



MATT MICHEL

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"...The type of individual that CEO's and business owners dream about employing... He can accomplish any goal or challenge that he locks on to - he just makes 'it' happen!"

Gary Wilkinson
 Regional Manager
 York International

"Matt Michel has the most fertile marketing mind I've ever known. He's turned me on to more good ideas than any other individual."

Jim Olszynski
 Editorial Director
 Plumbing & Mechanical

"Matt really 'gets' marketing. For him, it's effortless... Matt knows HOW to create a national brand name."

Ellen Rohr
 President
 Ben Franklin Plumbing

"Matt Michel has leveraged his disciplined, tenacious, bright engineering mind and natural curiosity to become a creative master marketer and industry icon. His genuine high moral standards and concern for others are characteristic of his natural leadership abilities. Matt is the recognized expert marketer in the HVAC contractor industry."

Jim Blackwill
 Vice President of Business Development
 A.O. Smith Water Products

DECISION ANALYST, INC.

1996 to Present

Vice President

Directed the operation of a marketing research and consulting profit center, specializing in the "advanced technology" and "building products" vertical markets.

- Increased profit center sales by an average of 34% per year over six years (from 1995 to 2001), despite spinning off a new profit center in 2001. Increased by an average of 53% per year when the spin-off is included.
- Including spin-offs, outpaced remaining company growth by 71%. Without spin-offs, outpaced remaining company growth by 9%, even though profit center headcount was flat and remaining Decision Analyst client service headcount increased by 25% per year.
- Consistently maintained gross margins 3 to 5 points higher than company average.
- Successfully developed existing accounts and added 89 new clients including:

Advanced Technology

- Earthlink
- Ericsson
- Front Range
- Fujitsu/Glovia
- Keen Media
- Nokia
- Northern Telecom
- NTT
- Primedia
- Sage Telecom
- St. Bernard Software
- Wireless Data Forum

Building Products

- Amana
- Blue Dot
- A.O. Smith
- Contractors 2000
- Encompass
- EPA Energy Star
- Heat-Timer
- Maple Chase
- Microclimates
- ONG/Oneok
- PPG Industries
- Sears

- Typical projects included:
 - Evaluating a failed \$5.5 billion acquisition by a global telecommunications company to determine if the company should be spun-off or should merit further investment, and where and how any additional investment should be directed.
 - Conducting landmark research for a consortium of leading hardware, software, and telecommunications companies to identify barriers to the diffusion of wireless data technology and recommend ways the significant barriers could be overcome.
 - Developing a brand strategy for a major national appliance manufacturer.
 - Conducting cover tests for a national news magazine to increase newsstand sales.
 - Developing corporate marketing systems and training systems for a national consolidator, alliance, and sales systems for a national appliance retailer.
 - Assisting a major utility in determining the optimum unbundling and branding strategies to follow, after industry deregulation.

THE DWYER GROUP

1993 to 1996

Vice President of Marketing, Dwyer Group Trade Services

1995

Responsible for franchise marketing and retail marketing across the Trade Services division (Mr. Rooter Plumbing, Aire Serv, and Mr. Electric).

- Developed *Results Driven Marketing*, a comprehensive small business marketing system that is the primary marketing vehicle for all Dwyer Group franchises.
- Produced direct marketing sales promotions resulting in a 350% ROI (generating \$10 of sales and \$4.50 of gross profit for every \$1 of Franchisee marketing expenditures).
- Designed a service agreement selling system, which more than doubled customer enrollment rates (up 167%, from less than 30% to more than 80% of all service calls).
- Improved franchise recruiting meeting format and marketing strategy, boosting prospect attendance by over 500%.



"Few people have had Matt's impact on the entire HVAC industry... He masterminded a multi-million dollar operation with successful franchises across 20 states and Canada."

Larry Lewis
Former President
Mr. Electric Corporation

"Industry expert, researcher, marketing guru, captivating speaker, consultant and trainer, Matt Michel gets it done."

Greg Neimi
President & COO
Contractors 2000

"Matt is a genuine leader of people..."

Paul Robinson
President
Mechanical Solutions, Inc.

"TITUS achieved higher visibility and increased brand awareness as a result of Matt's innovation. His boundaryless thinking created opportunities in areas where traditional promotional efforts were falling short."

John Harrell
National Sales Manager
American Aldes Ventilation Corporation

"...A professional in every sense of the word..."

Dominick Guarino
President
National Comfort Institute

"...An innovative thinker with a sophisticated understanding of technology and how to use it successfully to achieve business objectives."

David Heimer
Director, Information Systems
PriMedia

THE DWYER GROUP (Continued)

Vice President & General Manager, Aire Serv 1993

Launched a successful heating and air conditioning franchise organization, starting from scratch.

- Created the Aire Serv franchise operating system (including all manuals, training, marketing material, franchise and retail sales collateral material, and so on).
- Expanded from 0 to 59 franchise territories in two years.
- Established top-of-the-mind brand awareness in the trade through low cost, aggressive marketing and public relations (including cover stories in the leading trade magazines).
- Generated profits from the first year (\$77M EBT for 1993; \$136M EBT for 1994).
- Exceeded 1994 revenue plan by 94% and profit plan by 9 times.
- Top franchise salesperson in 1994 (\$448M sales; 37% of all franchise sales).
- Ranked 69th in *Entrepreneur International's* Top 200 Franchises, 90th in *Income Opportunities' Franchise Platinum 200*, and 233rd in *Entrepreneur's Franchise 500*.
- Achieved 96% customer (i.e., Franchisee) satisfaction (as measured by an outside research firm); the highest ratings of nine Dwyer Group franchise companies.

TITUS (Division of Tomkins Industries) 1990 to 1993

Marketing Manager, Air Terminals & Direct Digital Controls

Responsible for sales and profitability of the variable air volume terminal unit and direct digital controls businesses (≈\$25MM sales).

- Exceeded profit plan objectives by 14% for FY 1991 and 10% for FY 1992.
- Increased sales (up 6.9%) during an industry contraction (high rise building down 34.6%), resulting in dramatically increased market share (up 9.9 pts or 81%).
- Launched 10 new products resulting in strong gross profit gains (up 12.6%).
- Led U.S. team implementing a pilot European joint venture.
- Awarded Tomkins' global "Innovator" citation for contributions to "cold air" technology.

LENNOX INDUSTRIES, INC. 1985 to 1990

Division Manager, Marketing - Western Division 1989

Responsible for Western Division marketing efforts (≈\$75MM sales).

- Managed Advertising/Sales Promotion (>\$5MM budget), Dealer Development (key customer business consulting services), and Marketing Administration.
- Increased from a single, one-size-fits-all division wide advertising/sales promotion campaign to eight segmented campaigns, tailored to regional needs, without increasing headcount or exceeding the budget. This became a model for re-engineering the marketing function from seven autonomous divisions into a single, corporate entity.

Manager, Account Executive Group 1988

Managed the marketing research function for four divisions.

- Conducted utility sponsored research leading to the creation of the industry's dual fuel heat pump product category.
- Created consumer response card program resulting in an on-line demographic & psychographic database of over 250,000 customers with geomapping capabilities.



"A large portion of my company's success was directly attributed to the marketing Matt provided... In business and marketing, no one's better."

Randy Printz
Founder
Mr. Electric Corporation

"Matt has a keen understanding of business and the business of contracting. Accordingly, he has developed a strong following among trade professionals for his business insight."

Frank Blau
Blau Plumbing

"...The talent, desire, and drive to achieve any level of success..."

Garry Upton
Senior Vice President
Decision Analyst, Inc.

"Matt Michel assisted us in closing many large orders ...very inventive in outsmarting the competition."

Sal Giglio
Vice President of Sales
Norman Wright Mechanical
Equipment Company

"The skills to quickly grasp the driving business issues at play... talent for understanding subtle meaning behind research findings... insightful solutions that challenge the status quo... ability to turn facts, analysis and intuition into practical action plans..."

Brian Cash
Director of Marketing
International Comfort Products

LENNOX INDUSTRIES, INC. (Continued)

Project Manager

1986

Performed a wide variety of discrete marketing projects.

- Directed a \$250M utility research project on high efficiency commercial products.
- Developed the cost model used to justify and price ten-year warranties for premium products.

Advanced Manufacturing Technology Engineer

1985

Responsible for corporate factory automation efforts.

- Started a corporate design for assembly/design for manufacturing program resulting in more than \$1MM annual savings.

TURBO REFRIGERATING COMPANY

1983 to 1985

Project Engineer

Performed basic R&D, engineering design, and manufacturing engineering.

- Designed various refrigeration products, including the industry's first solid state control system for a thermal energy storage system.

EDUCATION

- Master of business administration degree. University of North Texas, 1987.
- Bachelor of science degree. Texas A&M University, 1983.

PUBLICATIONS & PUBLIC SPEAKING

- Award winning writer with over 40 professional publications, conference papers, and media productions, including bylines in *Contracting Business*, *The PHC Profit Report*, *Plumbing & Mechanical*, *Quirk's Marketing Research Review*, *Reeve's Journal*, the *CASRO Journal*, and the *Service Contractor's Business Tape of the Month*.
- Acclaimed professional public speaker
- Author of *Never Lose A Customer: 10 Steps to Creating an Outstanding Customer Retention Program*

PROFESSIONAL (Present & Past)

- Editorial Advisory Board and "Contributing Writer," *Contracting Business* magazine
- Board of Directors, North American Technical Excellence (NATE) Program
- "Contributing Writer," *Contracting Canada* magazine
- Curriculum Advisory Board, Universal Technical Institute
- National Advisory Council, Thermal Storage Applications Research Center (EPRI)
- President, Lennox Industries Corporate Management Club
- American Marketing Association (AMA)
- Air Conditioning Contractors of America (ACCA)
- International Franchise Association (IFA)
- American Society of Heating Refrigerating & Air-conditioning Engineers (ASHRAE)
- The Air-conditioning & Refrigeration Institute's (ARI) Air Control & Distribution Devices Section, Standard 880 and Standard 885 Engineering Committees