

GEROME PAULSON

EXECUTIVE SUMMARY

Over fifteen years' active participation in the accelerated growth of Symbol Technologies' Customer Support Group and Service Divisions. Key management team member at Symbol's subsidiary company, Symbol ITS. Pioneered Symbol's first e-commerce initiatives.

Visionary "power user" of technology, with a 360° view of corporate operations gained through work in operations, online sales, and customer services business units. Strong management skills transform corporate goals into profitable reality; proactive management and marketing initiatives ensure increased sales and maximum revenue gains.

Equipped with the skills and experience to analyze a business unit's performance, to reinforce it's core functions while outsourcing others; to marry technology to business need, and to find ways to develop systems that drive operational efficiency and improve unit's bottom line.

AREAS OF ABILITY

MARKETING ● INFORMATION TECHNOLOGY ● E-COMMERCE

Business Unit Start-Ups / Turnarounds / Restructures ● Margin Improvement and Revenue Gain
Legacy and Back-End Integration Initiatives ● E-commerce Order Entry / Tracking / Fulfillment Systems
Budgeting, Planning, and Forecasting ● Business and Technology Project Management
Marketshare Enhancement ● Strategic Account Management ● High-level Relationship Management
Call Center Customer Support Strategies ● Consumer Channel Service Strategies ● Service and Warranty Programs

PERFORMANCE HIGHLIGHTS

Pioneered Symbol's First E-Commerce Stores

Proposed, then led, strategic pilot project that created Symbol's first two online stores for customer and employee purchases.

With the assistance of Symbol's advertising agency, determined creative direction, look and feel, content and positioning of both stores. Successfully launched in Fall 1997 and Spring 1998

- Provided a cost efficient 24/7 alternative to toll free numbers for employee and customer purchases.
- Successfully branded employee store through promotions, incentives and marketing communications
- Stores' success led other Symbol divisions to incorporate e-commerce into their business strategy.

Led Symbol's First Legacy Integration Initiative

Integrated online stores and call center's inbound sales operation with back-end legacy system.

Developed a system processing over 8,000 monthly customer transactions against 2,000 SKU's. Collaborated with software developers to create unified e-commerce transaction system to aggregate online, telephone, and mail orders, and allow for real-time credit card authorizations and back-end A/R settlement. Aggregated orders flow through legacy system's warehousing, inventory, and accounting sub-systems. Integration successfully launched Fall 1999.

- Combined 1999 revenue projected at \$4.2 million
 - Reduced transaction costs by more than 30% and order lead-time by 20%.
 - Web-based interface improved customer service / satisfaction by providing detailed customer order history / order status information, instant e-mail notifications, and links to domestic carriers' tracking systems.
 - Web interface allows timely and accurate sales reports, remote administration, and database, product, and content maintenance.
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PERFORMANCE HIGHLIGHTS

continued

Led Development of a Web-Based Call Center Solution

System is utilized to help agents qualify potential customers, make product recommendations, and identify authorized dealers, while automatically routing sales leads and collateral fulfillment notices.

Created system at request of Symbol ITS president. Collaborated with Symbol clients and ITS management to create functional specifications incorporating scripting, parametric search, and geo-mapping applications. Developed budget, selected team members, partnered with software development company / Symbol IT group members on system design / development phases, and ensured that customized applications met functional requirements of Symbol clients. Communicated frequently with executives and members of product divisions to "sell" system and its capabilities. Launched system Summer 1999.

- Phase one of system was on budget and fully functional within six months.
- "New agent" accuracy levels have risen to exceed 95%.
- Symbol Marketing and Account Management personnel now have access to timely, accurate sales leads and customer demographic reports via company intranet.

Proposed and Managed Start-Up of Symbol's Employee On-Line Store

Increased revenue and promoted utilization by employees not accustomed to making online purchases.

Prior to introduction of the online store, sales to employees (\$500,000 in 1997) were via mail and telephone. Created employee-focused marketing strategy, including sales events, changing product mix, employee contests, and purchasing incentives. Developed promotional collateral materials.

- Online store employee orders rose to a high of 65% in early 1999 from 15% of total orders in late 1997.
- 1998 sales through the Company Store were approximately \$1 million.
- 1999 sales projected to top \$2 million in 1999.

Increased Sales and Productivity of Symbol's Inbound Telemarketing Call Center

Halved transaction costs, reduced turnaround time, and increased annual sales of consumables, parts, and accessories through Inbound Call Center.

Centralized order fulfillment within product return center and streamlined order processing function. Consolidated end-user parts sales with dealer sales at distribution center order desk. Planned and utilized new shipping methods and provided new agent training to improve up-sell and cross-selling skills.

- Cut \$25-per-transaction costs by more than 50%.
- Reduced order turn-around time from seven-to-ten days to three-to-five days.
- Increased annual sales to \$1.6 million in 1998 from \$850,000 in 1996.

Successfully Reengineered Service Division

Developed innovative service strategies in response to competitive pressures and increased customer demands.

Negotiated a three-year, \$9 million contract with leading third-party service provider to replace old primary service network of Authorized Service Facilities. Third-party service representatives now respond on a next-business-day basis, and repair product at customer's location. Developed innovative product "exchange" programs as alternatives to Authorized Service Facilities' mail/carry in service. Closed 4 of 5 Regional Factory Service Centers.

- Symbol's service programs have remained competitive with other manufacturers warranty service offerings.
- Customers are provided with the ability to chose from varied service offerings.

EMPLOYMENT

SYMBOL TECHNOLOGIES — 1985 to present

**Hold concurrent directorships in Symbol Information Technology Systems
and in Symbol Technologies Small Business Products Service Division.**

Director, Account Management, Symbol ITS

1998 to present

Symbol ITS is a wholly owned subsidiary of Symbol Technologies, an industry leader in bar coding solutions, and was formed in 1998 by combining Symbol's call center operations and a subsidiary company, Symbol Computer Systems Inc. (SCSI). Symbol ITS provides customer / marketing support services to Symbol Technologies' product divisions and to SCSI. Symbol ITS call center operations supported five million customer contacts in 1998 with over \$26 million in revenues.

- Dotted-line reporting relationship to President for e-commerce projects.
- Report directly to Vice President of Operations for Account Management functions, including Customer Relations.
- Manage relationships between various Symbol product divisions and Symbol ITS, serving as project manager for select e-commerce projects.
- P&L responsibility for sales of accessories, consumables, and other Symbol brand products through online stores and telephone sales desk (1999 projected revenue of \$4.2 million).
- Direct and indirect reports include two Account Managers, a Customer Relations manager, two supervisors, and ten representatives.

Director, Small Business Products Service Division, Symbol Technologies

1995 to present

Symbol's Small Business Division markets small business-related consumable items. Total sales of Symbol products through this channel is forecast at \$290 million for 1999.

- Report directly to Vice President of the Customer Support Group (who is also Symbol ITS President).
- Manage operating budget of approximately \$9 million (1999).
- Develop end-user customer service strategies and programs including extended warranty, product exchange, and other service marketing programs.
- Negotiate third-party service vendor contractual agreements.
- Direct reports include Assistant Director (planning and service administration functions), Technical Service Manager (Tier 2 technical support to Third Party and Authorized Service Facility technical representatives), managing eight indirect reports.

Director Accessories And Consumable Sales

1996 to 1998

Assistant Director of Administration, Imaging Systems Group

1991 to 1995

National Service Manager / National Account Service Manager

1985 to 1991

Regional Service Manager (Eastern USA) / Field Engineer

1980 to 1985

EDUCATION AND PROFESSIONAL DEVELOPMENT

A.A.S. in Electrical Engineering, New York Institute of Technology, Greenvale, NY, 1985

Symbol Executive Leadership Development Program, 2000

One of only twelve Symbol executives to be chosen for inclusion in this prestigious leadership program.

Speaker at Intershop Global E-Commerce Summit, 1999

Presented information on the business aspects of Symbol's e-commerce efforts.

American Management Association Seminars in:

Strategic Planning, Marketing Fundamentals, Finance for Non-Financial Managers