



## Wilkening & Company

### Summary of Career & Work Experience Robert J. Wilkening; President of Wilkening & Company

#### 1. 1989-Present: President Wilkening & Company Management Consultants

Wilkening & Company was founded in 1989 by Robert J. Wilkening who is its owner, chief executive and principal consultant. The firm has its offices in Park Ridge, Illinois. It has conducted assignments in a variety of industries including: manufacturing, distribution, retail services, software publishing, construction, consumer products, health care, food products, building supplies and financial services. Much of Wilkening & Company's work is conducted with mid-sized private and/or family-owned companies.

Since its founding, Wilkening & Company has conducted 150 consulting engagements with over 75 clients. Its practice is directed toward solving the issues and challenges facing the CEO. As such, Mr. Wilkening has designed over seventy compensation and performance-management systems for executives, managers and sales representatives and has also assisted clients in the design of long-term executive incentive plans such as stock-options, participation-rights and phantom-stock. Wilkening & Company has also consulted clients regarding: organization design, formulation of business strategy, governance, sales-territory realignment and evaluation of market potential and share. Mr. Wilkening frequently lectures on the subject of sales-force compensation at the University of Wisconsin Business School (Executive Education). He has also conducted seminars on family-business matters at the University of Wisconsin (Madison), Loyola University (Chicago) and Saginaw Valley State University (Michigan).

#### 2. 1982-1989: Senior Principal Hay Management Consultants

Hay Management Consultants was one of the ten-largest management consulting firms in the world with 76 offices and 500 consultants during that period.

Prior to establishing Wilkening & Company, Mr. Wilkening was the Midwest Practice Director, Sales and Marketing Consulting for Hay Management Consultants' Chicago office. In this position he advised largely-publicly traded clients in matters of sales-force effectiveness and compensation. In addition, he provided expertise to clients in the areas of executive compensation, organizational effectiveness and marketing. His role included business generation, project management, content expertise and client management. Mr. Wilkening consulted with eight of the largest airlines and railroads in the world while at Hay. He had a lead role in the 2-year project to merge the Soo Line and Milwaukee Road railroads.

#### 3. 1979-1982: General Manager Imperial Tool Company (Fluid Components Division, Gould, Inc.)

Gould, Inc. was a \$1.8 Billion (in 1981 sales) manufacturer of industrial products and electronics headquartered in Rolling Meadows, Illinois with 29,000 employees. Mr. Wilkening served as General Manager of Gould's Imperial Tool Company, a manufacturer of hand tools sold in both domestic and international markets through



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several sales channels. Imperial held one of the most- recognizable brand names in the worldwide market for of tube-working products. Imperial had a staff of over 40 employees and sales volume of nearly \$15 Million in sales. In this role, he had full profit and loss and operating responsibility for the company. During his time in this position, company return on net assets employed (RONAE) doubled to over 40% through increases in sales throughput combined with lower working capital investment. In addition to this position, Mr. Wilkening also held other executive or professional positions with Gould over the 4-year period from 1975 through 1979:

- Director of Materials Management; Fluid Components Division, Gould, Inc. (700 division employees with 100 in the unit, and \$90 Million in divisional sales);
- Manager Production, Inventory Control; Fluid Components Division, Gould, Inc. (700 division employees with 70 in the unit and \$90 Million in divisional sales);
- Manager of Auditing Corporate Offices; Gould, Inc. (5 employees in unit and \$1.8 Billion in sales, a Fortune 500 company); and
- Senior EDP Auditor; Gould, Inc. (\$1.8 Billion in sales).

#### 4. 1973-1975: EDP Auditor; Inland Steel Company

Inland Steel Company was one of the top-3 US steel companies based in Chicago, Illinois. In this position he was responsible for the security, integrity, internal control and compliance of corporate data-processing facilities, hardware and software. He also worked with other members of the Inland Corporate Audit staff conducting financial and operating reviews throughout the corporation.

Prior to working at Inland and beginning in 1969, Mr. Wilkening worked for an aerospace firm and educator in both engineering and software-development roles.

Mr. Wilkening earned a B.S. in Aeronautical Engineering from the University of Illinois in 1969 (Urbana), and a Masters Degree in Business Administration from the University of Chicago Graduate School of Business (Booth School) in 1974; in Finance.

Mr. Wilkening was elected to the Park Ridge elementary school district (CCSD#64) for two 4-year terms ending in 1993 where he served as Chair of two committees—Finance & Personnel. He negotiated three labor contracts with unions representing teachers.

Contact information

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