

# Michel St-Pierre AGENT & CONSULTANT

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*Aluminum business developer with more than twenty five years of experience in international sales; Development of analytical, astute and comprehensive marketing strategies for Multi-product, Multi-plant Sales and Marketing organizations. Proven ability to successfully analyze an organization's critical business requirements. Solid financial and business strength to develop innovative and cost-efficient solutions for enhancing competitiveness, increasing revenues. Expertise in negotiation of large dollar contracts with industrial companies around the world*

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<http://www.mspal.com>

## Education

### **B.A. – Management Accounting**

UQAM - 1991

## Work Experience Summary

### **MSPal Inc.**

2012 – .... Agent & Consultant



### **Alcoa Ltd.**

2006-2012 Sales Director of Marketing



### **MSPal Inc.**

1999-2006 Agent & Consultant



### **Reycan L.P.**

1994-1999 Commercial Director



### **Albecour Inc.**

1989-1994 Commercial Director



### **Reynolds Canada**

1987-1989 Asst. Sales Manager



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## Professional Experience

### **Alcoa Primary Metals 2006 - 2012**

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*The Alcoa Primary Metals group is responsible for the sale of primary aluminum products, including cast rod. Alcoa operates 4 rod mills with a combined output of almost 600 million pounds sold primarily to cable manufacturers around the world.*

Reporting to the VP Sales and Marketing, the role consisted in developing and executing a product focused sales plan for all rod plants in North America.

To optimize margin and rod capacity utilization, major deliverables include: Sales plan that results in growth of at least 2X market pace, yield the maximum margin achievable and optimize equipment utilization. Maintained excellent customer service that resulted in a high degree of customer retention and continued growth.

A good knowledge of supply-demand drivers, market share, market intelligence as well as emerging market trends.

## Achievements

Superior performance was achieved for 2006, 2007, 2008 and 2012: Recurring metal margins increased by \$ 20 million per year, while working capital posted significant improvements.

Handled a 2008 turnover of \$ 500 million selling aluminum rod in Europe, China, Mexico, North and South America.

Reorganized the commercial team and streamlined the customer service, scheduling and planning activities. Set challenging goals, established vision and direction focused on customers.

Harvested new accounts on an ongoing basis as part of the strategic business development process and price discovery needs. Assessment of marketing opportunities and target markets. Intelligence gathering on customers and competitors as business development tools to leverage the company's strength. Implemented business development initiatives designed to create new leads so the company was able to withstand competitors through business cycles. Positioned the company as an industry leader to meet new and unforeseen challenges necessary to keep the company on a path of sustainable growth.

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## ***MSPal Inc. 1999-2006***

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*Agency and Consultantcy Service - MSPal offers integrated marketing solutions for the aluminum industry focused on the need for more effective marketing. This emphasizes the prominent role of MSPal in developing profitable new markets while avoiding adverse price movements.*

Marketed expertise in Price Risk Efficiency Management, Marketing of Primary Ingot and Foil Products and Financial / Physical Swap Engineering.

MSPal's clients included among others Bombardier Aerospace, Alcoa and Novelis. MSPal advised Marubeni America for the sale of its equity share of aluminum ingot from the Alouette smelter. MSPal also did work as an agent/consultant with Aluminium Pechiney of France on the sale of light gauge foil products to North America. Le Groupe SGF, an industrial holding owned by the Quebec government hired MSPal as a consultant for investment projects to review commercial business plans. Additionally, MSPal is acting as sales agent and / or sub-agent for foil products imported from the U.S., India, China, Turkey and Russia. MSPal is acting as an introducing agent for ED & F Man in the futures and options markets.

## ***Reycan L.P. (Ex-Reynolds Canada) 1994-1999***

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*Reycan is a limited partnership between Reynolds Metal Company (RMC) and Le Groupe SGF which operates a rolling mill in Cap-de-la-Madeleine, Québec. This facility produces light gauge products for the transportation, construction and packaging industries worldwide.*

Responsible for the commercial foil activities, these functions encompass managing a sales team and appointed agents, generating revenues of \$ 70 million.

## **Achievements**

Sales volume increased 30% from 1995. This was a period characterized by an over capacity of supply, a slow-down in demand for this market segment, and increased competition from U.S. and European mills.

Developed and implemented a business strategy for growth, which in turn improved profitability. Re-engineered the foil manufacturing process through a Kaizen project. As a result, OEE is now used to measure overall rolling mills performance.

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Lead a natural work team on a “cure or kill” executive mandate for Cablewrap, a product line that was losing market share and was unprofitable. By streamlining the production process, market positioning and effective pricing programs, volume doubled and profitability restored over an 18 months period.

Received a commendable performance evaluation and accompanying bonus for the past four years.

## ***Albecour Inc. 1989-1994***

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*A wholly-owned subsidiary of Société Générale de Financement du Québec - Albecour is an independent producer of primary aluminum which annually markets 90,000 metric tons of aluminum from the Bécancour smelter and 45,000 metric tons from the Alouette smelter.*

Structured a development plan and implemented diverse marketing strategies for Albecour including market research, specific advertising, successful pricing and exciting new market penetration.

With an eye to volatile world markets, initiated a risk management program with the mandate to stabilize revenues, protect margins and avoid cyclical lows in aluminum prices. Albecour has enjoyed uneroded volume and robust profit margins through disciplined execution of the programs. I participated in various committees which helped direct the overall operations of the company.

## **Achievements**

By 1990, shortly after taking over commercial responsibilities, Albecour was serving major market players in packaging, construction, and transportation industries. For 1994, the sales volume reached 133,000 metric tons and had already been booked to the world markets, namely to Canada, the United States, Europe and Japan. Albecour has earned a highly coveted industry award as the Vendor of the year - Primary Aluminum for 1991, for both its total communication program and unprecedented customer service. Between 1989 and 1994 my responsibilities included a Price Risk Management function in accordance with risk and profit parameters established by the corporate Hedging Committee. Developed and maintained contractual relationships with fiscally sound terminal market brokerage and trading organizations. Implemented and maintained systems and controls required to track all existing price risk management positions. Kept up to date on the laws and regulations of government and other regulatory bodies which affected Albecour's use of the terminal market.

## ***Reynolds Company of Canada 1987- 1989***

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Assistant to Sales Manager - Industrial Products Group

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## Directorship

### **Fondation Québécoise du Cancer 2011 - ...**

A non-profit organization: [www.fqc.qc.ca](http://www.fqc.qc.ca)

Board Member

## Continuing Education

### **Université Laval**

Administrateur de société certifié <http://www.cas.ulaval.ca/sgc/cas/banque-administrateurs>

### **Ecole des Hautes Etudes Commerciales**

The effective manager: Functions, Styles, Abilities

### **PaineWebber**

Aluminum trading on the London Metal Exchange

### **Comex**

Commodity Futures & Options Strategies

### **McGill University**

Industrial Marketing Management