

NICHOLAS J. WILLING, PE

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SUMMARY

Confirmed as an effective strategic and transformational business leader and a licensed professional chemical engineer who has repeatedly proven success at accelerating profitable and sustainable results for the company and customers in variety of \$1MM - \$100MM businesses and projects. Accomplished this through cultivating loyal customers, developing comprehensive plans, implementing quantifiable metrics, proficient execution, maximizing personnel strengths, managing change, and implementing LEAN/Six Sigma improvements.

- Service, Installation, Project Management, Engineering, and Manufacturing experience
- Facilities, Mechanical, Chemical experience
- Profitable P&L business owner
- Strategic long-range business planner
- Transformational leader & effective decision maker, converts opportunities into results
- Crisis recovery & business turnaround
- New business & channel development
- Servant leader, maximizes others' potential

PROFESSIONAL EXPERIENCE

TENNANT COMPANY, Minneapolis, MN

January 2005 – September 2009

Tennant engages worldwide in the design, manufacture, and marketing of cleaning solutions offering floor and outdoor cleaning equipment, specialty surface coatings, and related products.

Director, North America Service (US and Canada). (2005-2009)

Profitably directed the P&L service business, having 450 mobile service mechanics, 5 regional repair centers, 100 field and corporate business personnel, and 33,000 customers. Exceeded plan each fiscal year. Led 3-year strategic/cultural change, inspiring new vision & mission to embrace the customers and to grow Tennant through actualization of Tennant's cleaning technologies and services.

- Grew aftermarket business to \$100MM annual revenues in FY2008; a 30% increase in revenues and 40% increase in profits in Nick's first three years as Director, NA Service (winning new market share from a market that grew only 3-4% per year).
- Introduced LEAN continuous improvement to NA Service business and operations; produced annual savings of over \$1MM in hard savings and \$3MM in soft savings.
- Reduced recordable injuries 45% in first three year period through regular training and continuous positive reinforcement, transforming Tennant to below industry standard. This saved "at risk" customers and contracts at key industry and government sites.
- Created future service channels/partnerships to deliver to our customers ever evolving demands. This includes new ventures with Servigistics, ServiceSource, A&E, and USA Clean.

Manager, Business Development (2005)

This position was created to hire a candidate and then be tested over the next year, proving viability to replace the retiring Service Director of 28 years and to evolve service to accelerate profitable growth.

- Created 5-year strategic service plan and presented to CEO and executive management.
- September 2005, received confirmation from CEO and executive management to be the new NA Service Director.
- Over next 3+ years, successfully achieved 75% of 5-year strategic service plan.

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JOHNSON CONTROLS, INC., Building Efficiency Group, Milwaukee, WI 1992-2004

Johnson Controls, Inc. operates in Building Efficiency, Automotive Experience, and Power Solutions businesses worldwide. The Building Efficiency Group provides HVAC, security, and building management systems, technical services, energy management consulting, and facilities management.

Business Delivery Manager, Plymouth, MI (2003, 2004)

Assumed leadership role to turn around the on-going project of transitioning 80 JCI Automotive Group factories to be under the Building Efficiency Group facility management.

- Under intense pressure for immediate performance, tactically managed delivery of \$4MM in facility duties to the 12 facilities in US and Canada already transitioned. Recovery completed.
- Simultaneously, led development of new transition programs, models and plans. Automotive Group approved plans and approved continuing transitioning of remaining facilities to BE Group.

Area Service Manager, Indiana and Kentucky (2001-2003)

Profitably managed the P&L service business, having 10 supervisors, 70 technicians & mechanics, and 15 customer care reps. Exceeded plan each fiscal year. Networked with area and corporate leaders for creating the annual budget and the 3-5 year strategic plan.

- Generated over \$23MM revenue in 2003.
- Grew profitably year-over-year: 39% in 2003; 26% in 2002; 14% 2001

Area Installation Manager, Indiana and Kentucky (1998-2001)

Profitably managed the P&L installation business, having 15 project managers, 35 engineers, 50 technicians & mechanics, and administration. Networked with Area and Corporate leaders for creating the annual budget and the 3-5 year strategic plan.

- Generated \$35MM revenue in 2001; portfolio of completed project work achieved the financial results as originally sold and booked. First time in many years.
- Eliminated performance problem of over spending up to \$3MM annually on project work through implementing new strategies, training of installation personnel, and partnering with the sales organization.
- Established "Zero GPV" (\$0 gross-profit-variance) as the Area's expected norm with goal to annually repeat 2001 results of delivering projects profitably.

Large Project Manager, Indiana (1994; 1998)

Twice assumed leadership role for crisis recovery of on-going large, complex installation projects.

- 1997-1998; \$5MM technologies-integration project was successfully completed; avoided anticipated litigation.
- 1994; \$2MM multi-campus hospital building-controls project was successfully completed; avoided litigation and renewed customer satisfaction resulting in future new work.

Installation Team Leader and Project Manager, Indiana (1994-1998)

Managed P&L operations team delivering projects into the new and retrofit construction markets.

- \$10MM annual revenue, profitably executed each year.
- Interfaced with architects, engineering firms, building owners, and general contractors.
- Selected and directed subcontractors.

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Account Sales Executive, Indiana (1993)

Developed marketing plans and initiated opportunities for a new business venture of selling and installing Johnson-Yokagawa industrial controls in Indiana area. Sold \$250K of new industrial controls projects in first year. JCI ended its joint-venture with Yokagawa at the end of 1993.

Regional Service Manager, MI, OH, IN, KY (1992)

Accountable for P&L goals of service businesses for the Central Region's fifteen branches. Responsible for supporting and improving the region's \$20 million service business.

BAILEY CONTROLS COMPANY, Cleveland, OH

1988-1991

Purchased by ABB, Bailey provided distributed automation solutions to optimize performance at utilities, oil, chemicals, pharmaceuticals, pulp and paper, steel, and waste treatment facilities.

District Manager and Small Projects Manager, Ohio, Indiana, Kentucky

Profitably grew revenues to \$5MM by 1991, from \$800K in 1988, delivering profits at 135% of plan.

PREVIOUS NON P&L OWNERSHIP EMPLOYMENT

FRIES & FRIES COMPANY, Cincinnati, OH (1987-1988)

Fries & Fries specialized in the custom-creation of food and beverage flavorings.

Contract Manufacturing Manager

Sourced and managed production and packaging at third party manufacturers.

THE DRACKETT COMPANY, Cincinnati, OH (1981-1987)

The Drackett Company (then a Bristol Myers division, brands now owned by SC Johnson), was a leader in the consumer-products chemicals business for such products as Windex, Vanish, and Drano.

Plant Engineer and Maintenance Manager, Franklin, KY (1985-1987)

Responsible for technical care of production equipment and facilities. Managed staff of 35 people with a \$2MM annual expense budget. Project managed \$500K projects annually, always completed at plan.

Process / Project Engineer, Cincinnati, OH (1981-1985)

Designed chemical processes and installed capital projects.

MONSANTO, Cincinnati, OH. (1980-1981)

Production Engineer for ABS plastics manufacturing.

GENERAL MOTORS – Packard Electric Group, Warren, OH. (1979-1980)

Production Engineer for chemical plating process and high-speed production of metal components.

EDUCATION

XAVIER UNIVERSITY, Cincinnati, OH

1985

Master of Business Administration

ROSE-HULMAN INSTITUTE OF TECHNOLOGY, Terre Haute, IN

1979

Bachelor of Science – Chemical Engineering

CERTIFICATION

- Licensed Professional Engineer – Minnesota, Ohio, and Kentucky
- Have over 2500 Hours of various continuing education courses in management, business delivery, service, sales, various technologies, manufacturing, quality assurance, LEAN, SPC, and ISO 9000.