

PRESIDENT & CEO

PETER CONLON NAUTEL LIMITED

DARKEST HOUR For 24 months, you, your staff and corporate owners accept short-term pain to prepare for long-term gain. You remain patient and positive even during the worst recession since the 1930s, completely focused on transforming your radio frequency product manufacturing firm into a market leader. Then, on the very cusp of prosperity, a depreciating U.S. dollar deflates your bottom line and commercial broadcasters back away from capital purchases (i.e. your product). Your turnaround year opens with a loss.



KEEPING THE FAITH With uncertainty swamping Nautel's board, management and staff, Peter Conlon had to restore confidence. He initiated zero-based expense budgeting, spending no money unless it absolutely had to be spent immediately. And he became a one-man internal marketing machine. "I knew where we had to go," he says. "I helped them see how they could help get us there. I celebrated their successes and I never, ever, let them see doubt in my eyes." As a result, 2011 looks to be "a great year."

LIVING ON THE EDGE "To be able to look back after having successfully resolved a really difficult situation and think 'They said it couldn't be done' is very satisfying for me. Mix that with the opportunity to have fun and work with a great team... it couldn't get any better."