

LIZ BIETER

5185 Samuelson Road, Unit 1
Duluth, MN 55811

218-340-1952

bieter@gmail.com

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

VP / Director - Operations

Liz Bieter has built and led operations functions that deliver bottom line results. She has consistently maximized productivity, customer satisfaction, quality and profitability in organizations that serve demanding B2B and B2C clients in intensely competitive markets.

Well rounded, she has additional experience in sales management, marketing, customer service in multiple industries. She has earned frequent promotions and selection to lead critical projects and programs.

Building and leading top-performing, low-turnover teams at all levels are among her hallmarks. She has a talent for finding ways to attain and surpass ambitious organizational goals. Others have described her as a mentor, leader and executive advisor. Using her outstanding education and her varied experience, she has pioneered effective organizational change to cope with rapidly changing markets and economies.

Functionally she is broad. Organization development, HR, finance, process improvement are skills she has demonstrated in viable organizations as well as in turnaround, startup and revitalization scenarios. She knows how to balance cost and value in environments where financial and other resources are limited. Conversely, she has a talent for knowing how and when to invest in growth and change.

Work History and Highlights

Divisional Manager

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

Ms. Bieter was recruited to develop and lead all employees (47) in the office and plant, as well as develop best practices for work production and efficient use of resources. Acquired by Thompson Gas in 2015, Como Oil and Propane is the top oil and propane supplier in Minnesota and Wisconsin. In this multi-faceted position, she was responsible for creating marketing programs, financial activities, fleet management and safety.

She inherited an unproductive team. Customer satisfaction was plummeting. In short order, she formed groups of employees who had not worked together in order for them to learn each other's strengths. The result: a high-energy, cross trained, low-turnover workforce that supported the addition of 1,000 customers without increasing staff.

She also reopened a small office that had been closed, recouping not only the business lost as a result of the closure but increasing sales an additional 13% in eighteen months. Along the same lines, she transformed the Duluth office from one that was flat to one that exceeded EBITA goals by \$500K and added 500 net new customers.

Manager - Public Utilities - Customer Service

City of Duluth
April 2014 - December 2017

In this position, Ms. Bieter led a team of 102 management, professional and support personnel. She prepared and controlled budgets and represented the Division to the City Council on financial, human resource and training matters.

She streamlined workflow resulting in increased profits and, increased pay for the employees. She also provided customer service training that improved customer satisfaction and the City's reputation.

One of her major achievements was to transform an adversarial relationship with the Union into one of collaboration and trust.

Area Director

AmeriGas Propane

December 2011 - February 2014

Ms. Bieter was promoted to lead the Area's Sales and Service Managers (SSMs). AmeriGas Partners, L.P. is the largest retail propane distributor in the United States. Under her leadership was a team of 153 employees.

She inherited a poor safety record. In response, she created a culture of safety. In this endeavor, she developed a safety program that was owned and presented by employees to other employees. In the first year, she drove incidents from seven to zero.

Ms. Bieter is profit oriented. She transitioned the company to a process of managing for gross profit. She provided the necessary tools, information and training to enable managers to better manage financials and pricing.

Area Sales Manager

AmeriGas Propane

February 2010 - December 2011

In this role, Ms. Bieter was promoted to develop and implement strategic growth plans. She also managed advertising and marketing for her Area.

This was a time of growth and change. The company was on an aggressive acquisition campaign. She participated in five acquisitions and improved the integration process, cutting onboarding time and all but eliminating unplanned attrition.

She cut customer loss 42% in the first year by upgrading the skills of the CSR's and then letting them make decisions on the spot. With more autonomy, CSR job satisfaction soared and position churn plummeted 70%.

She also established sales training that provided education about different customer personalities (how to identify and work with), and effective phone sales techniques/strategies. It was rolled out corporate-wide, resulting in improved customer retention.

Finally she detected that a Sales manager was making far more money than was possible for the small area that he served and found out that he had defrauded a large customer. She worked with the legal department to arrange a settlement with customer and created a means to prevent recurrence.

Sales and Service Manager/District Manager

AmeriGas Propane

October 2006 - February 2010

In her first job with the company, she built and staffed a new plant in only 90 days (sourced location, managed relocation process and staff recruitment). As background, AmeriGas had an opportunity to move into North Dakota but had no plant from which to draw product. Ms. Bieter enabled the company to land a contract with a national railroad and service North Dakota's growing oil industry

Director of Sales and Marketing

Duluth Timber Company

July 1996 - October 2006

Here Ms. Bieter was in charge of all aspects of sales and marketing. She was the face of Duluth Timber. She and her team created all marcom materials. She also recruited and trained all employees.

She inherited a company that was not growing and that only had one product line. She developed a line of custom wood products for restoration of structures on the National Register. Sales climbed from \$1M to more than \$10M in one year.

Owner

EL Consulting

January 2004 - April 2006

From time to time, she was called upon to help small companies and organizations grow and prosper. In one example, she managed fundraising campaign for a non-profit organization and successfully raised over \$1M. She also restructured the sales force of a decorative tile company.

EDUCATION

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.