



Richard Brooks

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Professional Experience

Managing Director

1996 – 2009

Brooks Management Consulting, Global

2014 – Present

Clients: *Association of Translators & Interpreters of Ontario, Azurix, Blank Page Media, Cole Engineering Group, City of Atlanta, City of Vaughan, CityFlitz, Canadian Translators, Terminologists & Interpreters Council, CMT, Department of Environmental Quality, Halton Region Conservation Authority, Khafra, Lailey Wines, LoginUral, MarcoPolo, Ministry of Natural Resources, Ministry of Environment & Energy, News Canada, Pervin Family Business, Schulich Executive Education Centre, Tacoma, UBS Wealth Management, UMCOR.*

Developed and delivered global management consulting services for various clients, including *UBS Wealth Management* and the *Schulich Executive Education Centre*, including customer-focused strategic planning, budgeting, financing, employee motivation and performance management, branding and marketing, crisis management, profitability improvement and change management in the *private, public* and *non-profit* sectors, in the following industries: advertising, associations, banking, education, finance, food & beverage, engineering, energy, environment, insurance, manufacturing, natural resources, logistics, public relations, technology, universities, and utilities.

- Clarified strategic objectives and created website content for the *Association of Translators and Interpreters of Ontario* to improve revenue generation, communications and member benefits; increase visibility and membership; and communicate positions on advocacy, professional development and certification/accreditation procedures.
- Presented creative strategic recommendations to expand into new oblasts (Russian states) with new products, thereby doubling the size of *Marco Polo*, the Russian alcohol distribution conglomerate, in Yekaterinburg, Russia, that needed to find a sustainable strategic advantage in the fast-changing post-Soviet marketplace.
- Won a competitive bidding process to digitize infrastructure for the *City of Vaughan*, creatively managed the \$1M project to exceed client quality standards, and finished the project in 1/5 of the expected time. Increased potential future profits 10-fold in this new diversified service area for a consulting firm.
- Contracted by *CityFlitz*, a public relations firm, in an emergency situation to save their launch into the Province of Quebec with a two week deadline and no existing plan. Managed funders and clients, created and executed a new launch plan and built internal infrastructure within two weeks, and successfully launched on-time.
- Championed change, redesigned and optimized processes to reduce permit process times by 50% for the *Department of Environmental Quality*; managed programs, developed regulations, wrote critical permits and conducted compliance/enforcement activities for the government; facilitated a high calibre cross-functional team and received an award for “Exemplary Teamwork”, and received commendations from citizens.
- Established and managed the new business development strategy to a new market, including all government/ client relations and partnerships/alliances for multimillion dollar, multiyear infrastructure privatization design/build/operate/finance bids in the Southeast US regional market for *Azurix*, a water/wastewater utility.
- Recruited, managed and motivated a team of 4 Professional Engineers to achieve deadlines and maintain the \$1M annual budget for the *Atlanta Sewer Group* Geographic Information System (GIS).
- Created an entrepreneurial business case for a potential new municipal funding source to increase revenue by using GIS technology to define pervious/impervious surfaces to rationalize new storm-water service fees.
- Wrote the article *Water Terrorism*, published it with the *ANSER Institute for Homeland Security*, and presented as a professional water security expert at an EPA conference.
- Planned and organized a business development campaign to the *Junior Chamber International* in 57 countries to engage business and government leaders as an unofficial ambassador, which resulted in the publishing of the book *Global Cultures*.

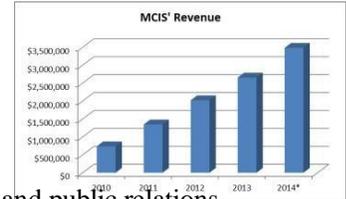
Director of Strategy & Business Development

2009 - 2014

MCIS Language Services, Toronto, Ontario, Canada

Recruited to stabilize, diversify and grow the local complex multi-stakeholder *non-profit* in-person interpretation organization by working closely with the Board to create and implement an innovative strategy to generate revenue growth, which included substantial change management and the introduction of new services, establishment of a new brand strategy, managing the sales, client relations, marketing, public & government relations, recruitment, training and testing departments.

- Repositioned the organization, overhauled the strategy and transformed the corporate culture; negotiated all joint-venture partnerships, contracts and prices, resulting in 6-fold top line revenue growth over a 4 year period (during the *great recession*), while consistently achieving the highest annual sales in company history every year, and winning 40% of all competitive Request for Proposal (RFP) bids.
- Created a brand strategy, worked with the Board to gain adoption, disseminated via media and public relations interviews and articles, the brand became synonymous with quality, responsive and cost-effective services throughout the industry; elevated the firm from unranked to the “No. 1” ranking in its sector globally; diversified the client base with annual key client growth of 75%; fashioned a world-class organization with over 99% customer retention.
- Generated a new low-risk strategic plan by listening/empathizing with clients, researching the market, finding and analyzing competitor weaknesses, and enhancing key competitive strengths; acted as spokesperson, developed the marketing and brand strategy, including position, values and public relations material; developed and successfully established new services to exploit gaps in the market, including the 1st-in-the-world video interpretation platform.
- Managed by objectives 15 staff, with over 3000 subcontractors and volunteers; increased productivity by 400%, with no layoffs, by assertively embracing change and removing obstacles, transforming the corporate culture to a performance-based environment based on education, empowerment, long-term thinking, facts, clear communications and teamwork.
- Entrusted with management of the Recruitment, Training & Testing Department in 2011, transparently communicated expectations, empowered a high-performance multicultural team that optimized processes, eliminated bottlenecks, and automated 95% of processes with the creation of the 1st-of-its-kind innovative on-line global education product for training and testing, which resulted in operational efficiencies that increased output 10-fold, with a 90% reduction in operational costs and time, while delivering the highest accreditation/certification standards, as evidenced by the new customer feedback process.



Education & Designation

Master of Business Administration (Strategy/Marketing)

2006 - 2008

Schulich School of Business, Toronto, Ontario, Canada

Honours Bachelor of Environmental Engineering

1992 - 1996

University of Guelph, Guelph, Ontario, Canada

Professional Engineering Designation

2002 - 2010

Professional Engineers of Ontario, Toronto, Ontario, Canada

Dedication to Service

- Served as an Executive Chapter Board Member with the Professional Engineers of Ontario; as the staff lead on the Marketing & Operations Committee; and Community Councils.
- Mentored and coached students at Schulich & Rotman Business Schools.
- Served as a State Mediator; Junior Chamber International member; and taught a course at Seneca College.

Richard Brooks' Statistics

| Experience (Years) | Wins / Losses | Revenue Growth Rate | Key Client Growth | Customer Retention | Proposal Win-Rate | Bachelors | Masters | Designation | Direct Staff Reports | Turn-arounds | New Markets | Growth | Crisis Mgmt | Productivity | Output Increase | Cost Reduction | Global Rank |
|--------------------|---------------|---------------------|-------------------|--------------------|-------------------|--------------|---------|-------------|----------------------|--------------|-------------|--------|-------------|--------------|-----------------|----------------|-------------|
| 20 | 21 - 1 | 600% / 4 years | 75% / year | 99% | 40% | B.Eng.(Env.) | MBA | P.Eng. | 15 | 8 | 8 | 10 | 7 | 400% ↑ | 10x | 90% | 1 |

