JOB DESCRIPTION
VICE PRESIDENT OF SALES AND MARKETING - STANDARD PRODUCTS, CHECKS, & FORMS

Date: September X, 2016
Name: 
Title: Vice President of Sales and Marketing – Standard Products, Checks, & Forms
Dept. Location: Standard Products Division
Manager: President/CEO
Position Supervises: Sales Manager, Customer Service Supervisor, Marketing; Standard Products, Checks, & Forms
Work Schedule: The normal schedule is 8:00 am – 5:00 pm, with a 60-minute lunch. Additional hours may be required as workload, travel, and opportunities dictate.

Position Summary

The Vice President of Sales and Marketing – Standard Products has broad responsibilities in leading and managing the Standard Products Division. This individual has shared profit and loss responsibility for the division and possesses an entrepreneurial spirit in growing and leading the division. The individual brings leadership skills to the business unit to develop team members to achieve their full potential while growing the business through improving products, services and our competitiveness. The individual represents the Company in the community and marketplace to accomplish business goals as appropriate. The Vice President of Sales and Marketing – Standard Products is a member of the Leadership Team at IPC and works effectively with the Leadership Team to strategically create a stronger future for the Company and its team members. This position serves as a prime facilitator to link customer expectations with all functional areas of the Standard Products Business to create a "customer centric" business unit. Responsibilities include, but are not limited to, the description below.

Duties and Responsibilities

A. Sales Growth and Marketing: 50%
   1. Develops and oversees the Division marketing budget.
   2. Develops and manages the growth strategy of the division to effectively differentiate from the competition.
   4. Responsible for the development and launch of new products to profitably, grow the Division.
   5. Advises and consults with the Leadership Team on how to effectively use sales and marketing programs to accomplish business objectives through the use of analytical, research, metric-based insights and industry best practices.
   6. Responsible for developing pricing strategies and product mix strategies for the Division.
   7. Oversees market research and the development of competitive intelligence to assist in properly positioning the Value Stream for success.
   8. Works with members of the team to ensure sales goals are consistently achieved and the Division generates sales growth faster than the industry / peers are able to achieve.
   9. Works with team members to ensure the Division has market coverage plans where the Division is properly canvassing all relevant sales prospects within our market territory.
   10. Works with team members and meets with top customers to ensure the Division has broad and deep relationships with all major customers and prospects protecting the interests of the Company in the event of any turnover within the sales team ranks.
   11. Develops and oversees the sales compensation program so it drives sales representative behaviors to, at a minimum, achieve budgeted sales goals and achieve budgeted Division profits.
   12. Oversees the development of sales plans to ensure the Division utilizes best practices for consistently achieving growth and overcoming the effects of any attrition which occurs.

B. Value Stream Leadership: 20%
   1. Oversees and supervises the activities of every sales, customer service and marketing member of the Standard Products Division.
   2. Works to make sure the Standard Products Division serves their customers effectively.
   3. Works with and leads the business unit to provide customers with a memorable experience working with the division to ensure we earn repeat business and word of mouth referrals.
   4. Works with team members on marketing and go-to-market strategies which ensure the successful market
differentiation of the business unit which supports growth and profitability goals.

5. Encourages innovation and creativity with their team in meeting market needs both from a service, product fulfillment / delivery and product development standpoint.

6. Leads the team to make continuous improvements in the process.

7. Teaches a PDCA (Plan, Do, Check and Adjust.) approach with their team for continuous improvement. The Vice President of Sales and Marketing leads the team in the development of Key Performance Indicators (KPI’s) which are integral in the PDCA process of continuous improvement.

8. Leads team to build standard work within the Standard Products Division. New Standard work is developed continually as best practices are refined through continuous improvement developed by the team itself.

9. Leads and facilitates efforts of the team to improve our products, service and competitiveness.

10. Works with the team to grow sales, improve quality and improve profitability. The effort includes gaining market share. This includes developing new and or improved products and / or services to better serve customers in the marketplace.

11. Works with their team to improve the effectiveness and success of both on-line and off-line marketing efforts to grow the business. The Vice President of Sales and Marketing encourages the business unit to diversify the sources of revenue to build a broadly balanced customer base and customer acquisition funnel.

12. Makes sure the Standard Products Division has adequate resources to complete their work. These resources include people and equipment.

13. Hires sales, customer service and marketing members onto their team and fires the same categories of employees off the team. The Vice President of Sales and Marketing - Standard Products hires employees who display an attitude that supports the company’s goals. These attitudes must align with the company’s stated values, vision and culture. This attitude includes a desire and willingness to continually learn, an understanding that the employees really are the company and they control their destiny.

14. Demonstrates great leadership or people skills (i.e. working with and leading their team in improving the Standard Products Division). This requires excellent communication and coaching skills.

15. Exercises good judgment to both raise and lower tension with team members in the business unit thereby challenging the team to grow and improve as the situation dictates.

16. Practices vulnerability and expects team members to be vulnerable. This vulnerability promotes honest communication, teamwork, trust and growth.

17. Leads and coaches the team to be connected throughout the entire process, does not allow team members to be disconnected and works with the team to raise conflict and teaches them how to resolve conflict for the good of the team.

18. Relies on the different supervisors throughout the company to develop the skill sets of their team members.

19. Works with team members and supervisors to identify areas for needed skill improvement as a way to invest in their team and improve the success of the Division.

20. Ensures team members fully engage in the continuous improvement processes within the team, allowing the team to truly own and improve their process.

21. Members of the Standard Division ensure complete engagement of team members for living the company’s values and vision. The Vice President of Sales and Marketing - Standard Products leads this effort and ensures consistency.

22. Encourages team to take appropriate risks. The Vice President of Sales and Marketing guides the team to learn from successes and failures for continued growth and improvement.

23. This position is not expected to be an expert in any one aspect of the production steps / activities within the Standard Products Division.

24. Maintains a cordial and professional relationship with customers, promoting trust and confidence in Independent.

25. Works with the team to appropriately respond to customer complaints and ensure we reach the customer’s satisfaction. The Vice President of Sales and Marketing reports large outstanding customer complaints and any ongoing quality issues to appropriate team members.

26. Participates in periodic business reviews with larger clients at least one time per year in person, and via other methods, as needed.

27. Works with all sales, customer service and marketing members of the team to lead them in preparing and conducting lateral appraisals.
28. Functions as an entrepreneur to strategically and opportunistically grow, develop and evolve the Standard Products business.

C. **Profit and Loss Responsibility:** 20%

1. Works with the Leadership Team and has shared responsibility for the profitability of the Standard Products Division.
2. Works with the Leadership Team and has shared responsibility for, at a minimum, achieving budgeted pretax profitability and EBITDA for the entire Company.
3. Works with the CFO and together teaches the Standard Products team what factors impact the profitability of the business unit and how to grow profits.
4. Has shared responsibility for both managing the cash flow of the division and maintaining positive cash flow in the business unit.
5. Works with the CFO and together teaches the Standard Products team what factors impact the cash flow of the division and how to manage it.
6. Works with the team members to identify the needs for additional personnel to meet the needs of our customers, to add skills / talent needed to support growth and expansion into new products and / or markets.
7. Works with team members to identify and cost justify additional equipment investments to meet customer requirements based on increased sales volume, industry competition or market dynamics.
8. Leads team members on a continuous improvement effort to improve efficiency, reduce the eight forms of waste identified in Lean, improve quality, and improve safety all with the goal to build a thriving business.
9. Works with team to identify acquisition candidates for growth within the product line or for product line extensions into adjacent businesses. The Vice President of Sales and Marketing – Standard Products brings these opportunities to the CEO for consideration.
10. Works with the CEO, as needed, to acquire companies / competitors.
11. Works with their team to effectively and successfully integrate acquisitions into our business and grow associated revenues.

D. **Leadership Team Participation:** 5%

1. Actively participates with the Leadership Team to lead the company.
2. Identifies growth opportunities and new markets along with skills needed to enhance the company’s competitiveness and where to best deploy the company’s resources.
3. Consistently lives the company’s values, vision and builds the company’s culture within the Leadership Team and throughout the company.
4. Works with the Leadership Team on the company’s Hoshin Kanri process to identify “must-do, can’t-fail” initiatives to strategically move the company forward.
5. Has candid communication with all members of the Leadership Team initiating crucial conversations and confrontations to raise and resolve conflict as required.
6. Participates in and contributes to scheduled Leadership Team meetings.
7. Works with the Leadership Team to identify and brainstorm new products and Standard product extensions in personalized Standard products.
8. Works with the Leadership Team to encourage innovation, creativity and new ways of looking at the market and products the business produces.

E. **Community and Industry Involvement:** 4%

1. Represents the company in the community in a positive fashion. This position assists the company in being a good corporate citizen.
2. Identifies, recognizes and discusses trends in the industry, both by product category and financial indicators.
3. Participates in the industry as a means to support the industry and learn about industry dynamics.

F. **Performance of Miscellaneous Responsibilities:** 1%

1. Keeps the CEO and other members of the Leadership Team aware of any new market trends.
2. Is knowledgeable of and follows safety procedures.
3. Collects and shares competitive intelligence on competitors, price changes, and marketing programs.
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### Disclaimer

This description is intended to indicate the kinds of tasks and levels of difficulty that will be required of positions that will be given this title. The use of particular expression or illustration describing duties does not limit managers from assigning or reviewing duties not mentioned that are of similar kind or level of difficulty.

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**Vice President of Sales and Marketing**

**Date**

**Standard Products, Checks, & Forms**

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**Bill Ziemendorf**

**President/CEO**

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