

BUSINESS DEVELOPMENT / OPERATIONS MANAGEMENT

Norman C. Spencer
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Senior–Level Business Development/Company Operations Executive

SUMMARY OF QUALIFICATIONS

Dynamic management professional from the maritime industry with extensive experience in Sales, Marketing, Daily Company Operations, Revenue Management including all Budgetary Preparation and Adherence including full P/L responsibility companywide. Demonstrated ability to manage personnel effectively by utilizing in-depth personnel management skills. Possesses strong ability and aptitude to identify and address business challenges and needs resulting in effective solutions. Recognized as an excellent communicator with strong, comprehensive negotiation and organization abilities.

CORE STRENGTHS

- Demonstrated experienced in contract negotiations – both for company business and with outside unions
- Business Development
- Thoroughly effective Budget Management
- Effective Communication
- Strategic Planning
- Cost Reduction implementation resulting through extensive budgetary management
- Sales Management
- Superior Customer Service
- Computer literate - Microsoft Word, Excel, PowerPoint with outside courses taken in each.

KEY ACHIEVEMENTS

- Oversaw and drove company growth from \$5 million revenue level to \$30 million level annually by substantially increasing customer base over last 10 years
- Negotiated cruise and cargo line operational contracts sometimes in excess of \$10 million
- Negotiated union contract with ILA (International Longshoremen's Association) in 1994 that remains in effect today reducing 1 ½ overtime wage rate to 1 ¼ rate, effectively saving the South Florida cruise lines - tens of millions of dollars since 1994 and continues to do so to this day
- Consistently generated gross profit margins in excess of 30% with net numbers in 20% range (EBIT)
- Continually reduced cost throughout company through monthly budgetary meetings and effective adherence thereof which, in turn, generated aforementioned margins

PROFESSIONAL EXPERIENCE

1974 – 2008

Eller & Company, Inc., Eller Maritime Services, LLC. **Senior Vice President & General Manager**

Primary responsibility was day-to-day running and administration of a \$30 million (revenue) Maritime Stevedore and Agency company to include all contract negotiations with major Cruise Line customer base with at least a \$5MM relationship (i.e., Carnival Cruise Lines, Holland America, Royal Caribbean, Princess Cruises, etc.) and all administration thereof. Additionally, charged with responsibility of all sales and marketing activities for the company traveling worldwide annually.

- Ran day to day operations for stevedore/port agency company doing business in 3 Florida ports overseeing a staff of over 30 employees with full P/L responsibility for entire company while answering directly to Board of Directors and company owner.
- Prepared annual port/operational budgets for all 3 ports and continuous administration and adherence through weekly revenue meetings with port managers which included monthly P/L comprehension meetings.
- Conceptualized and implemented an on-going sales and marketing program which included proactive sales prospecting calls on all of the cruise and cargo lines. Served as the company's top contact while representing the company worldwide.
- Wrote comprehensive business, and sales and marketing plan for the company which resulted in increasing revenues by a multiple of six times over original business base (from \$5 MM to \$30MM annually) and nearly doubling profit margins.

OTHER CAREER ACTIVITIES

Past President of Port Everglades Propeller Club

An international maritime club with chapters throughout the world and in all U.S. ports to further the interest of the U.S. Merchant Marine and local port activities.

Current President of Port Everglades Association

Local port business trade organization comprised of over 60 companies doing business in and around Port Everglades which acts as a bridge to public and private interest in the port. Speak publically at each Monthly meeting addressing entire association membership (usually over 100 individuals in attendance) on all current business matters related to Port Everglades and chair monthly Board of Directors meeting prior to general membership meeting - President for 2007 & 2008 & 2009 (1st qtr.) business years. Have publically presented and addressed the Broward County Commission on a number of occasions for both the Port Everglades Association and my ex. - company.

EDUCATION

Mechanical Design Engineering Diploma (2 year) – Graduate of Wentworth Institute, Boston 1967
B.S. Degree in Professional Management – Graduate of Nova Southeastern University, 1995

MILITARY

U.S. Army Veteran served in Vietnam, 1969-1970, received The Bronze Star and The Army Commendation medal for Meritorious service against a hostile force - Honorably discharged.