

Mark Norris
Marietta, GA
mark@compass-businesscoaching.com
678-776-6610

EXPERIENCE **Compass Business Coaching, LLC, Owner**

August 2022 – Present

- Provide consistent and ongoing business coaching for companies to ensure that they, and their team members, reach their desired destination. This coaching can cover 21 different topics that typically fall under the Money, Team, and Time challenges that small business owners face.
- Create strategic plans for small businesses that address the following areas: vision, mission statement, strengths, weaknesses, opportunities, threats, goal setting, key performance indicators, process documentation, identifying target customers, competitive analysis, sales, marketing, financial analysis and financial projections.

The Stepping Stones Group/Cobb Pediatric Therapy Services

January 2004 – March 2022

Senior Vice President – Process and Product Integration

March 2020 – March 2022

- Worked directly with the President and participated in both pre-merger discovery and post-merger integration of acquired companies.
 - Either led or served as the primary parent company contact for newly acquired companies on an interim basis to integrate them into The Stepping Stones Group's culture, performance expectations, processes, and platforms
 - Led effort to standardize discovery questions across 6 different internal departments, both production and operations, to be used in qualifying targeted acquisition opportunities
- Served as the interim Market President for the West Region during the peak season 2020 (May – August) and led them to the highest performance of all company regions during that time
- Served as a member of the teletherapy team that created and rolled out a virtual therapy solution in response to COVID-19 as a means to maintain company revenue

The Stepping Stones Group, Atlanta, GA, Regional Market President

January 2018 – March 2020

- As a member of the Executive Leadership Team, I was one of three Regional Market Presidents responsible for \$40 million in sales across 7 states in the South Region.
 - Led the sales, recruiting, and clinical management teams to achieve company goals

- Increased results by 129% of the prior year during peak sales season
- Created metrics and expectations that drove the region's results
- Analyzed financial data and activity metrics from different states and different lines of business and made adjustments to drive company results
- Made internal operational adjustments to enhance both efficiency and results

Cobb Pediatric Therapy Services, Kennesaw, GA, President

January 2004 – January 2018

- Grew the company from \$2 million in annual sales in 2003 to \$29 million in 2017, until its sale to The Stepping Stones Group in January 2018.
- At the sale of Cobb Pediatric in January 2018, the owner received an EBITDA multiple of over 17 times earnings.
- Averaged 18% growth per year over 14 years.
- Cobb Pediatric made the Inc. 5000 list of America's fastest growing private companies for 10 consecutive years.
- In conjunction with the owner and leadership team, created a company culture that led to Cobb Pediatric receiving an Atlanta Journal Constitution Top Workplace award for 7 years, including special recognition for the following categories:
 - Ranked #1 in Employee Appreciation
 - Ranked #1 in Direction
 - Ranked #1 in Managers
- Oversaw all aspects of this therapy staffing company. Led the Cobb Pediatric leadership team, comprised of the owner and each department head - sales, recruiting (cost of goods sold), finance, human resources, clinical management, and marketing.
- Created company strategy either through direct discussions with the owner or with the leadership team.
- Closed unprofitable line of business that was creating a drain on company cash flow and jeopardizing viability of company.
- Created Decision Anchors for use across Cobb Pediatric's 30 members of corporate staff.
- Managed relationships with banks, financial partners, and vendors.
- Served as the primary point of contact for all legal, finance, human resources, and operating topics related to the due diligence and acquisition of Cobb Pediatric Therapy Services by The Stepping Stones Group.
- After the acquisition, led the integration of Cobb Pediatric Therapy Services into The Stepping Stones Group.
 - Conducted weekly/monthly updates on post-merger integration status with the Cobb Pediatric team.
 - Shared consistent integration updates to keep employees focused on company goals and a positive outlook and redirected them away from the uncertainty associated with the acquisition.

Kingdom Holdings, LLC, Marietta, GA, Owner

February 2002 – January 2004

- Managed all components of this real estate investment business including locating properties, arranging financing, coordinating and overseeing renovations, advertising, tenant selection, and accounting.

Wells Fargo (Wachovia Bank), Atlanta, GA/Winston-Salem, NC (1987 – 2002)

Senior Vice President/Senior Foreign Exchange Specialist (1993 - 2002)

- Marketed foreign exchange services to corporate clients ranging in size from \$100 million in sales to multi-billion dollar international companies.
- Developed strategies related to managing currency risk associated with importing or exporting in foreign currencies, making international acquisitions, and hedging foreign net investments.
- Served on a team responsible for the design, development, marketing and release of an internet-based platform for foreign currency trading.

Corporate Relationship Manager/Financial Institutions Division (1987 – 1993)

- Analyzed and monitored financial condition of banks up to \$70 billion in assets and extended or eliminated credit lines depending on each bank's financial performance.
- Managed \$12.5 million in corporate deposits, \$1 million in long-term credit, and \$150 million in overnight credit.
- Marketed services that included loans, cash management products, investment products, balance sheet and credit analysis software, credit training, sales training, strategic planning, and consulting.

OTHER

Proficient in the following technology platforms:

- Microsoft Office, especially Excel
- Bullhorn and SmartSearch Customer Relationship Management and Applicant Tracking Systems
- InsightSquared sales analytics and KPI platform
- HubSpot inbound marketing and sales
- QuickBooks

EDUCATION

University of North Carolina at Chapel Hill, May 1987

BS in Business Administration, concentration in Finance