

BRUCE R. FRANSE

COMMERCIAL EXECUTIVE PACKET

Building Stronger Organizations Through Leadership, Systems & Execution

COMMERCIAL EXECUTIVE

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Building Stronger Organizations Through Leadership, Systems & Execution

Every business has revenue goals.

Fewer ask the harder question: What has to be true about the organization for those goals to become predictable?

That's the question I've spent my career answering.

Over the last twenty years, I've worked in manufacturing, industrial distribution, telecommunications, technology, managed services, and multi-site operations.

I've learned that sustainable growth rarely begins with sales. It begins with leadership. It comes from developing capable managers, creating accountability, improving forecasting, establishing operating discipline, and giving good people the clarity to perform at their best. Revenue follows.

When I enter an organization, I don't start by asking how to sell more. I start by understanding how decisions are made, how leaders develop their teams, how information flows, and what prevents good people from consistently succeeding. Those answers usually reveal where the greatest opportunity exists.

The most meaningful accomplishments in my career haven't been the largest deal or the strongest quarter. They've been seeing leaders grow into larger roles, watching teams gain confidence, and leaving businesses more capable than they were before I arrived.

That's the work that motivates me.

If you're looking for someone to strengthen the commercial organization that produces long-term growth, I'd welcome the opportunity to discuss how I can help.

Thank you for your time and consideration.

Sincerely,

Bruce R. Franse

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Building Stronger Organizations Through Leadership, Systems & Execution

Every leadership role I've held has changed the way I think about businesses.

Early in my career, I believed growth came from finding more opportunities. Over time I realized growth is usually the byproduct of something much deeper.

It led me from warehouse operations into sales, from sales into leadership, and eventually into conversations that had very little to do with sales at all. Forecasting. Hiring. Operations. Organizational development. Financial performance. Leadership. The decisions that determine whether an organization grows sustainably or spends its energy solving the same problems over and over again.

Along the way, I rebuilt underperforming territories, led an \$18 million business unit, managed a \$40 million commercial portfolio, developed leaders across the United States and Canada, and, in later leadership roles, partnered directly with owners and executive teams responsible for the long-term direction of their organizations.

Looking back, I don't think those experiences simply taught me how to grow revenue.

They changed the way I think about leadership.

In my experience, organizations rarely struggle because of one isolated problem. Leadership, hiring, forecasting, accountability, customer experience, financial performance, and execution are connected. Improving one while neglecting the others rarely creates lasting results. When they improve together, sustainable growth becomes much more predictable.

Today, when I walk into a business, I don't immediately look at sales.

I want to understand how decisions are made.

How information moves through the organization.

Where expectations become unclear.

How leaders develop people.

Whether the systems supporting the organization make success easier or harder for the people responsible for delivering it.

Most organizations already have talented people. What they often need is greater clarity, stronger alignment, better leadership, and operating rhythms that allow those people to consistently do their best work.

Throughout my career I've worked across manufacturing, industrial distribution, telecommunications, technology, building materials, multi-site consumer services, and managed IT.

The industries were different.

The businesses were different.

The challenges were different.

The principles behind healthy organizations were remarkably consistent.

Looking back, I don't think my career has been defined by the industries I've worked in or the titles I've held.

It's been defined by one objective.

Leave every organization stronger than I found it.

It's the work I'm looking forward to continuing.

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EXECUTIVE SUMMARY

Commercial executive with a record of improving business performance by building stronger leaders, disciplined operating rhythms, and scalable commercial organizations. Advanced from frontline operations by repeatedly improving financial performance, developing leadership teams, and creating systems that produced more predictable commercial results. Experience includes full P&L ownership, executive budgeting, forecasting, multi-site leadership, organizational development, and strategic business growth.

SELECTED EXECUTIVE IMPACT

- Led an \$18M multi-site business unit representing 60% of California Family Fitness's Fitness business.
- Advanced annual operating budgets through executive review, CEO approval, and Board presentation.
- Increased Canadian regional performance 17% and Pacific Northwest performance 12%.
- Expanded monthly gross profit from \$25K to \$45K within a \$40M industrial territory.
- Rebuilt a Bay Area territory from \$30K annually to more than \$1.2M in its first full year.
- Built and developed organizations ranging from 14-person field sales teams to business units of 90+ employees.

PROFESSIONAL EXPERIENCE

MID VALLEY IT

Senior Business Development Executive

Jan 2026 - Present

Recruited to strengthen the company's commercial foundation while expanding new business.

- Strengthened commercial strategy by partnering with ownership on forecasting discipline, pipeline visibility, territory alignment, and scalable sales processes while driving new business growth.
- Guided stakeholders on technology investments that improved operational resilience and supported long-term business objectives.

VISION ENGINEERING

Regional Sales Manager

May 2023 - Dec 2025

Selected to rebuild commercial performance across the Western United States and Canada.

- Directed a \$6M region spanning seven Western states and Canada, leading seven Regional Sales Executives, four Manufacturer Representatives, and an established distributor network.
- Delivered 17% growth in Canada and 12% growth across the Pacific Northwest by strengthening commercial execution, leadership coaching, and regional planning.
- Reestablished an underperforming region following an extended vacancy through disciplined forecasting, territory strategy, and leadership development.
- Elevated Regional Sales Executive performance through discovery, opportunity management, forecasting, and long-term account planning.

COGENT SOLUTIONS & SUPPLIES

Sales and Consulting Rep

Apr 2020 - Apr 2023

Directed profitable growth across a strategic industrial territory.

- Managed a \$40M industrial territory serving manufacturing, food processing, agriculture, healthcare, municipal, and education markets.
- Expanded monthly gross profit from \$25K to \$45K through disciplined territory strategy, consultative selling, and deeper customer penetration.
- Strengthened strategic partnerships with organizations including Lundberg Family Farms, Graphic Packaging, and Mariani Nut.

CALIFORNIA FAMILY FITNESS
District Manager - South*Jan 2014 - Mar 2020**Promoted through three leadership roles before assuming responsibility for the company's largest Fitness business unit.*

- Led an \$18M business unit representing 60% of company Fitness revenue across eight locations, including \$6M in annual Personal Training revenue.
- Improved financial performance through full P&L ownership spanning budgeting, forecasting, payroll, staffing, operational execution, and leadership development.
- Secured executive and Board support for annual operating budgets through disciplined planning and financial justification.
- Transformed district forecasting into a forward-looking operating discipline centered on next-month pipeline development rather than month-end reporting.
- Developed an organization of 90+ employees through eight Fitness Managers, twelve Assistant Fitness Managers, and approximately seventy Personal Trainers.
- Maximized every Fitness revenue stream outside Group X through disciplined management of Personal Training, supplements, BodyFit, trainer-led small group programs, productivity, utilization, and staffing.
- Aligned financial planning, operating cadence, and leadership expectations through weekly executive reviews, quarterly business reviews, and semiannual leadership planning.

CALIFORNIA PRIME
Area Sales Manager*Jul 2010 - Jan 2014**Led a high-volume direct sales organization across Northern California.*

- Built a higher-performing field organization through recruiting, coaching, accountability, and territory execution.
- Led fourteen Outside Sales Representatives across multiple markets.

SUREWEST COMMUNICATIONS
District Sales Manager*Jun 2009 - Jul 2010**Built and scaled the company's outbound Residential and Commercial sales organization.*

- Expanded the sales organization from three representatives to approximately forty sales professionals operating through four Sales Managers.
- Contributed to monthly revenue growth from approximately \$30K to more than \$1M by scaling the organization and strengthening execution.
- Partnered with executive leadership on budgeting, forecasting, recruiting, organizational planning, and commercial strategy.

MASTERTILE
Senior Territory Manager*Sep 2003 - Apr 2009**Promoted through five progressively larger leadership roles before being selected to rebuild the Bay Area business.*

- Restored distributor confidence and commercial relationships following multiple branch closures.
- Expanded annual territory revenue from approximately \$30K to \$500K within six months and to more than \$1.2M during the first full year.
- Scaled the territory to support three additional Territory Managers.

EDUCATION

Bryan University | Bachelor of Science, Exercise Science & Professional Training | Accelerated Program | GPA 3.76

BRUCE R. FRANSE

COMMERCIAL EXECUTIVE

The best organizations help good people make better decisions.

Building Stronger Organizations Through Leadership, Systems & Execution

Sacramento, California

Perspective

“Revenue is the outcome. The work is building the organization that produces it.”

I've seen the same pattern repeat across manufacturing, industrial distribution, telecommunications, fitness, technology, and multi-site operations. The industries changed. The work didn't.

Commercial leadership became the way I learned the business. Every role exposed a different part of it: leadership, forecasting, operations, customers, and execution. Eventually they stopped feeling like separate conversations.

My career has included building a territory from the ground up, scaling a sales organization from three people to approximately forty, leading an \$18 million multi-location business, managing a \$40 million commercial portfolio, and rebuilding regional performance across the Western United States and Canada.

The common thread was never the product or the industry. It was leaving every organization stronger than I found it.

20+
YEARS

\$18M
BUSINESS UNIT

\$40M
PORTFOLIO

90+
PEOPLE LED

2
COUNTRIES

Building Capability

Every role expanded the scope of my responsibility and the way I understood organizations.

BUSINESS FOUNDATION

MasterTile

Progressed through warehouse operations, management, purchasing, customer service, Territory Manager, and Senior Territory Manager. That foundation taught me how commercial decisions affect every part of a business.

Rebuilt the Bay Area from approximately \$30K annually to more than \$1.2M in the first full year.

ORGANIZATIONAL SCALE

SureWest Communications

Built separate Residential and Commercial organizations as the team grew from three representatives to approximately forty, led through four Sales Managers.

Growth exposed the need for leadership capacity, structure, forecasting, and clear accountability.

TALENT & RECRUITING

California Prime

Led fourteen Outside Sales Representatives in a demanding field-sales environment where recruiting and development were constant business requirements.

Learned to recognize character, coachability, and work ethic before potential became obvious on a resume.

BUSINESS LEADERSHIP

California Family Fitness

Led the company's largest Fitness business unit: approximately \$18M, eight locations, and more than ninety employees.

Operations, finance, customer experience, leadership, and revenue became one connected conversation. Clear expectations made accountability easier.

COMMERCIAL JUDGMENT

Cogent Solutions & Supplies

Managed a \$40M industrial territory while increasing monthly gross profit from approximately \$25K to \$45K.

Healthy growth requires judgment: customer value, profitability, resources, and long-term relationships must reinforce one another.

REGIONAL LEADERSHIP

Vision Engineering

Led seven Regional Sales Executives, four Manufacturer Representatives, and a distributor network across the Western United States and Canada.

Alignment and consistency mattered more than authority. Clear expectations gave people confidence to make good decisions without waiting for direction.

EXECUTIVE PARTNERSHIP

Mid Valley IT

Joined to develop business while partnering with ownership on forecasting, pipeline management, territory planning, and commercial structure.

The closer leadership gets to ownership, the more every conversation becomes about the business rather than the function.

Three Questions

When I am trying to understand a business, I keep coming back to three questions.

01**Who makes decisions?**

Strong organizations develop leaders throughout the business instead of creating dependence on one or two individuals. Leadership creates leverage when managers can coach, decide, and build capable teams of their own.

SureWest • California Family Fitness • Vision Engineering

02**How are decisions made?**

Forecasting, commercial discipline, and financial clarity should improve tomorrow's decisions, not simply explain yesterday's results. Better information matters only when it changes judgment and action.

California Family Fitness • Cogent • Vision Engineering

03**Can the organization execute consistently?**

Clear expectations, simple systems, and a disciplined operating rhythm allow good people to perform without constant intervention or extraordinary effort. Consistency compounds.

MasterTile • California Family Fitness • Mid Valley IT

Leadership, decision quality, and execution either reinforce one another or compete with one another. Strong organizations make sure they reinforce one another.

In Practice

Different industries. Different business models. The same responsibility: leave the organization more capable than it was before.

MASTERTILE

Building a business where one no longer existed.

CONTEXT	Multiple Bay Area branch closures left little existing business and required the territory to be rebuilt.
FOCUS	Learn the market, rebuild customer confidence, develop relationships, and create repeatable commercial execution.
OUTCOME	Annual revenue grew from approximately \$30K to more than \$1.2M during the first full year. The territory eventually supported three additional Territory Managers.

The assignment began as rebuilding revenue. It became a lesson in building the business behind it.

SUREWEST COMMUNICATIONS

Growth exposed leadership. Leadership enabled growth.

CONTEXT	A three-person operation was expanding quickly and needed structure that could scale with headcount.
FOCUS	Recruit continuously, develop managers, establish expectations, and shift leadership from individual performance to organizational capability.
OUTCOME	The organization grew to approximately forty sales professionals across Residential and Commercial teams, led through four Sales Managers.

Organizations do not scale because one leader works harder. They scale when leadership multiplies.

CALIFORNIA FAMILY FITNESS

Forecasting became a leadership tool.

CONTEXT	Lead the company's largest Fitness business while improving consistency across eight locations.
FOCUS	Connect budgeting, forecasting, staffing, coaching, customer experience, and operating performance rather than treating them as separate conversations.
OUTCOME	Led an approximately \$18M operation with more than ninety employees and about \$6M in annual Personal Training revenue.

In Practice — Continued

COGENT SOLUTIONS & SUPPLIES

Healthy growth requires judgment.

CONTEXT	Improve profitability inside a mature, price-sensitive industrial territory with a diverse customer base.
FOCUS	Understand the customer's business, expand the right relationships, protect margin, and avoid treating every revenue opportunity as equally valuable.
OUTCOME	Managed a portfolio exceeding \$40M while monthly gross profit increased from approximately \$25K to \$45K.

Revenue matters. The quality and durability of that revenue matter more.

VISION ENGINEERING

Consistency became the competitive advantage.

CONTEXT	Restore commercial stability across a region that had experienced extended turnover and inconsistent performance.
FOCUS	Align seven Regional Sales Executives, four Manufacturer Representatives, and distributors around forecasting, territory planning, account development, and coaching.
OUTCOME	Canadian revenue increased 17% while the Pacific Northwest increased 12%.

Authority mattered less than alignment. The region improved when expectations became clear and execution became consistent.

MID VALLEY IT

Commercial leadership works best when it is connected to ownership.

CONTEXT	Develop new business while helping ownership strengthen the commercial side of a growth-stage company.
FOCUS	Contribute to forecasting, pipeline management, territory planning, sales process, positioning, and the structure required for long-term growth.
OUTCOME	Built executive relationships across the Central Valley while helping connect immediate business development to broader commercial priorities.

The closer leadership gets to ownership, the more every conversation becomes about the business rather than the department.

At a Glance

20+ YEARS	\$18M LARGEST BUSINESS UNIT	\$40M COMMERCIAL PORTFOLIO
90+ EMPLOYEES LED	8 MULTI-SITE LOCATIONS	17% REGIONAL GROWTH

BUSINESS SCOPE • P&L and budget responsibility • Multi-site operations • Regional and cross-border leadership • Direct, manufacturer-rep, and distributor channels • Ownership and executive partnership	WHAT I BUILD • Leadership development • Commercial decision making • Forecasting and decision support • Organizational capability • Operational execution and accountability • Recruiting and talent development	OPERATING EXPERIENCE Geographic Experience • United States & Canada • 8 States Industry Experience • Manufacturing • Industrial distribution • Telecommunications • Technology • Building materials • Multi-site consumer services
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LOOKING AHEAD

Helping lead a stronger business.

I have spent my career learning how leadership, commercial judgment, operations, and execution work together. Different industries gave me different perspectives, but the work remained remarkably similar: develop capable people, make better decisions, and build organizations that can sustain growth.

The most rewarding part of my career: seeing an organization become more capable than it was when I arrived.

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