

## Robert Brown

10 Elm Ave.  
Springville, IL 60606

bbrown@aol.com

(H) (312) 111-3111  
(W) (312) 111-2111

### Skills, Knowledge, Attributes, and Abilities

**Communication Skills**  
In role as State Manager for Next-Day Freight, liaise across a broad cross-section of employees. To keep employees abreast of company direction and anticipated changes, implemented briefing sessions to be held across all shifts once a month. Communicated directly with the staff and fielded questions. Employee satisfaction regarding communications improved from 2.5 to 4.3 over a 12-month period.

**Business Management**  
Sound knowledge of business-management principles. Studied commerce at NU and keep current with recent trends and developments by subscribing to journals and magazines. Training courses include the AGSM Executive Development Program and specialist management courses. Over the past three years, have implemented ideas gained from knowledge to restructure the sales force and supervise the implementation of a new management information system and quality-improvement program.

**Selling Skills**  
As National Distribution Network Manager for National Petroleum, Inc., developed a merchandising-based franchise package aimed at convincing successful franchisees with other companies to join National Petroleum. Developed a program that targeted the top 100 successful franchisees and, by interviewing a cross-section, identified reasons why most would convert. Developed a selling kit for representatives to use and conducted selling-skills training courses for representatives. Worked with the top three clients personally and all three converted. Of the remaining 97 franchisees, 70 percent converted.

**Negotiation Skills**  
As State Manager for Next-Day Freight, address numerous issues regarding workforce planning. This includes outsourcing \$2.5 million worth of casual labor, implementing a staff incentive program, and developing a new enterprise agreement. These represented major changes for our existing and often volatile workforce. By developing and chairing a committee involving employee, management, and union representatives, we have been able to successfully introduce the required changes without any lost time. Employee satisfaction with working conditions has risen from 1.8 to 4.0 over the past three years.

**Tenacity**  
On promotion to the position of State Manager for Next-Day Freight, quickly identified potential cost savings in merging business unit with sister company's (Parcel Pick-Up) business unit worth \$10 million. The project to merge the two units was realized last month after planning and negotiations spanning more than three years. Anticipated cost savings as a result of the merger are likely to be in the vicinity of \$5 billion.

### Employment History

**Jones Bros., Inc.** **3/2005 to Present**  
*Large national company that owns a range of goods-transportation systems. Next-Day Freight provides distribution systems for a broad customer base including a range of major companies.*

*State Manager for Next-Day Freight, Chicago, IL*

Reporting to the General Manager, major responsibilities in this position include acting as a change agent reshaping the business into a professional and profitable organization with a strong emphasis on customer service. The bottom-line responsibility of this position is a \$50 million business unit employing 350 people in sales, administration, operations, marketing, customer service, quality, and security.

*Major Achievements:*

- Created and implemented a state business plan addressing major shortfalls in the business.
- Orchestrated successful merger with another \$10 million business unit.
- Restructured entire sales force.
- Negotiated and implemented new enterprise agreement.
- Directed complete management restructure.
- Introduced new Management Information Systems.
- Negotiated outsourcing of \$2.5 million in annual casual labor.

*(continued)*

Figure 8.3: A hybrid resume.

**Jones Bros., Inc. (co**

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- Implemented
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- Led business

**National Petroleum**  
*Major petroleum company*  
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*Major Achievements:*

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**Rundle and Smith**  
Team audit work for a

Bachelor of Science in  
Major in Accounting a

Completed continuing  
time management, bu

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**Jones Bros., Inc. (continued)**

- Coordinated rebuilding of major new depot facility.
- Implemented quantifiable quality-improvement program.
- Developed new marketing strategy.
- Developed strategic industrial relations plan to create greater incentives for the workforce.
- Led business unit to 50% increase in profit in first year.

**National Petroleum, Inc.****2/1996 to 2/2005**

Major petroleum company that owns refineries throughout North America, as well as a major franchise network of automotive fuel stations.

National Distribution Network Manager, Des Moines, IA

3/2003 to 2/2005

Reporting to the National Planning Manager, managed strategic development and network rationalization of the wholesale distribution business worth more than \$80 million per year to company profit. Maintained primary trade and developed an environment for improved profit performance based on best practices, operating efficiency, and optimum capital investment.

**Major Achievements:**

- Performed comprehensive review of the sector and developed an integrated business plan.
- Developed new network process to contain the best demographic mix of distribution and marketing.
- Developed and implemented merchandising-based franchise package.
- Implemented business planning process for independent distributors.
- Directed strategic business review of \$300 million subsidiary.
- Managed wholesale investment budget to achieve corporate objectives.
- Successfully rationalized and restructured distributor business to improve return on investment.

Regional Finance Manager, Des Moines, IA

3/2001 to 2/2003

Reporting to Regional Manager, managed financial performance of the dealer and distributor businesses within the area. Activity entailed the management of profitability, franchisee selection, and administration.

Senior Reseller Area Manager, Kearney, NE

1/2000 to 2/2001

Reporting to Wholesale Network Development Manager, managed bottom-line profit, achievement of volume targets, financial management, and credit control, tendering for new business and network development.

Marketing, Planning, and Economics Officer, Kearney, NE

2/1997 to 12/1999

Performed SWOT analyses, forecasting, and preparation of cost submissions.

Transport Distribution Manager, Kearney, NE

2/1996 to 1/1997

Consulting to wholesale fuel distributors.

**Rundle and Smith Chartered Accountants****1/1994 to 1/1996**

Team audit work for a range of companies.

**Education**

Bachelor of Science in Business, University of Nebraska, 1993  
Major in Accounting and Commercial Law

**Professional Development**

Completed continuing education and training courses in consultative selling, analytical skills, negotiation, time management, business management, and executive development.

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