

**STYBEL
PEABODY &
ASSOCIATES, INC.**

CEO OPPORTUNITY TO GROW AN ESTABLISHED
BOSTON AREA CONSTRUCTION COMPANY:
POSITION IT FOR ACQUISITION OR ACQUIRE IT
FOR YOURSELF.

TITLE: President/Chief Executive Officer.

REPORTING RELATIONSHIP:

Reports to the Chair of the Board of Advisors. Reporting to this position:
Production Manager, Controller, VP of Estimating, and Lead Project Manager.

NUMBER OF EMPLOYEES:

30-40.

REVENUE:

\$11 Million with the potential to grow to \$15-20 Million+.

LOCATION:

Greater Boston Metropolitan Area.

LEADERSHIP CHALLENGE:

A highly profitable and well-known company in commercial construction. The founding CEO is entertaining offers for the sale of the Company. The Company has an active Board of Advisors. The Founder is the Chair of the Board.

The Founder wants to position the company for sale in 1-3 years. He has created a Board of Advisors that includes outside Directors.

The leadership challenge is to position the company for acquisition, assist in the transition to new ownership, and continue to maintain the Company's team-based culture.

CURRENT SITUATION:

The Company was founded in 1988. In 1994, the Company acquired a 7,500 sq ft facility near Route 495. The space was expanded to 16,200 sq ft in 1999 and once again to 43,000 sq ft in 2005.

The Company has a reputation in its market for timely and accurate steel fabrication and installation.

The Company has completed work with at least Seventeen New England steel competitors who view the Company as a trusted source assisting them with fabrication project overflow.

Historically, the company prefers to focus on high-margin commercial construction projects. It has not wanted to bid on lower-margin projects involving government-funded infrastructure development.

PROFESSIONALIZING THE FIRST-GENERATION BUSINESS FOR ACQUISITION.

Like many Founders, our CEO has been "hands-on" with all operational details and has been the chief ambassador of the company with key construction-related trade associations.

There are no offspring within the Founder's family with an interest in assuming the CEO role. The result is a strategic sale.

The present team-based corporate culture needs to be continued. Once the new CEO is fully on board, the Founder intends to spend less physical time at the company and more time in an advisory and board role all depending on the Buyer.

GOOD TO "EVEN BETTER."

This is not a turn-around situation. The company has an excellent reputation and is well-positioned to survive the inevitable economic cycles in commercial construction.

The selected CEO will work with the Chair in positioning the company for sale and then work with the new owners during the transition.

COMPENSATION:

Competitive base salary, benefits, and bonus plan.

RESPONSIBILITIES/ACCOUNTABILITIES:

Achieved target KPIs, budgeted financial results, and growth goals.

Lead and ultimately decide on a transition strategy that balances respect for the Founder's vision with the realities of tomorrow's construction environment.

Foster a team-based business where strategy, finance, and operations are aligned and work towards growth objectives.

This is a non-union shop. The goal would be to retain it as a non-union shop by paying competitively, fostering a culture of respect, and making employee safety the priority #1.

Listen to different perspectives with respect, build trust and express empathy. In the end, however, the CEO is going to be the "Decider," subject to Board of Director review where appropriate.

Work with an informed, engaged Board capable of exercising their fiduciary responsibilities.

Position the company for the future by cultivating and coaching younger employees for professional growth within the company.

Develop a competent and motivated workforce qualified to meet customer needs and empowered to make decisions within clearly defined limits.

Value participative decision-making and data-driven decisions.

Create a customer-centric culture where employees have authority and are accountable.

Ensure the capital necessary to achieve business goals.

Comply with appropriate Federal and State regulatory and legal requirements.

Be the Ambassador of the company with carefully selected trade/professional associations in the local construction industry.

Foster a team-based culture, while leading a continuous improvement and lean environment.

SUCCESSFUL CANDIDATES WILL HAVE THE FOLLOWING KNOWLEDGE, SKILLS, AND ABILITIES:

Experience as a CEO or COO /General Manager with P&L Responsibility.

At least five years of Steel Fabrication and Manufacturing background and or other Commercial Construction Industry experience.

Prefer someone with experience in being with a team that grew a business and sold it.

Must have a professional time horizon of 3-5 years. This figure assumes 1-2 years to position the company for sale.

Experience with Boards of Directors would be valuable.

References will describe the candidate as someone who is impatient sitting behind a computer screen and enjoys being “on the floor” with employees and in front of customers.

References will describe the candidate as someone who can patiently listen and demonstrate the ability to consider contradictory views but who ultimately is not afraid to make “tough” decisions.

The successful candidate will be described by references as someone who can be both calm and assertive at the same time. The person will be described as low drama during tense times.

The successful candidate will be described as having a track record for building teams.

Experience with the dynamics of a family business and transition experience is a plus.

References will describe the person as someone open to new ideas and fosters innovation.

BA/BS from an accredited institution of higher education. An MBA is a plus.

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THIS IS A CONFIDENTIAL RETAINED SEARCH. COMPETENT AND CURIOUS CANDIDATES CAN RESPOND TO THE EMAIL BELOW. YOUR RESPONSE WILL BE TREATED AS CONFIDENTIAL.

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