

COMPETITIVE DISTANCING

A monthly newsletter dedicated to your success, using a different set of tools...to distance yourself from your competitor

Vol II. No. 1



You are selling yourself, and if there is one thing Think Like a CEO will help you do, it's sell! You need to know how to spin your interview into a Clear, Concise, Compelling, C-Level Value Proposition.

Imagine that you uncover that gem of a Green Company near you and line up an interview. Use the tools in Think Like a CEO to understand that company better than your competitors interviewing for that job. Rather than ask, "What are your sales?" or "What is your strategy?" you can say something to the effect of, "Are you generating gross margins in the 30-40% range like the solar segment of the industry or are you struggling with gross margins more aligned to the wind segment?" Then you add, "I believe that a key to driving profits in the industry is productivity, both in employees as well as assets. Of course, I'd be interested in the market pull, so that's why I asked about gross margins." Your job is to demonstrate to your prospective employer, whether Green or Rust, that you can make them money.

I personally know at least a half dozen people who want to change the world, and are looking for jobs – or should I say "green jobs" right now. Some want to get in on the Green Revolution, while others may believe, like one of my acquaintances so eloquently understates on her website that the planet is, "on the edge of catastrophic damage."

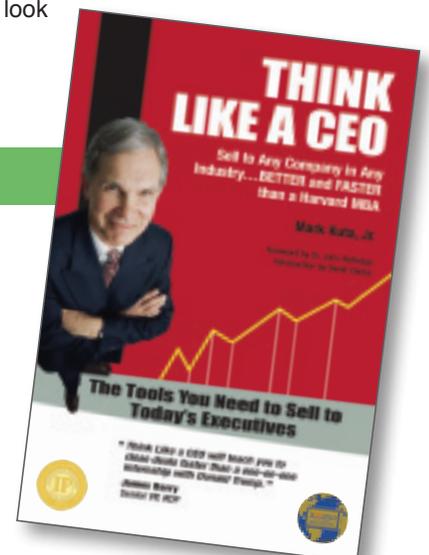
Uh... OK, but regardless of whether you believe that the Green Revolution will create 10 million new jobs or you are just looking for beach property in that soon to be tropical paradise called Canada, let's take a look at how you can Think Like a CEO and get that **Dream Job** of yours.

STEP 1

Find the companies

Let's take a look at two different types of Green Companies, those in wind energy and those in solar energy.

Go to the 10-K's of these companies to understand their competitors, as well as the other companies in the market. You can gather this information in seconds by going to www.google.com/finance.



Sweeping the 2008 Book Awards with Two Gold Medals



STEP 2

Look at some key metrics

Number of employees – This will tell us the relative size of the company, and help you define the size of privately held companies in the market. If you can't get this number from published sources...ask them!

Sales per employee – If you understand the revenue per employee in the industry, then you can figure out an estimated revenue for a private company based on their number of employees. Now, the beauty of understanding this is that no matter how you guess, you are miles ahead of the next guy in line interviewing. Imagine this conversation...

“So, Mr. Executive, if you have 100 employees, I would anticipate that you have sales of around \$200 thousand per employee, so that would put you at about \$20 million.”

“No, we are actually a \$32 million dollar company.”

“Humm...Fantastic! You are much more productive than the industry average for companies in the wind generation market, and I am going to fit right in because I am a much more productive employee. In fact...”

OR

“No, we are actually a \$12 million dollar company.”

“Humm...Well, based on industry averages for companies in the wind generation market, I'm sure you realize that you have some opportunity to be more productive. The way that I would address this is...”

Gross Margin – High gross margins tell you that the company is a productive builder of goods and services, or that they are able to get a better price for their products. Maybe indicative of a demand for their services and products?

Company Name	Symbol
SOLAR POWER	
Evergreen Solar, Inc.	ESLR
Energy Conversion Devi...	ENER
First Solar, Inc.	FSLR
GT Solar	SOLR
SunPower Corporation	SPWRA
WIND POWER	
AAER Inc	AAE
Broadwind Energy Inc.	BWEN
Capstone Turbine Corp.	CPST



Market Capitalization – Market cap gives you an excellent first pass of the critical mass of the company. First Solar, with just over 3,500 employees and about \$1.2 billion in sales has about a 25% greater market capitalization than Ingersoll-Rand, with 60,000 employees and approximately \$13 billion in sales.

This tells you that the market is excited about First Solar, but it should also make you wary. If you are looking for a job in a Green Company compare the relative market capitalizations.

Organisation (I thought I'd spell it like this since I am writing this over in Europe now...) – If you want to catch on to a certain piece of the organization, you need to understand their organization (I just can't make more than one spelling error in a sentence.) The best way to do this is to look at their 10-K reports. For example, SunPower competes in two segments, the Component Segment that sells solar power products, including solar cells, solar panels and inverters, which convert sunlight to electricity compatible with the utility network, and the Systems Segment that sells solar power systems directly to system owners and developers. Are you an engineer? According to the First Solar 10-K, "...in 2008, our average manufacturing costs were \$1.08 per watt, which we believe is significantly less than those of traditional crystalline silicon solar module manufacturers." Now you know their differential, and can use this in your interviewing.

STEP 3

Compare the competition

No matter whether the Green Company is a for profit or a not for profit tattoo this on your head. THEY ARE FOR PROFIT. In addition to this list, be sure to look up not for profit utilities, which will give you another idea as to the impact of Green on the electrical generation marketplace. It is easy enough to google electrical cooperatives and pull down the financials of these companies. For our purposes, you will also note the inclusion of several manufacturing companies that we can compare financial results to.

If you want to learn how to differentiate yourself in your job search, and drive value once you land that dream job, go to www.thinklikeaceo.com and invest \$39.95 in the book. If you send me an email stating that you are out of work, I'll throw the shipping in for free, or work with you to get the book in your local library.

Remember the good news - Your competition for that dream job of yours in won't be doing this.

GOOD LUCK!

We are all on a trip to become the most effective sales people that we can be. Image that we're on this trip (with our kids, of course) and let's ask ourselves - over and over and over again - "Are we there yet?"

go to www.thinklikeaceo.com
AND START OUTSELLING YOUR COMPETITION