

STEVEN J. SCHILTZ, MBA

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EXECUTIVE MULTI-UNIT LEADERSHIP & BUSINESS STRATEGY

A senior leader of construction industry operations with a track record of delivering strategic thinking and execution to create diverse revenue streams and multi-unit footprints. Able to leverage industry insights and partnerships to create optimal ROIs.

Strategic sales program driver who can develop markets, teams, and customer support that empower rapid growth phases. Recognized for leading national teams and investing in the development of their members.

An executive partner and board relations facilitator – A polished presenter who can effectively collaborate and pivot to drive organizational growth and goal attainment. Possesses a financial acumen and the ability to present, sell, and motivate leadership.

KEY SKILLS & COMPETENCIES

Board & Shareholder Relations • P&L & Performance Improvement • Change Management & Culture Curation
Marketing & Sales Program Strategy • Opportunity & ROI Analysis • Multi-site Management • Organizational Leadership

PROFESSIONAL HISTORY

AMERICAN BUILDING CONTRACTORS, INC. NATIONAL DIRECTOR of SALES

BURNSVILLE, MN
April 2019 - Present

Hired to introduce and establish sales philosophies, practices, and operations aimed at expanding the storm restoration contractor's national revenues footprint from an insurance-only model to include additional B2C and property management channel revenues from brick & mortar sales.

- Orchestrated the startup, staffing, and success of retail sales functions from corporate HQ; hired/trained a salesforce that **captured average monthly sales of \$500K for the second half of the year**
- Created retail sales employee agreements, sales compensation plans, retail sales contracts, and a retail sales training program; **hired and trained 16 sales members for IA and MN**
- Established scalable sales and services programs that now **support brick and mortar offices in 4 states with 100 employees and revenues of approximately \$40M;**
 - Implemented a window installation program in the MN office that **accounted for 40% of the site's revenues within the 1st year**; Windows now represent the highest margin product/service
- **Established a storm response retail office** in Cedar Rapids, IA that included the window program and all new local sales and production hires;
 - The location has **sold more than \$15M in sales in the 15 months** since the storm with an incremental revenue increase of \$1M in window repairs (rolling out to Florida offices in 2022)

WELLINGTON HOME IMPROVEMENTS President

EDEN PRAIRIE, MN
December 2017 – February 2019

Joined the organization to lead the transition of the company from being a manufacturer that installed windows to a full-service exterior sales company, enabling multi-site and multi-state B2C revenues of \$10M. Established a world-class sales organization as a primary focus of the company.

- Successfully closed a combined manufacturing sales building and consolidated into a new office, repurposing/maintaining all 22 key staff between the sales offices in Eden Prairie, MN and Waukesha, WI
- Hired and doubled the size of the sales staff from 5 to 10 and **designed a new sales / lead gen program that launched the new business and continued to set company monthly sales records for 7 of 12 months in 2018**
- Managed new sourcing and RFP efforts across all product lines and **reduced COGS by 18% and labor costs by 13%**

MINNESOTA EXTERIORS, INC.**OSSEO, MN****President****January 2004 – May 2017**

Re-engineered a closely held \$20M+ private company consisting of 180 employees across 3 divisions supporting multi-channel construction material sales and installations. Reported to an outside board of directors while maintaining relations with 4 owners/shareholders. Planned and oversaw all sales, business, and people operations for the 3 distinct divisions while right-sizing operations after the record collapse of the housing market.

Sales Leadership Contributions:

- Built-out the new sales comp plans, new sales displays, and a showroom and individually mentored and coached the organization's 15-member sales staff
- Personally hired and trained 6 management staff, resulting in promotion of 3 mentees to senior management
- Changed company culture on customer service expectation resulting in a 73% decrease in negative customer surveys in less than 24 months

Key Contributions:

- Recognized remodel market opportunity and transformed Minnesota Exteriors from a B2B sales model to a B2C direct sales / lead generation model that enabled remodel sales to 3x and gross margin to 4x over 5 years
- Re-branded the distribution division to increase the company's performance from 10% overall sales to the second-largest performer, contributing over 35% of total sales in 2015
- Implemented an inventory management system that governed \$2-4M in building materials
 - Realized a 58% reduction in inventory loss/shrinkage with a \$10M annual inventory spend
- Led the design and implementation of warehouses processes (cycle counts, pick tickets, and inventory count) to reduce inventory leakage and reduced inventory shrinkage by 80% in year one

Organizational Accomplishments:

- Successfully retained key employees despite have to cut over 70% of the workforce and taking multiple pay reductions during the housing collapse. Hired, trained and mentored a young management team to replace key positions as housing rebounded
- Shifted the focus of core business from new construction to remodel revenues which increased by \$10M in 3 years to offset the loss of new construction revenues in the recession
- Introduced supplemental revenue streams post housing collapse that accounted for 35% of total revenues by 2017

INSTANT HOME EQUITY, LLC**OAKDALE, MN****President****January 2000 – January 2004**

Procured \$5M in start-up capital from local venture group and built an owner-builder housing company servicing 25 states. Hired and managed 85 "in home" sales members, accounting, purchasing, and customer service personnel in the first 18 months. Established vendor and financing affiliate relationships during critical start-up period.

- Built revenue from \$500K to \$4.75M in second full year by generating 100+ customer construction loan closings

DEGEORGE HOME ALLIANCE, INC., CHESHIRE ,CT,– MINNEAPOLIS, MN**1990 – 1999****Vice President, Portfolio Management**

Held sales and leadership roles leading up to the Vice President role. Served as the sector executive for the residential mortgage banking subsidiary. Managed day to day operations and return on assets of portfolio management group, comprised of three departments with a staff of 40. Mortgage portfolio reached \$300M, of which 50% was sub-prime.

EDUCATION

Master of Business Administration – Indiana University, Bloomington, IN

Bachelor of Arts in Business Administration – University of Minnesota, Minneapolis, MN