

OPPORTUNITY PROFILE

Global Vice President of Sales & Marketing



OF

HUNTINGTON, INDIANA

Producers of sensors and actuators for vehicular industries

Ketchum & Associates, Inc.

When locating and selecting the right leadership
is a matter of critical importance.

INTRODUCTION

Thank you for your willingness and interest in reviewing this profile. I think you will find that the following words accurately describe an “above average” opportunity for someone with a global automotive sales & marketing skill-set.

The following profile was written as a result of several days time I recently spent with our client at their headquarters in Huntington, Indiana. I feel this is important for you to know because many retained search firms are more interested in conducting a volume of searches and maximizing revenues than taking the necessary time to develop a complete understanding of each client and assignment. This “dollars first” approach might show favorable financials in the short term, but in the long run alienates clients due to poor performance by the search firm. Thus, we take a different approach - we invest the necessary time to meet with our clients and understand their operational goals and objectives, the personalities involved and their organizations capabilities and hindrances. We then document these findings, striving for accurate content that will elicit positive responses from successful candidates. We trust the following pages will achieve this goal.

We 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. When dealing with our firm, **they will be interfacing directly with me or with Connie Hardies, our Director of Search.** There are no junior recruiters employed in our firm.
3. **We treat everyone the way we would want to be treated if our positions were reversed.** This practically translates into:
 - a) doing what we say we are going to do and in a timely manner
 - b) promptly returning phone calls
 - c) 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 two dozen in an average or mediocre manner.** Why? Because we feel it’s not only our mission, but our calling: **To perform the highest quality, most ethical search work that results in an exceptional long-term value for both client and candidate.**

Thanks again for your willingness to review the following profile and if you are ever in a position to recommend a retained executive search firm, we would appreciate the remembrance.

Jeffrey R Ketchum

THE OPPORTUNITY

Wabash Technologies, located in Northeastern Indiana, is currently seeking to identify a key individual for their executive management team. The new team member will have the opportunity to creatively structure and implement a global sales & marketing strategy within a privately held, non-unionized, 100 million dollar manufacturer of vehicular electronics.

The opportunity at Wabash Technologies would be well suited for a seasoned sales and marketing professional who would find meaning in working within a company driven by strong core values. Professional competency, team work, results orientation and individual accountability are several of the values the company lives by and would expect a new member of the leadership team to exemplify.

Opportunity for future growth abounds not only personally, but also corporately. Company revenues have the opportunity to double within the next five years and in doing so will provide ample opportunity for skills to be demonstrated in many different areas. Should the chosen executive have additional “C-Level” skills, this could lead to significant responsibility as the company continues to grow.

Many reasons may lead a seasoned automotive sales & marketing executive to explore this very special opportunity. Perhaps they are currently working for a company with less than optimal leadership at the helm or they may be employed by a company possessing limited advancement opportunities. Another reason may be the desire to be part of a smaller, privately held company. The opportunity to creatively structure and implement a global sales strategy in an “empowering” environment may attract someone to come and work for this company. Yet other reasons may be more lifestyle related – the appeal of small town living within Northeastern Indiana, access to some great golf courses (Nicklaus Designed) or some incredible lake living.

The compensation package will consist of an attractive salary enhanced by a bonus and other benefits. As sales and profits grow, the financial rewards will grow as well.

The right person will be attracted to the company’s people, its values, its locale and its room to grow and improve. This is truly an exceptional opportunity for the right leader.

THE COMPANY

The company started in business in 1946 as Deluxe Coils Inc, employing 19 people in a 400 sq. ft. facility located in Wabash, Indiana. Deluxe Coils manufactured terminal strips for the radio industry, but later on also added coils, relays and switches to its product offerings. Gradually the company grew and was listed on the American Stock Exchange in 1966 and subsequently on the NYSE in 1977. In 1981, Kearney National (owned by DKM – a holding company) commenced a tender offer for all outstanding shares of the company and acquired 95% of them. Subsequent years under Kearney National’s leadership proved to be somewhat challenging, with several changes in the strategic direction of the company. However, in the late 90’s DKM disbanded Kearney National and as a result now directly oversees the business operations of Wabash Technologies. This decision has proved to be of benefit to Wabash Technologies as the company has experienced improved stability and has re-focused its product offerings (sensors & actuators) within “powertrain” related areas. The company now has solid building blocks in place and is poised for growth within exciting, new emerging technologies such as “drive by wire”.

Today Wabash Technologies employs approximately 1200 employees and maintains locations in Huntington-IN, Plymouth-MI, Mexicali-MX, Swindon-UK and Piestany-Slovakia. The company’s capabilities include fully integrated manufacturing, in-house thick film/element clean room manufacturing, coil and sensor winding,

encapsulation overmolding, bobbin molding and magnetics molding. Core technologies of the company include variable reluctance, hall effect, contacting/thick film, no-contacting and piezo technologies.

Wabash Technologies has current operations separated into two business units – Custom Designed Products and Specialty Products:

The Custom Designed Products Division is dedicated to serving a variety of markets through production of Pedal Position Sensors, Throttle / ETC Position Sensors, Engine Timing Sensors, Transmission Speed Sensors, ABS Sensors, EGR Valve Position Sensors, Rotary / Linear Position Sensors, and Fuel Injection Stators / Actuators for gas and diesel markets. The divisions customers include several major OEM's, along with other Tier I and Tier II systems suppliers. The division not only supplies to the automotive industry, but also maintains customers in the heavy vehicle, agriculture, construction, off-highway, and small engine markets.

The Specialty Products Division is dedicated to serving the heavy truck, agricultural, construction and industrial markets. SPD focuses on mid to low level volume applications and in the past has supplied off-the-shelf heavy duty VR rotational speed sensors and off-the-shelf contacting and NC rotary position sensors to various customers. Additionally the division offers semi or fully customer engineered sensing solutions. SPD's resources include TS-16949 certified, 35,000 sq. ft. manufacturing facility in Huntington-IN that is complete with an engineering development lab, an environmental/durability lab and an in-house tool room. SPD is fast, flexible and lean, with the resources of a large company.

The company's leadership team consists of Joe Gonnella (President), Bob Macdonald (VP of Finance), Tom Martin (VP of Engineering), Chuck Replane (MD – Europe), Steve Miller (VP Supply Chain Mgmt), Gary Pentecost (VP of Manufacturing), Hampton Correll (Plant Manager - Huntington), Arturo Gomez (VP/GM – Mexico) and Jan Cholvadt (GM – Slovakia).

The ownership of Wabash Technologies, DKM, is committed to the success of its long term investment in Wabash Technologies. For more than 40 years, the DKM formula has included active long term stewardship of its businesses and an enviable acquisition track record. Unlike leveraged-buyout firms, DKM invests only its own capital with a long term horizon. DKM places considerable emphasis on identifying and achieving internal growth objectives. With the exception of quarterly business reviews and requested planning assistance and support, Wabash Technologies operates autonomously.

The bottom line to the opportunity with Wabash Technologies is that it is a great time to join a well managed, well funded company that has a tremendous amount of potential given the realistic opportunities of its product line.

THE POSITION

The position is located in Huntington, Indiana and will report directly to Joe Gonella, CEO of Wabash Technologies. Joe has been with the company since October of 2000 and is a 37-year veteran of the automotive industry. Before joining Wabash, he served as Vice President of Engelhard Corp (a 4.5 billion dollar automotive supplier) where he focused on driving the company's strategic direction through acquisitions and organic growth. Earlier in his career, Joe served as group president of Amcast Industrials Automotive Products Group and prior to Amcast, he was employed by General Motors. Joe is committed to sharing his vision for Wabash which is "To be the preferred supplier of powertrain sensors and actuators by our targeted customer base through continuous improvement of product technology, innovative application engineering, flawless manufacturing and 100% on time delivery." Clearly in the last 4 years this vision has taken seed and its growth is now occurring.

The Vice President of Global Sales & Marketing position is described as an “empowered”, senior level executive position within a “roll up your sleeves” type organization. The position has a staff of 14 very talented individuals, with 3 of those being direct/functional management reports (a Vice President of Automotive Sales for North America, a Marketing Manager and a Director of European Business Development). The new vice president will need to rapidly gain the trust of this talented group of people and direct, coach, mentor, train and assist them in aggressively pursuing new customer opportunities throughout the world, while simultaneously nurturing and building upon existing customer relationships in Europe and North America. The new Vice President will hold high expectations not only for his staff but for all Wabash employees as global revenue growth is targeted at 15-20% per annum with minimum SGM’s of 30%.

The right candidate for this position will quickly, yet proficiently be able to understand Wabash’s technical strengths and organizational capabilities as well as its constraints. After achieving this understanding, the candidate will then bring into consideration the entire international marketplace and work to develop, implement and manage a global sales and marketing strategy. One of the cornerstones of this strategy will be the implementation and training of “strategic selling” principles. These are defined as strategic and tactical processes by which the executive management team of Wabash will be “properly positioned” with all of the “buying influences” within targeted customers. This defined, team based approach for building relationships within their targeted customer base, will result in new business consistency for Wabash. In turn, this will position them well to fulfill the corporate vision of becoming the preferred global supplier of powertrain sensors and actuators.

The new Vice President will also be adept in automotive program management as they will lead and continuously improve this function within the company. They will chair the Program Management Steering Committee consisting of the VP of Manufacturing and the VP of Engineering and will conduct monthly program reviews that focus on key deliverables and timing issues.

QUALIFICATIONS

To have properly prepared for a position of such leadership within Wabash Technologies, the right candidate will at some point have been a part of a major international growth initiative within their previous employer(s). They will have tasted success! No doubt they will have been through some previous trials and errors, but in learning from these, they will be able to help Wabash Technologies steer clear of potential “potholes”.

Given the global emphasis of this position, the ideal candidate will enjoy interfacing with foreign cultures and is willing to travel as much as 30% of the time. They have probably lived in Europe, Asia or South America before and have a strong grasp of international business practices. They understand the cultural nuances of each continent and country they have dealt with and have developed an accepting attitude and positive appreciation for the differences between these countries and the U.S. Naturally, if a candidate is multi-lingual, this would be to their advantage.

The ideal candidate is someone who is well networked and connected at a senior level within the global vehicular industries. They will ideally be able to leverage these existing relationships into new business opportunities for Wabash Technologies. They understand the demands and desires prevalent today within the industry and are most probably employed by a global OEM or First Tier Supplier in a business development role. This role could take the form of a business unit director, sales manager, or director of sales & marketing within a larger company or a vice president of sales within a small to medium size company.

An engineering degree is highly preferred but it is not an absolute. What is required is someone who has prominent technical inclinations. Wabash markets and manufactures a custom engineered product that is specific

to a customer's application. As such, a candidate who understands the sensing and actuation applications in a powertrain environment will be able to maximize his/her contribution to the company.

Ideally, the new Vice President will understand the marketplace that Wabash Technologies participates in. They will be able to interpret industry trends that affect the company – direct injection gasoline engines, cylinder deactivation, variable valve timing and how they relate to improved fuel economy, reduced emissions (meeting governmental standards) and why there is a migration towards piezoceramic actuators.

The right candidate will have exceptional verbal and written communication skills and will be just as comfortable conversing with a senior level executive with Magnetti Marelli in Italy as they are communicating with a product engineer who works for Honda in Japan. They will be a proactive communicator at all levels within an organization.

PERSONALITY & MANAGEMENT STYLE

The successful candidate will be accustomed to working in teams and will find ease in working with the engineering, finance, operations, quality and human resources staff within Wabash Technologies. They will be accountable not only to their boss, but to the rest of the team members.

Very important to everyone at Wabash Technologies is avoiding hiring a Vice President of Sales & Marketing that is out to “advance their own agenda”. This would drive a wedge into the “team” spirit that is developing there.

“A person that is flexible, creative and innovative would work well here”, said one executive. We need a “professional”, stated another executive. “What I mean by that is one that maintains a cool head under what could be extreme circumstances and provides leadership throughout the organization. They have fun in what they do. They can make tough calls and do so with integrity”, he said.

The right candidate will have a moral compass pointing due north and will personally exude the values of integrity, honesty, and fairness. They will be able to quickly develop sound relationships with their peers. They have the ability to objectively coach their employees through difficult and sensitive issues. The new Vice President of Global Sales & Marketing will have sound judgment and bring several points of view into consideration when making decisions.

They have the ability to work independently, manage competing priorities and can meet tight deadlines. They are broad in their thinking – “maybe a little bit out on the edge”, but yet can still notice the details. The successful candidate will be a hands-on, high energy, self-starter who is easy to work with, and is self assured and confident. He/She is extroverted and outgoing.

The right candidate will be able to set a good example for other managers and employees and will demonstrate a high degree of professionalism, tact and diplomacy in all they do. Social skills are extremely important in this position and within the culture of Wabash Technologies.

The environment within Wabash Technologies is “one of empowerment” and as such the new Vice President will need to exude leadership skills that reflect this versus being a micro manager of tasks or people.

THE LOCATION

It is quite probable that the right candidate has enjoyed living in a locale similar to Fort Wayne, Indiana. Maybe the candidate grew up in Indiana, Michigan or Ohio and would like to return to their roots. Regardless, they must value the quality of life in the “Midwest” as a great place to live.

Located in Northeastern Indiana, Fort Wayne is a city with metropolitan amenities, yet it still has that hometown feeling. The city has repeatedly been featured with U.S. top ten “Best Place to Live” Awards. Some fifty lakes can be found within a thirty-mile radius of the city. It is a place where people enjoy working, living, playing and learning in an environment of quality surroundings and opportunities. Fort Wayne offers beautiful gardens, golf courses (12 within a 20 mile radius), museums and numerous local historic sites. According to the city website, Fort Wayne has earned its nicknames of "City of Restaurants" and "City of Churches." 310,000 people in Northeast Indiana call Fort Wayne and Allen County home.

The city of Fort Wayne remains among the most affordable cities for residence in the Midwest with the ACCRA cost of living composite index for the first quarter of 2004 at 91.4 and housing at 85.3.

The city’s accessibility by air and land is a great asset. The International Airport is served by nearly ten carriers with non-stop service to several major cities. Interstate 69 and 80/90 converge in Allen County.

Manufacturers and other businesses are growing in this “World-Class Manufacturing Community” because the companies enjoy a positive business climate and support of the community.



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, nor will reference contacts be made until mutual interest has been established.



Ketchum & Associates is a retained executive search firm dedicated to assisting clients in identifying, attracting and hiring leadership within the 90th percentile. Our mission is to perform the most professional, highly ethical search work, which results in the creation of long-term value for our clients. We are a generalist firm within industry and have served the business world since 1998.

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

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