

LAURIE BARBER

Senior Sales Management • Chemical Industry

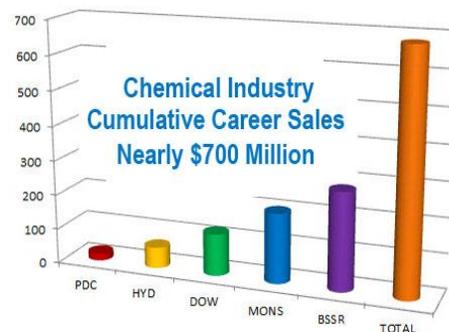
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The Chemical Industry's Charismatic Sales Phenomenon

"If We Could Figure Out Her Secret, We'd Bottle It for the Worldwide Sales Force"

Chemical industry veteran who defies the conventional wisdom about selling commodities. Leads teams that consistently out-sell competitors – at higher profit margins – in hotly contested markets. Instantly connects, builds trust, and delivers 100% on commitments.

- **Sales Performance:** Ranked #1 salesperson-of-the year for 18 straight years across 4 different employers.
- **Dual Expertise:** Chemical engineer and financial ace – BS Ch.E & MBA – with encyclopedic knowledge of the chemical industry: R&D, markets, financing, manufacturing, and sales.
- **Turnaround:** Within 10 years of graduation, took charge as Acting President for Murphy Chemical – a distributor in danger of collapse – and negotiated with banks, suppliers, and sales force. Rescued the company (still in business today).
- **Team Leader:** Natural talent for inspiring a team to see untapped opportunities and accomplish "impossible" goals.



SALES AND SALES MANAGEMENT EXPERIENCE

BSSF, Chicago, IL

2012–Present

Global chemical distributor for pharma, oil-and-gas, food processing, and environment • \$11 billion total sales & 7700 emp.

Vice President of Sales for Central US & Canada

Leading a 2300-Person Sales Org | \$220M Direct and Distributor Sales | Member of Executive Leadership Team

Transitioned from business development at Monsanto to senior sales role of BSSF, a leading chemical distributor and Monsanto's #1 customer. Reversed 4-year trend of declining sales.

- **Challenge:** Prior sales management had attempted to implement a sales reorganization that was not appropriate for the chemical industry. Sales and market share had been declining for 4 years.
- **Actions:** Implemented a 3-part turnaround: "Bend-over-backwards" service • "War game" mindset – an aggressive strategy to grow market share • A new sales ethos called "freedom to sell."
 - ✓ **Margins & Pricing:** Introduced Lean Six Sigma and hired a 6-person pricing team that developed analytics and real-time pricing tools similar to Amazon.com.
 - ✓ **Sales:** Cut sales admin-overhead by 30%, which doubled individual sales calls – on average – from 10 to 20. Restored geographical territories and reset business relationships at key accounts.
 - ✓ **Reporting:** Introduced disciplined sales tracking via Salesforce.com. Directed creation of a proprietary executive dashboard to engage each sales manager each week.
- **Results:** Grew year-over-year sales by 5% and increased margins by multiple points. Improved delivery, cut operating costs, and improved employee morale (increased Net Promoter Score by 10 points).

MONSANTO CHEMICAL COMPANY (MCC), Various Locations

2006–2012

World's largest chemical company • \$60B revenue and 49,500 employees.

Business Development Director for Oxygenated Solvents (2010–2012)

450-person organization | \$80M budget | Direct Sales and Distributor | Member of Corporate Leadership Team

Continually improved sales, profit, strategic positioning, and financial forecasting.

- **Challenges and Opportunities:** The Oxygenated Solvents BU was a profitable "cash cow" that was not performing at its peak sales and profit potential.
 - ✓ Analyzed "value chains": Found ways for MCC to create more value in each industry served by Oxy.

- ✓ Increased sales by 20%, met all P&L and KPI targets, and improved worldwide morale of the Oxy BU.
- **Actions:** Shifted sales focus to the most profitable niches, for example, increased sales of propionic acid towards food-preservative makers and away from agricultural companies.
- **Results: Achieved turnaround #1** for MCC and met the key target (grew sales over 20%).

Director of Sales / Director of Distribution (2008–2010)

Based on success with the oil & gas project (below), promoted to Director and played a leading role during the turnaround of MCC's underperforming sales force.

- **Challenges:** Over a 10-year period, sales had degenerated into a dead-end career path at MCC. Because top talent avoided sales, MCC was losing market share and opportunities.
 - ✓ In 2009, after acquisition of Chemcorp, MCC began integration of its 2 separate sales forces, which created a major retention problem: top talent was leaving, and the remaining 2000 salespeople were being dumped into numerous "silos" with little interaction.
- **Actions:** Led the People Team that developed a strategic HR plan. Devised a highly accurate methodology for ranking each person on the combined sales force (1450 MCC / 550 Chemcorp). Fired non-performers, reassigned others, and launched a "talent recruitment" campaign for new graduates.
- **Results: Achieved turnaround #2 for MCC:** Transformed the sales culture from mediocrity to excellence. Promoted 3X and shifted new team from transaction "commodity" sales to "solution" sales.
 - ✓ Scaled up size and quality of sales force, which increased sales from \$14B to \$20B during 2008–2010.
 - ✓ Relocated to Chicago to manage Midwest/Canada, which drove regional sales from \$50M to \$200M.

Strategic Sales Team Leader, MCC Oil & Gas (2007)

Sales Manager, MCC Specialty Chemicals (2006)

- **Strategic Planning Team Leader:** Led a global, cross-functional implementation team for MCC's Oil-and-Gas, Market Facing Exploration Project – a comprehensive identification of global O&G opportunities.
 - ✓ Surveyed the O&G landscape and discovered that MCC could multiply existing earnings 4X by focusing on enhanced oil recovery.
 - ✓ Built a business case that proved the value of a new O&G BU and won approval to consolidate related businesses. Identified projects that, to this day, are still the largest & fastest growing in O&G BU.
- **Sales Manager:** Joined MCC as Senior Sales Manager and led 2 separate sales organizations. Recognized as a key contributor to strategic planning. Assigned to a high-priority oil and gas project.

ADDITIONAL EXPERIENCE (1991–2006)

MURPHY CHEMICAL CORP, Detroit, MI (1999–2006): Vice President for a privately held, full-line chemical distributor focused on MI, OH, and IN. Joined Murphy while it was struggling to break even and led a complete turnaround. Focused staff on profitable areas and transformed culture from fearful to optimistic.

- Took charge as Acting President for six months and orchestrated a complete turnaround the company.
- Promoted three times, from Sales Manager to VP: Drove all aspects of the business: acquisitions, capital investment, customer service, price-and-contract negotiations, P&L, and consulting.

HYDRITE CHEMICAL COMPANY, Brookfield, WI (1996–1999), Distribution Sales Manager: Led a 7-person sales team (\$40M goal) for 3 plants – pulp, paper, and coatings. Achieved #1 regional ranking for profit.

PDC ENVIRONMENTAL SERVICES, Peoria, IL (1991–1996), Technical Sales Rep: Promoted twice. Created a "Blanket Hazardous Waste Treatment Permit" that cut permitting time from 90 days to less than 30.

EDUCATION

MBA, MARQUETTE UNIVERSITY, Milwaukee, WI, 2002

MS, Chemistry, THE OHIO STATE UNIVERSITY, Columbus, OH, 1994

BS, Chemistry, THE OHIO STATE UNIVERSITY, Columbus, OH, 1991

NOTES FOR SALES RESUME

“If We Could Figure Out Her Secret,
We’d Bottle It for the Worldwide Sales Force”

Sales charisma is an undeniable fact of corporate sales, but very few salespeople possess this gift. You cannot learn it in school and it’s not easy to define. However, everybody knows sales charisma when they see it – an irresistible, personal force that makes people take action and buy.

Laurie Barber meets the criteria – an exceptional salesperson and sales manager with a personality that opens doors. The challenge for her resume is figuring out how to credibly package this elusive quality at the very top and then show some obvious proof throughout her 20 years of sales experience.

A bold headline – like the one at top of this resume – will certainly open doors for an interview. But it only works when the salesperson can prove it’s true, i.e., must show stellar results for employers and then dazzle the hiring manager with a five-star interview.

If you can prove you’re a salesperson who “walks on water,” be sure to communicate that on your resume. My best advice to every client is to make the best use of every asset you’ve got – education, skills, contacts, personality, whatever. Make the best use of the cards you’ve been dealt.

She does not use this same headline on her LinkedIn profile. She wants her LinkedIn profile to be “low profile,” and does not want to broadcast she’s contemplating a move.

Laurie’s search is just starting – she’s happy in her current job, but must balance that against additional factors such as family, aging parents, and location. Meanwhile, she’s well networked with a great resume that – for the very first time – captures her unique sales personality. She feels confident about executing a successful search when the time is right.