

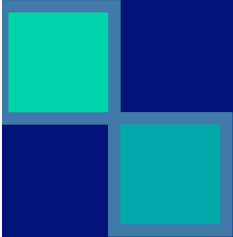

A Company in Motion



Caleb Wiza




Location , Location, Location

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- Think of an untapped market
 - Now think of where this market could be best served
 - Then think of what it would take to make your idea really take off
 - Make it Happen
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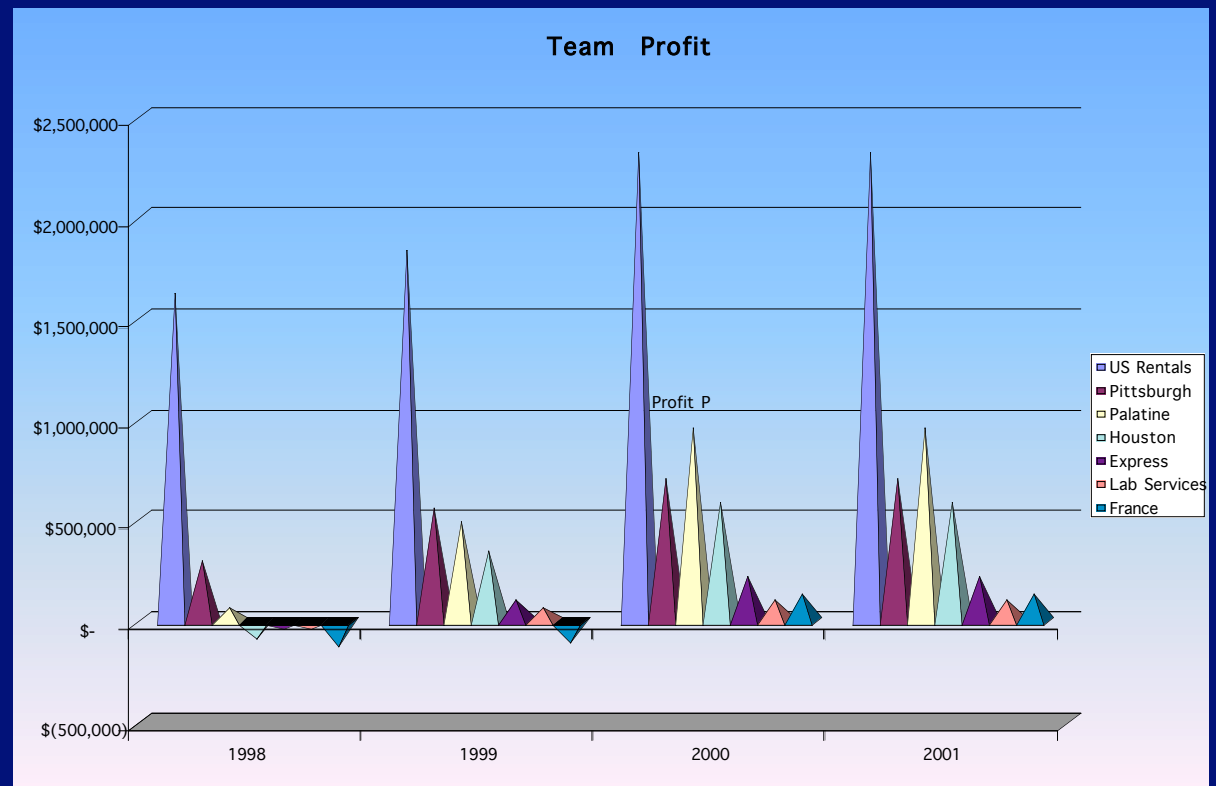


Clean Air's Motivations and Goals

- Quality over Cost
 - Expansion into new areas of environment
 - Become more global
 - Teach the Clean Air Methodology
 - Continue to Grow and Lead
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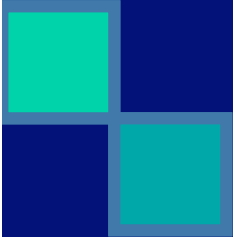

Today's Situation

- Offices in US and Europe
- Record Growth and Profits
- Constant watch for Expansion Possibilities





Company Structure

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- Need to Understand Structure to Analyze Location Needs
 - Company Split into Many Teams
 - Different Teams Have Different Needs
 - Does NOT Need Many Locations to Succeed
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Source

- Need to transport people and equipment constantly
- Need location close to as many clients as possible
- Need to be near industrial areas




Sales and Rentals



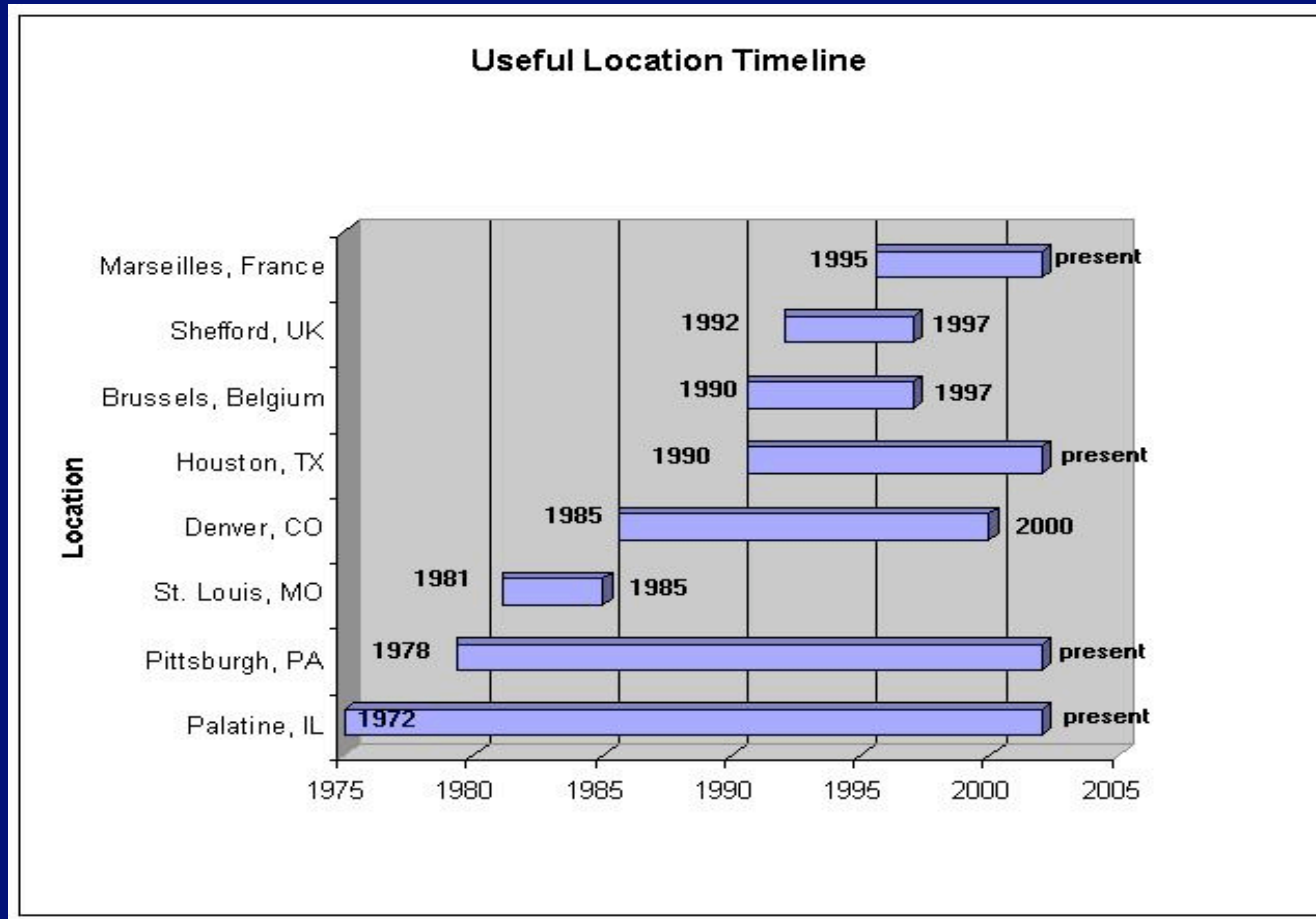
- Need to be able to ship equipment quickly and easily
- Near major destinations to keep costs down



Trials and Errors

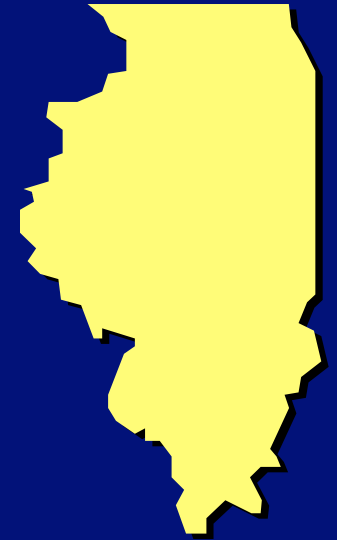
- Look at Successful and Unsuccessful Locations to Learn from the Past
 - Why was each location chosen originally?
 - What Happened to call each a Success or Failure?
- 

Useful Locations Timeline




Chicago

- Headquarters
- Chicago is major transportation hub
 - O'Hare and Midway Airports
 - Major Highways
- Most-Equipment is air-shipped
- Midwest has many industrial clients





Pittsburgh

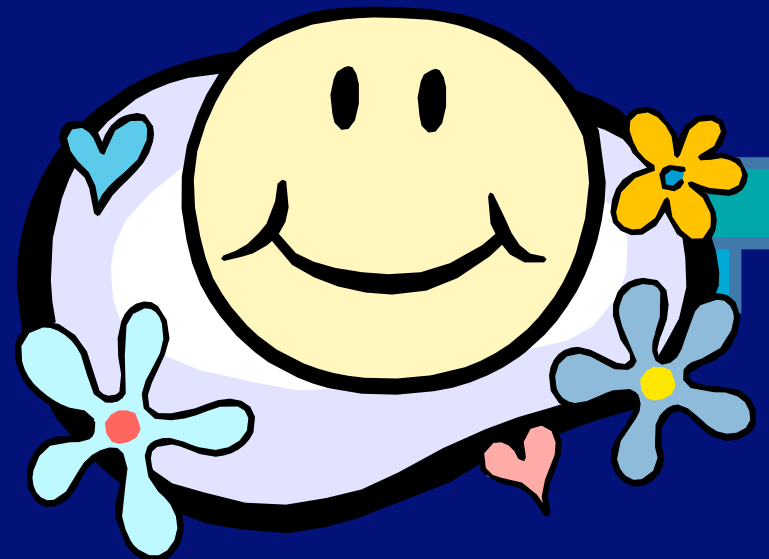
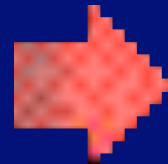
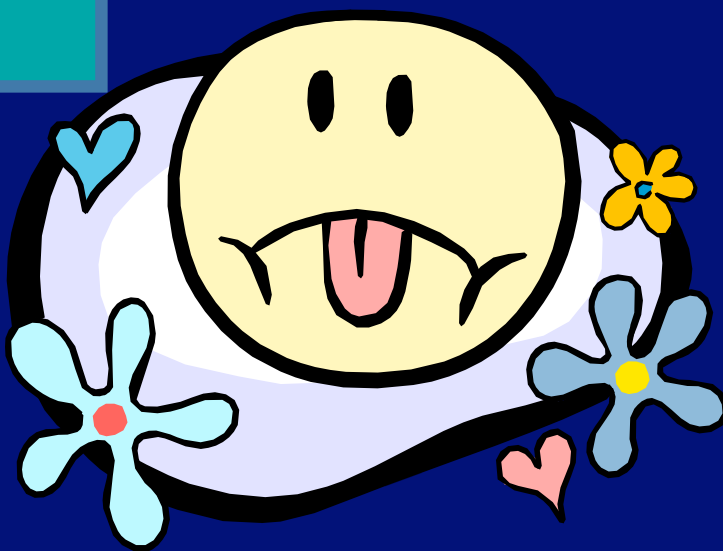
- Gateway to Eastern US Clients
 - Near airport
 - Experienced Management
 - Access to Eastern Seaboard
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Houston

- Founded Originally because of Oil Refineries
- Near airport and has access to south and west
- Global Visions of regional managers became bread and butter (not just Houston but Clean Air as a whole)
 - Local US headquarters near office for companies with branches worldwide gave Clean Air much business


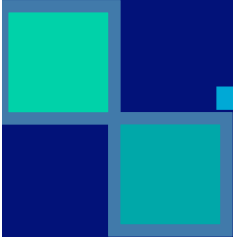



Sometimes We Can Learn As
Much from Mistakes as Successes





St. Louis / Denver

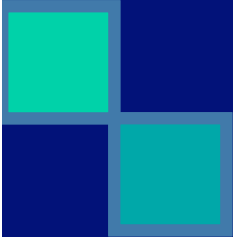

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- St. Louis did fairly well, but was too close to Chicago for good success
 - Moved to Denver because manager liked the area and it seemed to have some opportunity
 - Unfortunately, people tend to be there for lifestyle, less quality employees
 - Too many people meant regional companies could hire cheap labor
 - Poor market
 - Too many small companies
 - Old philosophy of cheaper is better (Bid and Hope) which is not the way Clean Air wants to operate
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Carpenteria, CA

- Lots of good ideas, but no implementation
- Built up and almost successful, but hurt by hard times
- Low market
 - More regionally defined (many different and extreme environmental laws that varied wildly)
 - Only cared about cost not quality

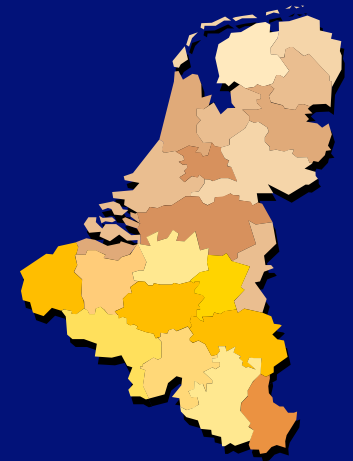


Clean Air Overseas

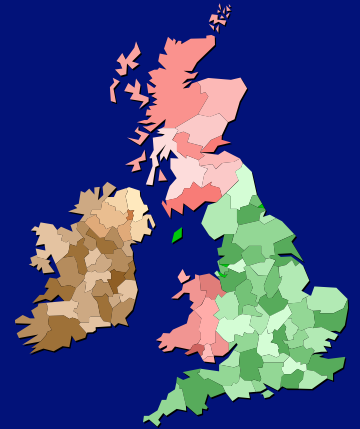
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- Multinational Setup
 - Each office has general Clean Air Influence, but operates independently of central office
 - Useful because of European tariffs
 - More than twice what US tariffs are
 - Designed to prevent foreign businesses from taking market share from domestic
 - Shipping and transportation hard in Europe
 - Need local offices to compete fairly
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Brussels

- Near government environmental headquarters
- Very intelligent people, but lack business sense
- Could not adapt to Clean Air methodology
- Did not make, find or keep any clients
- Socialistic and overly political atmosphere created apathy in company



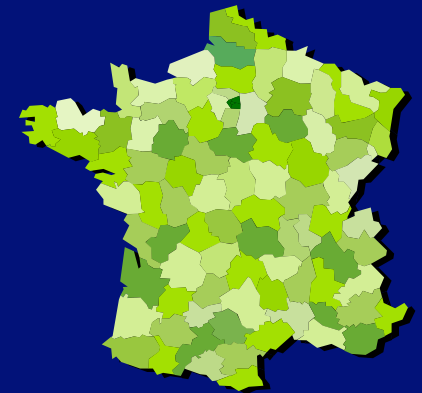
Sheffield, UK



- Much business in area originally
- Sales grew, but profit did not
- Wasteful and poor management skills
 - Nepotism grew and many people were lazy
- Not near enough to mainland
 - Transportation difficult

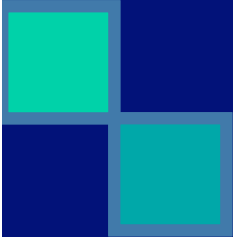

Marseilles, France

- Consolidated European operations
- Strong local market
- Good transportation hub
- Smart Managers fit in with Clean Air influence and business direction
- Allowed easy income because it is considered by Europe a local business (no tariffs or barriers to trade)





Location Needs

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- Good Market
 - Easy access to air transportation as well as strong transportation hub
 - Environment to propagate Clean Air methodology
 - Proximity to some clientele
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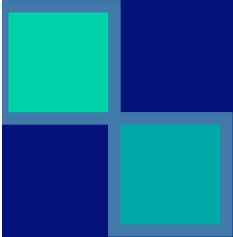


ONE MORE THING!!!!

- What is crucial to make any company operate to its utmost capabilities?



ONE MORE THING!!!!

- 
- What is crucial to make any company operate to its utmost capabilities?

PEOPLE!!!



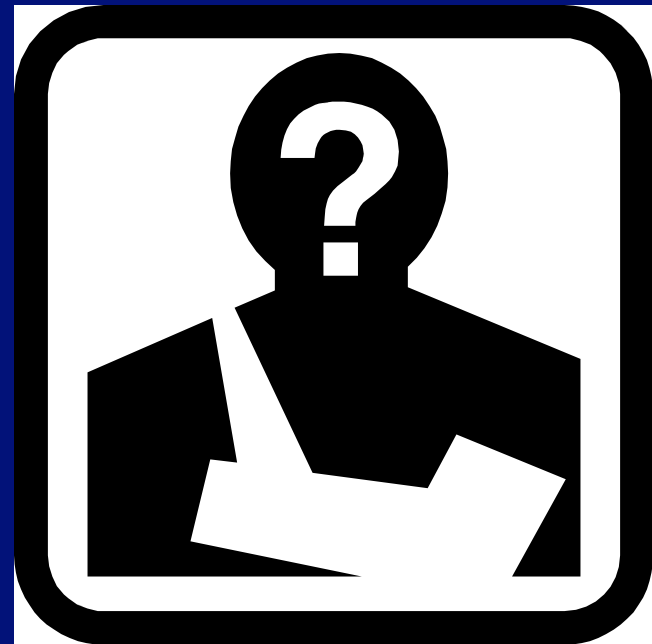
The Right Stuff to Operate a New Office

- A Leader
 - Motivated
 - Shows Initiative
 - Determined
 - Will take the Reins
 - Not Afraid to Take Risks



The Right Stuff to Operate a New Office

- A Mentor
 - Much Experience
 - Knowledgeable
 - Approachable
 - Can Guide and Assist the Leader
 - Can work with Clients



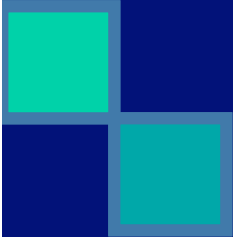

The Right Stuff to Operate a New Office

- Employees
 - Need Some Experience
 - Must be willing to try new things
 - Cannot be afraid of risk and failure
 - Strong work ethic






Expanding

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- Generally will buy small business overseas to expand or start from scratch domestically
 - Worry about being one-dimensional
 - Must continue to move forward or risk getting left behind
 - Be Dynamic ! ! !
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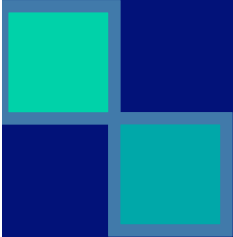



Possibility for Expansion

- Partner with existing companies as total equipment supply and care
 - Handle all necessary equipment in areas of sales, rentals, and maintenance
 - Operate from within one of said companies existing offices or open small branch office in area near where a few clients are already located
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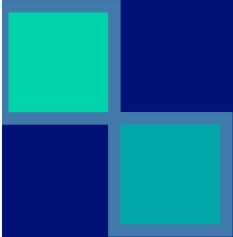



Possibility for Expansion

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- Could potentially be a faster, simpler, more efficient approach than doing everything in-house
 - Large firms such as GE who have testing departments but are overwhelmed would be good candidates
 - Could end up being a “foot-in-the-door” type operation where as time went on, Clean Air could take on more responsibility
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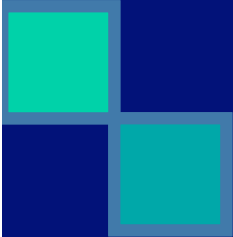



Will this Work?

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- Not saying this is the best idea
 - Clean Air needs a process to evaluate new ideas to determine validity
 - But how?
- 






Testing the Waters

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- Mathematical Models do exist to attempt to model these situations
 - However, using quantitative analysis can only go so far
 - Best way is to discuss
- 



Simplified Process

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- Research and Identify the Market
 - Find an area best suited to serve that market
 - Think Transportation and Proximity
 - Find the Right People
 - Bring in as many different views as possible
 - Weigh Risk Vs. Reward
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