

# LIZ BIETER

5185 Samuelson Road, Unit 1  
Duluth, MN 55811

218-340-1952

bietere@gmail.com

<https://www.linkedin.com/in/liz-bieter-6a24a912/>

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## VP / Director - Operations

**Sales / Sales Support / Business Development / Operational Effectiveness / Organization Development  
Strategic Planning / Customer Service / Turnarounds / Startups / Business Process Improvement / Acquisitions  
Integrations / Training & Development / HR / KPI's / Cost Control / Project Management / Analytics**

Experience building and leading operations functions that deliver bottom line results. Additional experience in sales management, marketing, customer service in multiple industries serving demanding B2B and B2C clients in intensely competitive markets. Record of frequent promotions and selection to lead critical projects and program. Excel at...

- ☐ **Improving business and production processes to maximize operational effectiveness**
- ☐ **Maximizing productivity, quality, customer satisfaction, sales and profitability**
- ☐ **Building and leading top-performing, low-turnover teams at all levels**
- ☐ **Finding and removing obstacles to attaining and surpassing ambitious organizational goals.**

Described as a mentor, leader and executive advisor. Pioneered effective organizational change management initiatives. Proven ability to apply experience and outstanding education to solve real world business problems.

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## Work History and Highlights

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### Divisional Manager

Thompson Gas/Como Oil and Propane  
December 2017 - December 2019

*Acquired by Thompson Gas in 2015, Como Oil and Propane is the top oil and propane supplier in Minnesota and Wisconsin*

Recruited to develop and lead all employees (47) in the office and plant, develop best practices for work production and efficient use of resources. Also responsible for creating marketing programs that focus on community involvement and employee engagement, financial activities, fleet, and safety.

- **Reversed business loss and grew sales 13% in 18 months.** Reopened a small office that had been closed which resulted in an immediate loss of 30% of its business. Re-established relationships with the local community.
- **Revitalized stagnant office, exceeding EBTIDA goal by \$500K.** Expanded the Duluth office's service department. Added services such as installations of propane and oil appliances. Offered specials to encourage customers to service appliances during the slack summer months. Grew customer base by 500 net new customers.
- **Boosted productivity, supporting addition of 1000 new customers without adding staff.** Staff was divided and cliquish. Work was being done poorly. Customer satisfaction was plummeting. Met weekly and gained the whole team's trust. Developed groups of employees who had not worked together in order for them to learn each others' strengths. Group is now cross trained. Stabilized workforce. Cut churn and overtime.

### Manager - Public Utilities - Customer Service

City of Duluth  
April 2014 - December 2017

Recruited to lead a team of 102 management, professional and support personnel and to maximize quality, customer satisfaction and productivity. Prepared and controlled budgets. Represent the Division to the City Council on financial, human resource and training matters.

- **Revamped workflow process, increasing profits.** Developed and implemented a change to work flow that resulted in increased profits, increased pay for the employees and streamlined the work process. Created a customer service training program that increased customer care and improved the reputation of the City of Duluth
- **Normalized management and union relations.** Union members and leadership did not trust each other. Created an opportunity for a large group of employees to obtain greater training, a pay raise and reduce costs. Convinced the Union to accept the opportunity, laying the foundation for trust and collaboration.

## Area Director

AmeriGas Propane

December 2011 - February 2014

*AmeriGas Partners, L.P. is the largest retail propane distributor in the United States*

Promoted to lead the Area's Sales and Service Managers (SSMs). Developed strategies to improve staff (153) performance. Improved safety consciousness. Tracked and adjusted pricing to enable each district to better achieve overall financial health for the market.

- **Created a culture of safety, reducing incidents from seven to zero in the first year.** Inherited an area where incidents had climbed to an unsatisfactory level. Developed a safety program that was owned and presented by employees to other employees. Brought in teams from various districts to develop programs specific to their needs.
- **Transitioned company to process of managing for gross profit.** Provided necessary tools, information and training to help individual managers understand how to better manage financials. Developed training sessions to increase understanding of pricing structure and the impact of changing pricing.

## Area Sales Manager

AmeriGas Propane

February 2010 - December 2011

Trained Customer Relations Representatives in customer service and sales techniques. Developed implemented strategic growth plans. Managed advertising and marketing budget for market. Coached SSMs to confidently make successful decisions regarding the use of marketing funds.

- **Cut customer loss 42% in the first year.** Customer Service Reps were not highly trained and were precluded from making independent decisions. Traveled to each district and trained each CSR one on one. Set parameters under which CSR's could make independent decisions. Cut position churn 70%. Increased customer satisfaction.
- **Detected and stopped fraud.** A Sales manager was making far more money than was possible for the small area that he served. Launched an investigation and found that sales manager had defrauded a large customer. Worked with the legal department to arrange a settlement with customer. Created a means to prevent recurrence.
- **Established sales training improving customer retention.** Developed sales training that provided education about different customer personalities (how to identify and work with), and effective phone sales techniques/strategies. Rolled out similar program corporate-wide, resulting in improved customer retention.
- **Participated in five acquisitions.** Improved integration process by developing program of pairing an existing AmeriGas employee with a newly integrated employee to gain "hands on" experience, drastically improving onboarding process.

## Sales and Service Manager/District Manager

AmeriGas Propane

October 2006 - February 2010

Built and staffed new plant in only 90 days (sourced location, managed relocation process and staff recruitment). Selected as Chair of Safety Committee for the market ; successfully reduced safety incidents by 22%. Recognized as Distribution Champion for Midwest. Led a team of 36 employees.

- **Opened a new market.** AmeriGas had an opportunity to move into North Dakota but had no plant from which to draw product. Developed and executed plan. Completed the plant in 90 days vs a projection of two years. Enabled the company to land a contract with a national railroad and service North Dakota's growing oil industry

## Owner

EL Consulting

January 2004 - April 2006

Coached and mentored sales teams and managers. Monitored and tracked emerging trends in order to develop effective promotional and marketing strategies. Evaluated change issues and recommended action for organization transitions.

Representative engagements:

- Managed fundraising campaign for a non-profit organization and successfully raised over \$1M.

- Worked with decorative tile company to restructure sales force by initiating new training, regular sales meetings (to keep representatives informed about collective and individual progress) and creating a new incentive program designed to provide sales representative with a base salary plus incremental incentives; resulted in increased sales.

## **Director of Sales and Marketing**

Duluth Timber Company

July 1996 - October 2006

Designed and maintained brochures, web site, portfolio and print advertising. Served as company representative at educational conferences, trade shows and local meetings. Prepared annual marketing plan, including budgets and forecasts. Recruited and trained all employees. Established customer care programs. Lead enterprise wide safety initiatives. Led a team of nine employees.

- **Drove ten-fold growth to \$10M+ in one year.** The company was not growing. There was only one product line. Developed a line of custom wood products for restoration of structures on the National Register. Increased sales from less than \$1M to more than \$10M in one year.

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## **EDUCATION**

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**Ph.D. in Organization Psychology** – Walden University

**Ph.D. in Organization Development/Crisis & Change Management** –Capella University, Minneapolis, MN

**M.A.M. in Management/Organization Development** – College of St. Scholastica, Duluth, MN - Graduated with honors.

**B.A. in Philosophy (Ethics)/History (American)** – College of St. Scholastica, Duluth, MN - Graduated with highest honors.

**A.A.S. in Business Administration** –Duluth Business University, Duluth, MN - Graduated with highest honors.