

# PAUL R. GOWING

*Driving profitable and sustainable business operations*

Denver, CO

+1 (303) 810 7204

[GowingPaulR@gmail.com](mailto:GowingPaulR@gmail.com)

<https://www.linkedin.com/in/paul-gowing-946572a/>

---

## **Experienced Operations and Service Business Leader**

Optimizing operations, manufacturing, product lifecycle management, services and service capabilities and technical operations in high technology global commercial business to business (B2B) organizations. Well versed in strategy, business and talent planning and development. Experienced in acquisitions and integration, divestments and forging partnerships.

## **Results-driven Leader**

Action oriented senior executive with strong operations and business acumen, and long-term service lifecycle understanding. Management track record of exceeding expectations and targets by building, developing, integrating and motivating domestic and international teams.

## **Coach, Mentor and Challenger**

Guiding, developing and enabling present and future leaders of teams and organizations; consistently receiving high 360-degree reviews from team members, peers and superiors. Able to influence, build relationships, increase teamwork, problem-solving and collaboration due to a reputation of integrity, ethics and mutual respect.

## **Communicator**

Effective communicator and presenter to all levels. Maximizing trust-based long-term business and partnering opportunities to effectively grow business. Driving from strategy down to tactics and execution.

---

## **PROFESSIONAL EXPERIENCE**

### **Generator Source LLC. Brighton, CO**

**February 2024 – November 2024**

Generator Source LLC provided service, rentals and sales to meet customer requirements for all power generation needs. With over 40 years of experience in sales, service, installation and repairs for all sizes and manufacturers of generators, it was a leader in the power generation sales.

### **Chief Operating Officer, Generator Source**

**(February 2024 – November 2024)**

Chief Operating Officer, responsible for the development, coordination and execution of all operational activities to repair, deliver and install the product portfolio throughout North America, with subsequent support from service and rental capabilities.

- Hired at the request of the Board, to support the continued development and growth driven by the CEO, to enable the organization to be more robust, scalable and supporting potential sale to private equity. The primary focus areas were to develop business operations, service and profitable growth opportunities.
- Restructured the reporting structure to enable the CEO to focus on development and growth opportunities, further developing the existing team through a careful process of employee evaluations, subsequent strategic decisions and overall operational restructuring.
- Focused on growing business operations and increasing operational efficiencies in all areas of business activities.
- Developed processes, procedures and practices to ensure business continuity capability, while increasing throughput by a factor of 3x. This was primarily done by using lean principles.
- Continued to support the marketing and branding capability to increase the industry awareness to ensure a greater visibility allowing for more prominent positioning in an ever increasingly aggressive market.

## PAUL R. GOWING

+1 (303) 810 7204

*Driving profitable and sustainable business operations*

[GowingPaulR@gmail.com](mailto:GowingPaulR@gmail.com)

Denver, CO

<https://www.linkedin.com/in/paul-gowing-946572a/>

---

**SOS Sand Technology Inc.** Spring, TX

**July 2019 – October 2023**

SOS Sand Technology has a dedicated focus in manufacturing sand filtration products that exceeds the expectations of our customers. With a dedication to continuous improvement and looking at new ways to better the performance and service to our customers, SOS Sand Technology proudly offers the BBS™ Sand Filters to the Oil and Gas Market. From the inception of the BBS™ with a long-term customer and the long days in field testing, SOS Sand Technology refined the BBS™ design to be a huge threat to the sand filtration market.

**Chief Operating Officer, SOS-STI**

**(July 2019 – October 2023)**

COO, responsible for the development, coordination and execution of all operational activities to design, deliver and install the product portfolio globally.

- Selected by the Chairman of the Board for this role to take the start-up organization to the next level, being more robust, scalable and able to withstand the turbulence in the Oil & Gas industry, developing business operations and profitable growth opportunities.
- Rebuilt the team through a careful process of employee evaluations, subsequent strategic decisions and overall cost-restructuring saving over one third of the employee overhead costs; subsequent recruitment of key personnel for product development, product offering, operational efficiency solutions and customer satisfaction expectations.
- Focused on growing business operations and increasing operational efficiencies in all areas of business activities.
- Developed processes, procedures and practices to ensure business continuity capability.
- Refocused the supply chain using LEAN principles for selection of, and subsequent management of individual supply chains to ensure on-time, quality and efficient project delivery capability.
- Grew the marketing and branding capability to increase the industry awareness to ensure a greater visibility allowing for more prominent positioning for open tender opportunities.

**ATREO GROUP LLC.** Denver, CO

**2017 – June 2019**

Atreo Group is a Denver-based company helping healthcare facilities run more efficiently by providing solutions that contribute to better patient outcomes, higher employee satisfaction and lower long-term infrastructure and facilities costs. By enabling staff to be more efficient, we give time and resources back to healthcare facilities so they can improve the patient experience. All of our solutions are fully supported by our service organization.

**Chief Operating Officer Atreo Group and President Atreo Services**

**(2017 – June 2019)**

One of three senior executives making up the Atreo Leadership team. As COO, responsible for the development, coordination and execution of all operational activities to design, deliver and install the product portfolio globally. As President of Atreo Services responsible for the delivery of all service development and service capabilities for the North America business opportunities, including technical service, field service, and repair operations with a focus on customer satisfaction and service profitability.

- Hand selected by the Group CEO and President for the critical role, focused on service development capabilities, business operations and profitable growth opportunities.
- Recruited and coached key personnel for product development, product offering, operational efficiency solutions, service delivery capabilities and customer satisfaction expectations.
- Focused and coached senior managers on team development and succession planning.
- Grew and increased operational efficiencies in all areas of business from LEAN development activities.

**VAISALA INC.** Louisville, CO

**2001 - 2016**

Vaisala is the global leader in environmental and industrial measurement with revenue of \$400 million. Vaisala provides a comprehensive range of observation and measurement instruments, systems, parts, software, SaaS and related services (consulting, remote, factory and on-site) for weather and environmental observation serving aviation, defense, roads and energy customers. Headquartered in Finland, Vaisala employs 1,600.

# PAUL R. GOWING

+1 (303) 810 7204

*Driving profitable and sustainable business operations*

[GowingPaulR@gmail.com](mailto:GowingPaulR@gmail.com)

Denver, CO

<https://www.linkedin.com/in/paul-gowing-946572a/>

---

Held positions of increasing strategic importance to the organization due to a reputation of pragmatic fact-based business-minded decision making and the ability to build and lead teams and succession planning. Accountable for operational excellence, operational efficiencies, margins (GM) and field service excellence. Member of Vaisala's Global Management Council consisting of senior managers from key functions from around the world. Successfully completed Vaisala's corporate business learning and leadership programs. Formally mentored managers, future managers and guided them to develop into leadership opportunities.

## **North America Service Director**

**(2014 – 2016)**

The senior service executive for the Weather business unit, responsible for the delivery of field service, technical service and calibration and repair operations with a focus on customer satisfaction and service profitability. Responsible for service business development and sales growth opportunities – 75 direct and indirect reports.

- Hand selected by the Executive Vice-President for Service for the critical role, focused on service business operations and profitable growth opportunities.
- Trained service teams on service product offering, operational efficiency solutions and customer satisfaction expectations.
- Focused senior service managers on team development and succession planning.
- Increased operational efficiencies from LEAN development activities.
- Increased service profitability through coordinated activities with business and sales teams.

## **Global Director of Field Service**

**(2012 – 2014)**

The senior service executive with global responsibility for delivering \$40 million in field service revenue serving the professional aviation, defense, roads, maritime, meteorological and energy markets. Responsible for delivery and development of field service activities and capability with internal teams and external partners - 100 direct and indirect reports.

- Implemented redefined corporate mission and strategy, with an aggressive target for service revenue growth.
- Aligned global organization to deliver capable service activities across multiple product disciplines.
- Defined and implemented the services strategy for each region, aligned with regional business targets.
- Integrated the service teams post acquisitions and divestitures.
- Implemented service opportunity estimations, service opportunity tracking, review processes and KPIs.
- Created a global health and safety policy, implemented regionally.
- Increased average service contract gross margins by close to 8% through visibility and empowerment.
- Decreased service delivery costs through cross-training, a focus on utilization rates and proactive planning activities.
- Negotiated and secured multi-year partnering and long-term master service agreements.
- Integrated newly acquired energy field service teams with no impact to services delivery capability or customer satisfaction.

## **North America Director of Operations**

**(2008 – 2012)**

Head of a newly consolidated operations team with global delivery responsibility for regionally developed and manufactured systems and sensors servicing markets including energy, maritime, defense, roads and rail and airports. Responsible for all operational activities including logistics, supply chain management, quality, manufacturing, product lifecycle management and project management office – 70 direct and indirect reports.

- Hand selected by the Executive Vice-President for Operations.
- Defined the global system and product delivery capability with proactive liaison with all relevant functional, sales and business personnel.
- Aligned and developed all previously separated teams with a coordinated operative focus, coached and mentored direct reports for succession planning and development opportunities.
- Increased on-time delivery to close to 90% from previous 75% and improved product quality objectives

# PAUL R. GOWING

+1 (303) 810 7204

*Driving profitable and sustainable business operations*

[GowingPaulR@gmail.com](mailto:GowingPaulR@gmail.com)

Denver, CO

<https://www.linkedin.com/in/paul-gowing-946572a/>

with proactive tracking and follow-up process implementation.

- Drove the creation of product ramp-down process creation and implementation to reduce lifecycle costs.
- Significant integration activities from initial investment planning, merger planning, execution of integration activities and final consolidation of operation activities from three locations to one.

## **Regional Operations Manager**

**(2007 – 2008)**

Head of operations in North America for one of Vaisala's business areas, Responsible for all operational activities including field service operations, serving roads and rail, aviation and defense customers.

- Consolidated operational activities from two locations to one, significantly reducing overheads and increasing on-time delivery capability.
- Effective client, contractor and sub-contractor development to maximize operational capability.

## **Regional Operations Manager - Aviation**

**(2005 – 2007)**

Head of operations in North America for the Aviation business unit. Responsible for all operational activities including production, installation, in-house service and field service operations.

- Integrated acquired aviation related business with smooth transition, no impact to customer satisfaction.
- Increased production capability by 10% through LEAN exercises, proactive planning, materials and resource planning and open communication on delivery capability.
- Product development of the Federal Aviation Administration US-AWOS, integrating the latest sensor technology to maintain product quality and data integrity at the highest mandated standards.

## **North America Field Service Manager, Traffic Weather**

**(2001- 2005)**

Relocated from the United Kingdom, to support the growth of the regional business, through team expansion and development to deliver annual growth revenue objectives doubling the business in five years. Responsible for all operational and field service activities including project management.

- Actively expanded and developed the team for effective field service delivery capability.
- Project management for customer delivery projects in excess of \$2m.
- Prepared business and project estimates, delivering on each with less than 5% deviation.
- Completed training, accreditation and supervision of installations for internal staff, external contractors and customers.

## **VAISALA UK LTD., Birmingham, United Kingdom**

**1992- 2001**

UK subsidiary of Vaisala, with an operational focus on Traffic Weather operations.

## **Manager, Installations and Support**

**(1998- 2001)**

Operational manager responsible for a team of engineers who installed, maintained and serviced remote weather stations in the British and Irish road networks, as well as international airports and rail networks. Responsible for production, cost control, scheduling, environmental compliance, quality, inventory management, engineering, maintenance, training, health and safety.

- Successfully delivered all scheduled activities to maximize business revenues and deliver quality service activities to ensure data integrity, critical for customer operational activities.
- Team development, cross-training and coaching the team as the business grew.

## **Installations and Technical Support**

**(1992- 1998)**

Various positions after joining Vaisala Ltd. Focused on products and systems, the business and the customers to ensure the smooth delivery of all services associated with Traffic Weather operations in Great Britain and Ireland.

## **EDUCATION**

### **Bachelor of Arts – Geography and Environmental Sciences**

University of Wolverhampton – Wolverhampton, United Kingdom

# PAUL R. GOWING

+1 (303) 810 7204

*Driving profitable and sustainable business operations*

[GowingPaulR@gmail.com](mailto:GowingPaulR@gmail.com)

Denver, CO

<https://www.linkedin.com/in/paul-gowing-946572a/>

---

## ASSOCIATIONS & BOARDS

Lean Enterprise Institute – Member (current)

National Transportation Communications for ITS Protocol (NTCIP) – Working Group Committee  
Member (past)

Colorado Technology Center Owners Association – President (past)

Colorado Technology Center Owners Association – Treasurer (past)

## CITIZENSHIP

Dual American and British

## SKILLS & STRENGTHS

Execution / Decisiveness

Strategic Planning

Process Improvement

Team Development / Mentoring

Development

FAA / DOD / DOE / DOT

Strategic-thinking

Customer engagement

Leadership

Global / International Service

Budgeting / Forecasting

Crisis Management

Talent Management

FAR / ITAR

Customer focus

Mergers / Acquisitions

Change Management

Contract Negotiation

OPEX Control

Acquisition / Integration Business

Tender (RFI / RFQ)

Project Management

Problem-solving

Adaptable