market for** the company by established water-based gloss paint technology across the whole of Europe; successfully increased the share of water-based paints versus solvent-based paints.

### **EDUCATION / PROFESSIONAL DEVELOPMENT**

- B.S., Chemistry – University of Denver
- Certificate, Business Administration – Wharton School of Business, University of Pennsylvania
- Completed numerous Marketing Courses with the ISBM, an organization that develops and explores new concepts in B2B excellence. Considered by the organization as a B2B expert.
- Advisor to Brussels forum “Jacob Fleming Chemical Global Sales and Marketing Effectiveness”.