

# TOM E. BIRCHARD

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## QUALIFICATION SUMMARY

Skilled business leader and people manager with product and marketing management experience across multiple industries and a background in engineering and business. Led customer facing sales and service district to dramatic revenue and margin growth. Developed product and marketing strategies for dedicated dealer channels as well as multi-line distribution through big box retail and internet sales. Quick learner, adapts to new environments and business models to make a rapid and significant impact aligned with strategic priorities.

## WORK EXPERIENCE:

**INGERSOLL RAND**, Various roles, business units and locations as outlined below.

**May 2006-Present**

**Service Business Leader:** Trane Commercial HVAC. Salt Lake City, UT

April 2018-July 2019

Lead 30 person team focused on service fulfillment and direct-owner acquisition activities for Rocky Mountain West with physical offices in Salt Lake City, UT and Boise, ID. Full responsibility for \$8M service business and line of sight to \$40M+ area P&L.

- Collaborating with Area Manager to facilitate rapid turnaround of historically underperforming remote offices in district. On pace to do ~\$50M in revenue in 2019 after \$29M in 2017, with service growing at similar pace.
- Overhauling both talent and structure of service organization. Filled 12 roles in as many months on service team and restructured reporting structure to become more customer focused as well as to be able to scale.
- Relentlessly focused on breaking down silos between sales/fulfillment as well as equipment/service/contracting that have historically hindered employee engagement and limited business growth.
- Leveraged Managing for Daily Improvement (MDI) in service sales and fulfillment to streamline processes.

**District General Manager:** Compressor Technologies and Services (CTS). San Antonio, TX Sept. 2015-March 2018

Full P&L responsibility for ~\$20M sales and service business for South Texas district. Managed 30 person district team. Focus first and foremost on employee engagement and partnership between sales and service organizations.

- Led district to #4 ranking out of 20 districts in 2017 with dramatic bookings and revenue growth, strong profitability, much improved collections, and a very strong CSI score. 20% YOY increase in total revenue.
- Worked with sales manager to drive service sales team to 49% YOY growth in service contract bookings in 2016.
- Renewed office lease and completed major office renovation in 2017 to enable future growth of district team.
- Achieved Customer Satisfaction Index (CSI) score of 76% in 2017, highest in district history.

**District Service and Operations Manager:** CTS. San Antonio, TX

June 2013-August 2015

Full P&L responsibility for \$7.5M services business for South Texas district. Manage 15 person team comprised of field service technicians, service coordinators, and inside sales.

- Led service team to #2 ranking out of 32 locations in 2014 basis financial and operational metrics.
- Hired 8 new team members in combination of incremental headcount adds and top-grades.
- Helped drive 22% YOY services revenue growth in 2013 and another 12% in 2014 through increased focus on technician quoting and follow-up, and partnering with sales team to sell more service contracts.
- Drove 8 point YOY improvement in service gross margin in 2014 through focus on quoting and invoicing best practices, technician utilization, and right pricing of service contracts.
- Achieved employee engagement score of 100% for service team in 2014 through focus on technician ride-alongs, increased accountability through service performance board and technician dashboard, and process improvements.
- Developed roles and responsibilities matrix and rolled out to team in conjunction with 2014 district re-org.

**Product Portfolio / Value Stream Manager:** ITS. Davidson, NC.

February 2012-May 2013

P&L responsibility for \$80M line of reciprocating air compressors. Responsible for product roadmap and strategy development and execution across multiple channels and geographies in the Americas region. Focus on channel product/price proposition, new product development (NPD), product quality improvements, and on-time-delivery.

- Drove 12% year-over-year revenue growth in portfolio in 2012.
- Created and built alignment around 3 year strategic A3 aimed at delivering 35% revenue growth and 400 basis points of gross margin growth for portfolio with focus on NPD, channel programs/expansion, quality enhancement, material productivity, pricing, and value stream improvements.
- Implemented value stream steering committee and led coordination activities between various functions to deliver flow time reduction from 31 to 3 days. Team won Q3 2012 Sector President's Award for efforts.

- Developed and implemented standard work around value-based channel pricing and product access to reduce channel conflict to deliver \$2M of annual top-line margin expansion (TLME) in portfolio.
- Led expedited completion of SS4 program to deliver \$400k annual margin expansion under new NPD Lite.

**Marketing Manager:** Industrial Technologies and Services (ITS). Davidson, NC July 2011-January 2012  
Responsible for driving growth in \$100M portfolio of reciprocating and rotary air compressors sold through direct and distribution channels. Drove profitable growth with focus on market pricing, product development, SIOP, web development, and launch of sales growth programs.

- Drove 10% year-over-year revenue growth in product line in 2011.
- Launched new R-Series 75 and 100 hp compressors which stabilized market share in a declining category. Product launch included webcast, local train-the-trainer sessions, customer e-campaign, and channel marketing.
- Developed and launched commercial stocking program to distribution channel with projected \$700k of annual TLME as well as improved plant forecast visibility and level-loading.
- Managed sales development program participant and formed dealer council to deliver revamped customer center dealer program with objective of growing program from \$18M in 2011 to \$21M in 2012.

**Aftermarket Product Manager:** Thermo King. Bloomington, MN September 2009-June 2011  
Responsible for revenue and profitability of \$50M portfolio of aftermarket products including accessories, alternators, starters, engines, tools, and regulatory compliance emissions reduction systems. Drove objectives through promotions, brochures, direct mail, new product launches, pricing, forecasting, and sales presentations and support aimed at dealers and end customers.

- Drove 28% annual revenue growth in \$19M accessories product line in 2010 through new product development, enhanced marketing tools, strategic product pricing, promotions, and streamlined order process.
- Developed and launched 6 new products in 2010 to result in \$1M of incremental revenue in 2010.
- Delivered multi-tier message to target customer segments lost to will-fit competitors by matching product attributes to customers' value expectations. Grew the alternator category revenue 21% in 2010 as a result.
- Served as aftermarket lead on ICON project for development of a new line of trailer units. Developed recurring revenue model and created new proprietary parts metric to drive early aftermarket requirements.

**Applications Engineer:** Hussmann. Bloomington, MN February 2008-August 2009  
Acted as lead applications and mechanical engineer for EMS surface and air sanitation business. IR licensed the technology in mid-2007 and the technology is now integrated into a complete line of stand-alone products.

- Led design activities to create high quality Ingersoll Rand EMS product variants in less than a year of involvement through the use of FMEAs, Hazard Analyses, Design Reviews, and other tools.
- Streamlined communications with India drafting team to crash the initial project schedule by 20%.
- Served as main technical point of contact with contract manufacturer.
- Supported sales through customer visits, trade show work, and special product modifications.

**Design Engineer:** Thermo King. Bloomington, MN May 2006-February 2008  
Acted as cross functional project manager on NPD, VA/VE and Q&R projects in TK aftermarket, emphasizing a structured process and common goals among team members to launch quality products on time and at cost targets.

- Managed from concept to completion projects launching 3 cargo heaters under 4 month timeframe.
- Managed launch of light charging kit, working with assembler to overcome parts availability and quality obstacles to meet commitments on existing customer orders. Resulted in team Bravo Award and product has realized \$800k in annual revenue.
- Facilitated aftermarket engineering resource tracking tool. Provided reports to management on current month's time spent and 12 month projections for resource capacity and availability for planning new projects.

## **EDUCATION:**

UNIVERSITY OF MINNESOTA CARLSON SCHOOL OF MANAGEMENT, Minneapolis, Minnesota  
Master of Business Administration May 2012  
Emphases: Marketing and Finance; GPA: 3.9/4.0

DORDT COLLEGE, Sioux Center, Iowa May 2006  
Bachelor of Science in Engineering  
Major: Mechanical Engineering (ABET accredited program); GPA: 3.9/4.0