

# OPPORTUNITY PROFILE

*Chief Executive Officer*



OF

**HOFFMAN ESTATES, ILLINOIS**

*Dedicated to improving the quality, safety and efficiency of  
auto collision repair.*

AUTOMOTIVE RECRUITERS INTERNATIONAL, INC.  
A Division of Lordstone Corporation

Consultants To Management for Executive Search & Selection

## INTRODUCTION

Thank you for reviewing the enclosed profile and to considering this unique career opportunity. The following pages describe a distinct opportunity for a market-focused, general manager capable of advancing this industry-leading educator now primed for expansive growth.

The following profile was written as a result of time spent both in onsite meetings and conference calls with the search committee, leadership and staff of The Inter-Industry Conference on Auto Collision Repair (I-CAR). This investment of time and unfettered access to our client's personnel, plans and business practices, enabled us to assess the culture of the company, the personalities that make up the team and the company's goals, objectives, capabilities and hindrances. I believe this is important for you to know because unlike I-CAR, the HR practices and procedures within much of corporate America today emphasize hiring speed over quality and performance over values and cultural fit. These hiring practices are further perpetuated by headhunters, who by seeking to maximize revenue through a high volume of assignments, are eager to oblige client requests for minimal consulting, quick delivery of resumes and fast hires. The behavior of both groups encourage a never-ending cycle of executive turnover, unfortunately at the expense of employees and shareholders. It also represents the antithesis of our approach, which aims to thoroughly assess each client who retains our services and each individual desiring candidacy. Only then can we insure the right match has made those results in long-term economic value for clients and career satisfaction for the individuals our clients employ.

By documenting our findings in the enclosed profile, we hope to elicit positive responses from successful candidates. We trust the following pages will achieve this goal and would welcome the opportunity to talk with someone you know who meets most or all of the requirements described in this profile. As to how they can expect to be treated:

1. **They can be assured of complete discretion on our part.** Neither their comments nor any other information they might share with us will be distributed to anyone, including our client, without their permission.
2. **We treat everyone the way we would want to be treated if our positions were reversed.** This practically translates into doing what we say we are going to do in a timely manner, promptly returning phone calls and providing frequent and honest feedback to both candidates and clients

As to our veracity in adhering to the above-mentioned points, we would invite all interested parties to "check us out" by contacting anyone we have done business with before. You'll find we are unusual: we would much rather conduct a handful of searches each year in an exceptional manner than executing many in an average or mediocre manner. Why? Because we feel it's not only our mission but our calling: To perform the most professional, highly ethical executive search consulting, which results in the creation of long-term value for our clients.

Thanks again for reviewing the following profile, and we appreciate your interest.

Jeffrey R Ketchum, President & CEO

## THE OPPORTUNITY

The Inter-Industry Conference on Auto Collision Repair (I-CAR), a not-for-profit training organization headquartered in Hoffman Estates, Illinois was established by representatives of the collision repair and insurance industries in 1979. The organization was born as a result of the introduction of high volume, unibody structured vehicles and the need for standardized repair procedures throughout the United States. Today the organization employs approximately 488 full- and part-time associates and is graciously supported by a network of 1500 volunteers for which the organization relies on for local marketing of training and instruction.

As many companies have experienced, I-CAR has been affected by the cyclical nature of the marketplace and the leadership practices and policies of past CEO's. Over the years a downtrend in core business and reserves began to emerge, while expenses increased and service offerings remained stagnant. In 2007, decisive action was taken by the Board of Directors, resulting in the appointment of the then Chairman of the Board, to the interim CEO's position. Since his appointment, operating expenses have been stabilized, reserve funds restored and moderate growth has been achieved. Today, the period of restoration is behind the organization, and with a solid financial base and established business processes in place, the business is now poised for additional growth and expansion.

This opportunity would be well suited for an influential, market driven, general manager who has a knack for connecting with diverse groups of individuals, while strategically growing a business that is primed for development among generation X, Y and Z. As such, this could be a step up for business unit manager, division GM or functional VP, with a marketing mindset, who is looking to advance their career and position in industry. Alternatively, the position would be well suited for a seasoned President and CEO, looking to replicate their corporate business successes within this not for profit, automotive training organization.

Many reasons may lead an experienced leader to explore this very unique opportunity. However, the primary reason will be their passion for and belief in the services that I-CAR provides. Additional reasons may include:

- Perhaps a candidate is working within a larger company where they are a small spoke in a large wheel. What is attractive to them is the opportunity to work within a smaller company where they could have a significant impact on the entire organization, enhancing equity.
- Another candidate may be working for a publicly traded company whose focus is bent on meeting quarterly earnings estimates rather than managing for maximum long-term value.
- Still another individual may be attracted to the organization's mission and growth prospects.

The right candidate will be attracted to the company's people, its services and the tremendous potential for growth. This is truly an exceptional opportunity for the right CEO.

## **THE COMPANY**

Founded in 1979, the Inter-Industry Conference on Auto Collision Repair (I-CAR) is a not-for-profit training organization dedicated to improving the quality, safety and efficiency of auto collision repair for the ultimate benefit of the consumer. The company began as the need for collision repair procedures and training was created by the introduction of the first domestically produced, high volume, unibody structured vehicles. Knowledge of unibody construction and the emerging repair procedures were at a premium and had to be taught, on a mass basis, to thousands of people scattered across the United States and thus I-CAR was born.

I-CAR is a not-for-profit 501(c)6 organization, that exists at the discretion of the six major industry segments represented on I-CAR's 22 member board. These six segments include:

- Collision repair businesses
- Insurance companies
- Vehicle makers
- Equipment, tool and materials manufacturers and distributors
- Education, training and research organizations
- Suppliers of related industry services

I-CAR develops and delivers technical training programs to professionals in all areas of the collision industry. In addition, I-CAR provides a communication forum for anyone interested in proper collision repair. I-CAR's primary funding is derived from student tuition and services. This assures that I-CAR can remain unbiased in developing courses and services on an industry-wide basis.

While I-CAR is based in the United States, it has entered into licensing agreements with New Zealand, Australia and Canada. These three countries license I-CAR training materials to conduct I-CAR classes with their own instructors. A portion of the tuition they collect is paid to I-CAR.

### **Structure and Culture**

The I-CAR Training Support Center located in Hoffman Estates, Illinois employs approximately 70 employees. Operational and administrative activities are performed at this location. These include Accounting, Corporate Administration, Customer Care, Data Services, Field Operations, Human Resources, Information Technology, Marketing, and Project Management.

The I-CAR Tech Centre, located in Appleton, Wisconsin, develops I-CAR products and services through a team of talented professionals trained in collision repair processes. Instructional design, graphic design collision technicians and videography collaborate to design and package courses. Purchasing and Fulfillment are also located at the Tech Centre, along with additional IT and Project Management professionals. Approximately 23 employees work at the Tech Centre.

While the management of Field Operations is located in Hoffman Estates, the Regional Managers are located in:

- Washington state
- California
- Illinois
- Kansas
- Pennsylvania
- Florida

Two additional field support coordinators are located in Texas and Maryland. These individuals work directly with the I-CAR in-shop welding program and support the Program Instructors.

The culture at I-CAR is one of shared responsibility and mutual respect. Leadership and staff are expected to:

- Preserve and foster open and honest communication
- Promote high standards of performance
- Treat all individuals with respect, regardless of title or position
- Set aggressive but achievable goals, both individually and company-wide
- Emphasize a service orientation throughout the organization and the Inter-Industry

While the I-CAR environment may be considered relaxed in both the business climate and dress, high energy, long hours and hard work are the norm.

### **Distribution System**

I-CAR serves the automotive collision industry through employing nearly 400 part-time Program Instructors who are formally trained to teach current and emerging collision repair methods to those employed in the inter-industry. Through the dedicated efforts of these Program Instructors and approximately 260 Volunteer Committees, I-CAR is able to conduct classes throughout the United States. These Program Instructors and Volunteer Committees are guided by six Regional Managers, who oversee class scheduling and courses taught. These committees determine the number and type of I-CAR classes that their respective markets demand, and work with the Regional Manager and Instructor to schedule and hold the class.

Class activity is measured in Student Units. A Student Unit is defined by each student who registers and attends an I-CAR class.

### **Values and Ethics**

For I-CAR to achieve its mission of leading the Inter-Industry in research, development and delivery of quality, convenient, cost-effective and educational programs for the automotive collision industry, I-CAR subscribes to standards of excellence that include, but are not limited to:

- Requiring ethical conduct at all levels of the organization
- Strict adherence to all legal and regulatory requirements
- Avoiding conflicts of interest, or the appearance of conflicts of interest

## THE POSITION

As relayed to our firm by the search committee and leadership team during our situational analysis and briefing sessions, the following is a summary of our findings:

Of key importance is the understanding that the conference and thereby the CEO's position, exist at the discretion of the collision repair industry. Additionally it should be understood that the current structure for distribution and local marketing of I-CAR's services comes from its network of 1,500 volunteers nationally, who devote their time and experience to the mission of I-CAR. As such, this position is highly relational in nature as it requires directing and overseeing the interaction of the conference within the six industry segments and providing organizational guidance and motivation to a network of passionate volunteers.

The President and CEO will be responsible for executing the existing strategic plans of the organization. An example of this includes the newly formed I-CAR Professional Development Program, which was rolled out in July of 2010 and will continue through 2014. Additionally, with the executive committee, they will develop and direct the ongoing strategic planning process. The new President and CEO will be tasked with executing the strategic plan once approved.

Over the last several years, both the executive committee and the current President and CEO have worked closely to restore the financial condition of the company as well as implementing professional business processes and accountability practices throughout the organization. As a result, the business is now poised for additional growth and expansion under the right guidance and experience of a "market focused" President and CEO. The new President and CEO will be tasked with broadening the audience for I-CAR's training programs and increasing market penetration among both large and medium insurance companies, the 7,003 OE dealer facilities (2009) and the 34,928 independent collision repair businesses (2008). An example of the I-CAR's potential, the organization served 58,144 students in the last 12 months, in an industry currently estimated to employ well over 300,000 individuals. As such, there is ample opportunity for this organization to grow from its current revenue base of \$15M to \$40M in the foreseeable future.

The President & CEO will be the chief team builder within the company. They will mentor and develop the existing leadership team and will need to evaluate and address any talent gaps within the team on an ongoing basis, to insure optimal performance of the organization.

This position will oversee the organization's financial structure and audit controls. The new President and CEO will develop and achieve short and long-term revenue, income, expense and reserve goals for the organization. They will maintain the financial security of the organization as well as its credit rating, and banking relationships.

The President and CEO will serve as the chief representative to all major customers, industry affiliates, the financial community, and the public. This will require the individual to plan and deliver speeches and presentations to large and small audiences. It also will require travel 45%-55% of the time. As such, any applicants should be aware of these requirements.

## **QUALIFICATIONS**

Given that I-CAR is a not-for-profit organization that exists at the pleasure of the six industry segments, the right candidate will be highly relational in nature. They will be skilled at relationship building and will be approachable by all, willing to speak and listen to anyone, regardless of their position (technician, volunteer, insurance industry executive, entrepreneur, etc.).

They will have a strong record of effective, collaborative leadership. The right individual is confident in their decision-making skills and history has proven them right. They are collaborative in their approach and foster respectful, open discussions, carefully considering opposing viewpoints and perspectives.

The new President and CEO will be strategic in thought and action. They will be creative in their approach to developing corporate and industry strategies and alliances with key participants. They will be able to step into a position where an organization's existing strategic plan has been developed and communicated to an industry, with specific milestones established for key deliverables.

The right candidates will possess a high degree of intellectual firepower, combined with the ability to communicate exceptionally well. They will have a leadership presence about them, instantly recognizable by those superiors, peers and subordinates they interface with on a daily basis.

In prior positions, they will have put their time and energy into developing and growing people. They will have a balanced and healthy ego, understanding of the fact that there are others that will be employed by them, who are more gifted with specific skills or carrying out a task than they are.

As to character, the new CEO should be honest with themselves and others and possess a degree of humility and introspection. He/She must be beyond reproach morally and operate in a mode of transparency and trust. He/She will have a strong work ethic and possess a high degree of energy. At their core, the new President/CEO will be a "principled leader" and will exude integrity in the highest degree. He/She is progressive in nature and maintains an insatiable desire to improve themselves and the company on a daily basis.

Ideally, the CEO will be coming from one of the six industry segments or an education or training company where they have a solid track record of growing a business or functional business unit. He/She will have realigned a business to an altered reality resulting in products and services being developed and delivered in a new or redefined manner. Any prior experience in multi generational marketing, especially gen X, Y and Z, would be highly applicable.

The right candidate will be financially astute and be able to understand budgets, costs and financial analysis.

## **THE LOCATION**

I-Car World Headquarters is located in Hoffman Estates, Illinois, 25 miles northwest of downtown Chicago and 12 miles from O'Hare International Airport. Hoffman Estates is accessible to the entire Chicagoland region. With a population approaching 55,000, Hoffman Estates is a full-service community. The median age is 34 with 35.9% receiving a bachelor's degree or higher in college. The median family income per year is \$85,301 and the median home price is \$230,500.

The Village of Hoffman Estates, a growing, thriving and prosperous community, is a great place to live, work, and raise a family. Workers and residents enjoy a beautiful and safe suburban setting. The community has affordable to high-end homes, shopping centers with restaurants and dining choices from a wide variety of cuisines. Even during the recent economic downturn, the Village continued to benefit from new restaurants, retailers and offices. In the Village there are over seven square miles of open space, with numerous parks and two major forest preserves with hiking and biking trails and three 18-hole golf courses.

Hoffman Estates is home to several award-winning schools, a Northern Illinois University satellite campus, and close proximity to two regional community colleges. Hoffman Estates High School was named as one of the outstanding high schools in the state in 1987 and the Village of Hoffman Estates has won six Governor's Home Town Awards for its innovative programs.

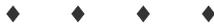
The location provides excellent access to all major attractions within the Chicagoland area and the Midwest. Accommodations to suit all requirements, both natural and man-made, have resulted in Hoffman Estates becoming one of the premier suburban communities in the State of Illinois.



Our client is an equal opportunity employer and does not discriminate on the basis of race, age, color, religion, sex, ethnic or national origin, or physical handicap.

If you know someone who meets most or all of the requirements described in this brochure, please feel free to suggest that person for consideration. If possible, it would be helpful if that person were agreeable to your nominating them.

We fully respect the need for confidentiality of information supplied by interested parties and assure them that their backgrounds and interests will not be discussed with anyone, including our clients, without their prior consent. Additionally, reference contacts will not be made until mutual interest has been established.



*Automotive Recruiters International, Inc., a division of Lordstone Corporation, is a decade old management consulting firm specializing in retained executive search & selection. We assist automotive OEM's, suppliers, dealers and distributors in locating and hiring leadership within the 90<sup>th</sup> percentile.*

*Our mission is to perform the most professional, highly ethical executive search consulting, which results in the creation of long-term value for our clients.*

**Gladstone, MI \* Fort Myers, FL \* Akland, Norway**

For further information on, or consideration for this position, please contact:

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President

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