

Mark Waxenberg Biography

Sales and Sales Operations

Mark Waxenberg joined Xerox Corporation from CUNY. He is fond of saying, "I got my job through the New York Times." He answered a Sunday ad and became the youngest **Account Representative** Xerox had ever hired until that time. It certainly beat driving a NYC taxi, his job that paid for college. Mark learned many lessons selling on the streets of NYC, but none more interesting than how he internalized self-determination, accountability and responsibility. Ask him about that story.



After selling in the "Bowery", Mark moved uptown where he sold to many of the Fortune 500. He became a **Sales Manager** in NYC and improved performance by making tough personnel decisions, providing motivation and role model behavior. Mark's team became the #1 sales team.

Mark was promoted to **Regional Sales Operations Manager** where he was responsible for the success of 10 Districts, ~400 sales representatives' balanced performance. With a reorganization of sales groups, Mark became **Sales Planning Manager** for three districts in New Jersey. Mark hired and trained 78 Sales representatives in 18 months keeping all territories filled and very productive.

Product Marketing and MARCOM

Mark moved with his wife and two young daughters to Rochester to become Memorywriter (Typewriter) **Product Manager** for the two year old business. Mark was able to make great strides in improving unit sales and market share against IBM. Getting mindshare was near impossible until Mark came up with a customer and sales strategy that featured a free airline ticket promotion combined with direct mail. Within a year of this success he was given accountability for the Facsimile and Impact Printer businesses too, representing ~500,000 units. Relying solely on a direct sales organization with \$750,000 budgets to sell \$595-\$2000 products would be impossible.

Channels of distribution became extremely important to these businesses. Mark departed from the company norm of selling exclusively through a direct sales organization and helped organize a new exclusive indirect sales channel called Agents. This channel gave coverage to small and medium size businesses in rural geographies and later in Metro areas that were inefficiently covered by a direct sales organization. Today the Agent organization is still in place and selling Xerox's most expensive systems.

Mark showed his **entrepreneurial** skills as he turned a \$3.5M cost problem into a new Xerox business. The cost to pick up and store for scrap of competitive trade-ins was quite expensive. Mark managed a P&L turn around by **starting up** and managing the Merchants Channel. The group managed the valuation of trades and their resale and logistics. Turns improved and hard dollars offset the costs.

Mark's acumen for **turnarounds** led him to many different assignments. Once he was faced with the turnaround of customer cancellations in a revenue and profit rich segment. It required creative pricing to resolve. Other times product, compensation or service was the issue. Competition was always a factor in each business opportunity. It was in these **VP Product Marketing** jobs Mark gained his marketing communication (**MARCOM**) knowledge and skills.

Managing Business Units

In the early 90's the company formed 21 Business Units to put speed and control into its worldwide businesses. Elements of his **VP Product Manager** position were; full **P&L accountability, customer requirements, product strategy, product development and marketing**. Mark went to **Wharton** for a concentrated course in finance and to **INSEAD** in France to gain International Business skills. Mark excelled at managing in these units. He managed more than 100 Software and Hardware solutions from **concept to profitable revenue**. Mark was accountable for all aspects of **value chain performance**. He is a well published spokesman to industry analysts and press. **Google**; Mark Waxenberg Xerox.

After years of restructuring, and business unit reorganizations Mark rose to **Vice President General Manager** of the 2 largest remaining divisions managing as many as 6 BU's, 11 direct reports and **400 employees**. Mark problem solved business issue after issue within his units and helped keep the company on course with its financial turnaround. Annually Mark presented to the CEO his organizations 18 month plan and sold the corporation on the value of his BU's initiatives. Despite making tough people and program decisions Mark managed to keep his **Employee Satisfaction** scores in the top tier of all managers. During the last five years, Mark also served as the **Ethics Officer** for over 2000 employees.

Margin maintenance became a must at Xerox. Mark became **Director, Strategic Cost Competitiveness** with the mandate to lower COG's 11% annually for three years. Using **Lean Six Sigma** and 3M's "Gap to Entitlement Process" much of the first year's goal was met when he took Xerox's buyout package.

CEO Experience in a small business

In June of 2008 Mark became the CEO of LeRoy based FBC Technologies, Inc. This energy efficient wastewater treatment business had previously merged with EC Power and had concluded a management buyback in Feb 2008. Mark was recommended to management as the key individual to lead the company back to growth. Mark gained excellent small business experience in **cash flow management, Business Plan development, Venture Capital financing, project funding, and stretching a dollar**. Mark helped **develop three new products** at FBC which will double its potential market size. He participated in every activity that was required in this small business.

Mark is now looking for **permanent or interim C-Level, GM, VP Sales/Marketing/Business Development** opportunities that will utilize his vast experience and satisfy his desire to continue to achieve daily. He is looking to take companies to new levels of growth, help perform turnarounds and/or launch new businesses.