

CHARLES J. DORING

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SENIOR BUSINESS EXECUTIVE

High-Growth Companies / Turnaround & Start-Up Ventures

Highly accomplished C-Level Executive creating and executing operational and organizational changes that accelerate growth. Visionary and strategist penetrating new business opportunities while securing advantageous negotiating positions. Exceptional talent scout and mentor who creates an environment of integrity and followership.

Empowering people to take initiative... Compelling person/team accountability... Inspiring success.

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|---|--|
| <input checked="" type="checkbox"/> Strategic Planning & Execution | <input checked="" type="checkbox"/> International Acquisition Negotiations |
| <input checked="" type="checkbox"/> Multichannel Marketing & Distribution | <input checked="" type="checkbox"/> Product & Market Segment Launch |
| <input checked="" type="checkbox"/> P&L Management/Financial Analysis | <input checked="" type="checkbox"/> Training & Team Building |

PROFESSIONAL EXPERIENCE

Medi-Quip Company, San Francisco, CA 2004–Present

PRESIDENT, INTERNATIONAL AND SURGICAL (2006–Present)

Delivered 100% revenue increase in 3 years—setting company records for annual sales volume growth. Promoted to transform unfocused organization with declining revenues. Generate new business through organic growth, acquisitions, and partnerships. Accountable for P&L across all international markets and high-growth businesses. Lead staff of 820.

- Increased EBIT from **-\$15M** to **\$45M in 3 years** and surpassed goals for revenue growth:

2006	2007	2008	2009	2010	2011
\$200M	\$258M	\$310M	\$347M	\$451M	\$500M <i>(projected)</i>

- Grew revenue **17%** in 2010 despite challenging global economy. Cut operating expenses **\$3M** and increased gross margins **190 bps**. Improved operating income **38%**.
- Drove **double-digit** sales and margin growth in Latin America, Middle East, Asia, and Eastern Europe. Grew surgical business **double-digit** rates in revenue and EBIT.
- Architected product portfolio that strengthened the international distribution channel.
- Orchestrated **\$15M** Austrian and **\$18M** Swedish acquisitions. Fortified the Swedish integration by personally relocating to its headquarters for 1 year.

VICE PRESIDENT, GM SALES, AMERICAS, AND ASIA PACIFIC (2004–2006)

Boosted revenue in under-performing product lines while maintaining lead in mature product categories.

Developed and executed sales and marketing strategies for division. Oversaw commercial operations of sales division. Managed \$1B sales of company's \$1.3B total revenue. Directed 932 sales and marketing staff.

- Reengineered go-to-market strategies for major products/systems, resulting in **+30%** growth.
- Built and led highly talented team that improved corporate image and strengthened the customer experience. Laid solid foundation that provided sufficient flexibility for inevitable future growth opportunities.
- Realigned the sales compensation structure to target specific market revenue growth.

Q-Notes Medical Systems, San Francisco, CA 2000–2004

SENIOR VICE PRESIDENT, SALES AND MARKETING

Recruited to spearhead launch of sales and marketing functions for start-up venture. Reported to CEO.

Handpicked and trained team of 64. Positioned company for eventual acquisition by major industry player.

- Commercialized blockbuster medical software product, growing order volume from zero to **>\$20M** in 3 years.
- Performed as key strategist and deal maker in vital negotiations with international corporations such as **Hewitt Packard, Computer Sciences Corp., Deloitte and Touche, and BEA.**

General Electric Medical Systems (GEMS), Milwaukee, WI

1986–2000

GENERAL MANAGER, AMERICAS X-RAY SALES AND MARKETING (1999–2000)

Established X-RAY as the #1 market leader within 1 year. Accountable for \$400M sales and marketing volume in U.S., Canada and South America. Managed operating plan targets, pricing, new product launch, and promotions.

- Delivered strong financial results:
 - Achieved increase of **5.4 pts.—highest quarter share gain in GEMS X-Ray history.**
 - Grew orders **15%** in **5 months** despite declining market.
 - Vaulted sales volume to **\$390M** from deficit of **-35%**.
 - Improved contribution margin **11%** by changing mix and product segmentation.
 - Increased market share from **26%** to **40%** in **1 year.**
- Brought **3 new** products to market—filling missing segments and augmenting portfolio.

GENERAL MANAGER, INDIRECT DISTRIBUTION (1997–1999)

Built an indirect sales channel for market previously under-served by direct sales team. Directed marketing, sales support, and financial monitoring and reporting. Utilized Manufacturers Representatives to focus on clear target segments.

- Grew sales volume:

1999	2000	2001
\$17M	\$86M	\$200M
- Created indirect sales team that drove impressive results in **100 new** sales territories.
- Expanded the product portfolio from 3 to **10**. Positioned organization for continued profitability.

GENERAL MANAGER, AMERICAS OPERATION (5 months–1997)

Championed variable U.S. compensation plan that improved employee retention 20%. Managed 7 sales program managers who planned and implemented strategic initiatives such as sales force automation, new hire product orientation, and technical leadership training. Accountability included order volume, sales and expenses, budgeting, and forecasting.

- Contributed to achieving operating margin **> \$834M** and funds flow target of **\$510M.**
- Executed 18% improvement in receivable turns.

REGION SALES MANAGER (1994–1997)

Delivered dramatic sales growth in 3-state sales region with team of 12. Directed sales and operation results for market share, revenue, cash receivables, discount, and backlog.

- Grew sales volume:

1994	1995	1996	1997
\$28M	\$34.7M	\$43.6M	\$65M
- Negotiated and closed 2 targeted multi-hospital deals for **\$15M and \$18M.**

NUCLEAR SALES SPECIALIST (1992–1994)

SERVICE SALES SPECIALIST (1990–1992)

AREA SERVICE MANAGER (1986–1990)

- Exceeded targets **212%**. Expanded service portfolio to record **\$72.3M** annually.

Honors & Awards

- Top National Nuclear Sales, 1993
- #1 Growth Service Sales Specialist, 1991
- Omega Winner, 1990
- Management Award for Operational Excellence, 1989

EDUCATION

Bachelor of Science, Business Administration, *summa cum laude*

University of Michigan