

TITLE Defense Division Manager Cost Center 755070  
 Exempt  Non-Exempt  
POSITION Vice President/General Manager Lighting  
REPORTS TO and Imaging North America DATE March 2009

**I. GENERAL SUMMARY** - In two to four sentences state the major purpose, objective or functions of the position position.

To lead the global Sales Division with a focus on US business. Ensure new business growth based on new technologies.

**II. PRINCIPAL DUTIES AND RESPONSIBILITIES** - Briefly -describe the work actually performed and list in order of importance. Begin each sentence with an action verb, such as assists, plans, advises, performs, administers, etc. Focus on the purpose of the function and the results to be accomplished.

### Market & Strategy

- 1 Understands the competitive environment and the competitive position of our products (incl. Benchmarking)
- 2 Establishes and maintains a network/good relationship within the industry in order to recognize business opportunities.
- 3 Incorporates the input from market into our strategy.
- 4 Develops and implements the key elements of the defense strategy in close cooperation with the defense office in Washington. Product (Differentiation IP and Roadmap), Placement (Prioritization of customers) and Promotion (Branding)
- 5 Develops and implements a pricing and profitability optimization strategy.
- 6 Identifies key success factors in the market and new product requirements. Based on this initiates new product developments and the necessary developments of new capabilities whether making or purchasing. Work closely together with the heads of product development and the defense office. Goal is to stabilize long term the ratio of new product on a high level (>30%).

### Customers & Sales

- 1 Organize and lead world wide sales activities within the SCHOTT organization for the defense division products as assigned.
- 2 Responsible for the achievement of the sales and profitability goals.
- 3 Make sure that we have a high penetration of A-customers across different functions. Works closely together with the defense office in Washington on high level customer contacts.
- 4 Maintains personal contacts with the A-customers. Discuss their applications and sell the SCHOTT position and capabilities including BU cross selling. Leads important pricing negotiations.
- 5 Organize the contribution of sales to the working capital optimization especially with respect to raw material planning, safety stocks and consequent follow up requirements such as accounts receivable.
- 6 Permanently optimizes the sales process using the CRM tools and initiatives.

### Planning

- 1 Responsible for the sales and profitability planning. Updates the forecast of order entry and sales. Implements and prioritizes corrective action in case of deviations. Updates the Risk Management System on a monthly basis
- 2 Makes Recommendations for production and logistics within the SCHOTT and MORITEX organization. Develops a Technology Roadmap in cooperation with Engineering teams and initiates product development and Innovation

### Leadership

- 1 Manages and leads the employees in your area of responsibility including annual goal agreement process and employee development process. Plan long term development of direct reports through succession planning.
- 2 Organize the roles and responsibilities of the employee (product lines, regions) and coaches the employees.
- 3 Ensure that roles and responsibilities for A customers are clearly defined.

- 4 Organize the compliance with company wide frameworks (IMSU etc.) and implements site or group wide initiatives.
- 5 Responsible for compliance with legal requirements especially in the area of export control (ITAR; refer to Export Compliance Manual & Technology Control Plan).
- 6 Champion for new products. The division members understand themselves as responsible for the implementation of the stage gate process until transfer to serial production.
- 7 Leads the implementation of the guidelines of cooperation with the defense office in Washington in your area of responsibility.

All other duties as assigned

### III. BACKGROUND

- A. Supervision** - List the number of people this position supervises, if any, either directly or through subordinates, and describe the degree of supervision.

Sales Managers and Sales Administrators specific to the defense business.

- B. Confidentiality** - Describe the exposure level to confidential company information. Explain the type of data handled.

Extremely high exposure level---customers, pricing, processes, products, business strategies and plans, etc

- C. Mental Application** - Describe the nature of the decision-making ability the position requires versus the extent to which the work is governed by established policies and procedures.

This position is responsible for making many important decisions within established business strategy, business guidelines and good business practice. Must have good business sense and strong customer orientation.

- D. Responsibilities** - State the extent to which an error in judgment on the job would result in loss of time, expense or public/employee goodwill.

Errors in judgment can result in serious loss of customer goodwill (difficult to regain) as well as significant Financial loss.

- E. Contacts/Internal and Public** - Describe the level of contact with others outside and within the organization. Consider the level of topics discussed, as well as the number of contacts and their effects on company operations.

Volume and importance of contact with customers & prospects and within the organization are very high.

- F. Magnitude and Scope** - List the types and amount of expenditure the position is authorized to approve, if any. If applicable, state the amount of annual sales or other income produced by the position or under the position's direction and/or the amount of annual payroll under the position's description.

Product line annual sales range approximately \$50 million

#### IV. CONDITIONS AND EQUIPMENT

**A. Working Conditions** - List the conditions under which the job is performed.

This position is in an air-conditioned office environment.  
Approx 75-80% travel, including both national and international travel.

**B. Equipment Operation** - List the equipment and/or computer software packages this position would use that require some knowledge and skill for usage.

The position requires the use of a PC (Lotus Notes, Excel, MS Word, and Power Point).

#### V. SPECIFICATIONS – List the knowledge, skills and abilities required or preferred for this position. (Include required licenses or certifications.)

**A. Education:**

Technical degree required –B.S. in engineering, physics, optics, etc.

**B. Experience:**

Minimum 8 years experience in sales / product management of technical product.  
Experience in sales of components to OEM's helpful. Must have 8-10 year minimum Defense Industry Experience.

**C. Skills – Knowledge:**

- Effective selling and negotiating skills
  - Sufficient technical knowledge to understand customer applications and requirements and offer solutions
  - Results oriented, able to complete activities and tasks expeditiously.
  - Leadership skills to initiate and complete actions required for success.
  - Strong presentation skills
  - Good judgment and good decision making ability.
  - Effective communication skills: listening, writing, speaking and oral presentations.
  - Able and willing to work with others on a team – including being an effective team leader.
  - Ability to provide leadership for change and continuous improvement
- **ISO Required Training: Elements QM01 – Sec. 4.0, QM01 – Sec. 4.2, QM01 – Sec. 5.0, QM01 – Sec. 6.2, QM01 – Sec. 7.0, QM01 – Sec. 7.2, QM01 – Sec. 7.3, QM01 – 7.4, QM01 – Sec. 7.5, QM01 – Sec. 7.6, QM01 – Sec. 8.0, QM01 – Sec. 8.2, QM01 – Sec. 8.5, QM01 – Sec. 11.0.**  
**Please refer to the ISO Training Matrix for degree of training per element.**  
**(:\QMS-ISO\_L-North America\Read\LNS Training Docs\Process Docs\ISOTRAN, current revision)**

**VI. PHYSICAL REQUIREMENTS** (Based on an 8-hour day)

Bending	Less than 2%		Pushing	Never
Carrying	5%	5-10lbs.	Reaching	Occasional
Driving	Occasional		Sitting	Up to 80%
Grasping	Less than 1%		Squatting	Never
Hand/Arm Vibration	Never		Stair Climbing	Never
Kneeling	Never		Standing	Up to 20%
Ladder Climbing	Less than 1%		Twisting	Occasional
Lifting	Occasional	5-10lbs.	Unusual Loads	Never
Pulling	Never		Walking	Up to 30%

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