

# VIVID VISION

**"Pacesetter is a force of nature  
in the most rapidly changing  
landscape in history."**

**- Aviva Leebow, CEO**



# The best way to ensure our future happens is to create it!



The best way to ensure our future happens is to create it! I am excited to share our Vivid Vision for Pacesetter. Vivid Visions describe what we, as a company, will look like in three years- on December 31, 2017. It includes details about how our culture, our growth, our systems, our people, and our relationships will look and feel like in 2017.

This document is the **WHAT** and **WHY** of Pacesetter three years from now. The part that is missing is the **HOW**- *that's what I need you to help me figure out- both by yourself and together as a team.* At Pacesetter, we employ only the best – their values, commitment and dedication are unrivaled. It's their talent, optimism and winning attitude that has allowed me to dream such an incredible future for us.

This can be an overwhelming document- The first time you read this, simply read and start to digest the content --don't take action. The second time, highlight a few sentences that strike you. The third time, find a few more that hit home. That's it-- piece-by-piece, sentence-to-sentence. As the next three years progress we will highlight the sections we have accomplished, and by the end of 2017, we will have achieved our Vivid Vision.

***Without your incredible dedication,*** I could never dream this big. Thank you for what you do—every day in every way—to make Pacesetter an outstanding organization.

Avivia Leebow, CEO



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## WE'VE ARRIVED. WHAT PACESETTER LOOKS LIKE ON DECEMBER 31, 2017

Since 1977, integrity, innovation, relationships and service have been the cornerstones of Pacesetter. And, as we look to the future, our company has the opportunity to assume an even greater role in the market, where our people, our customers and our suppliers thrive. With 40 years of proven excellence, we are powerfully positioned to be the industry leader for years to come.

# "The Pacesetter Experience"

**PACESETTER IS VIBRANT.** Our core belief in the power of people with a relentless pursuit of new ideas, who deliver exceptional solutions. Because we believe in the power of the team, we strive to be exceptional in the area of collaboration and teamwork. This brings integrity to all our actions and business pursuits, and we are consistently exceeding our customers' expectations. *We maintain the highest standards, look after the smallest details, and will always go the extra mile!*

Our team takes initiative to strategize, and has built consistent time into their meeting schedules to explore "what might be". Our financials are reviewed quarterly, and the Pacesetter Vivid Vision guides every decision. If the project doesn't tie to a goal, then we simply say 'no'. Information flows smoothly and Associates collaborate openly. Our meeting rhythms are identified, and because they're part of the Pacesetter processes, the unnecessary meetings have been eliminated. The meetings we do have are incredibly focused—we love the phrase "no agenda, no attenda!" We have vibrant art, powerful quotes, and Associates' successes on our walls, and a "Can You Imagine Wall" is coming to life with the ideas our amazing team has dreamed for Pacesetter. We are committed to helping our Associates bring their personal dreams and successes to a reality, too! One by one, we're making them come true. *Our Associates know they are part of more than just a company--- they're part of the PACESETTER FAMILY.*



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# STRATEGIC COMMUNICATION & BRAND

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## PARTNERSHIPS & BUSINESS DEVELOPMENT



Pacesetter customers are raving fans! We've set the bar high, and we're not done yet. The Pacesetter team is extremely efficient, and our commitment to proven processes sets us way ahead of the competition. We have strict criteria for determining which customers to pursue and we only build business relationships where we are strategically aligned, keeping our focus on the relationships **WHERE WE CAN HAVE THE MOST IMPACT AND DELIVER THE MOST VALUE.** Every new customer brings a new layer of complexity and expertise necessary, and our team delivers by constantly striving to be 1% better every day. The customer testimonials are rolling in, and they're fueling referrals. We've transcended the 'typical' business relationship- our partnerships are incredibly symbiotic, and we are committed to challenging each other to grow, meet and exceed goals.





# OPERATIONS, FINANCE & INFORMATION TECHNOLOGY



Our systems are recognized by our Associates, Customers, Suppliers, and competitors as the finest in the industry, and that consistency helps drive our significant advantage in the steel space. We have added Service Centers to support our growth, and our customers are thrilled with the extra value. We're ahead of the logistics curve- we've anticipated industry changes and have formed new partnerships to ensure the most efficient supply chains. Our facilities have the ***MOST TECHNOLOGICALLY ADVANCED EQUIPMENT***, from wireless tablets that scan our shipping loads out of our Service Centers, to our world-class measuring inspection system that provides us with recordable dimensional data. Our commitment to finding the most efficient and error-free processes to guarantee quality makes us the leader in our industry, and this is just the beginning! We're automating what we can, and our root cause database & linear programming are creating even more efficiencies. **WE ARE CONFIDENT IN SAYING WE CAN DO IT BETTER, FASTER & SMARTER—IT'S TRULY THE PACESETTER WAY.**

Our infrastructure is secure, protected from loss, and structured to allow team members to succeed in delivering to our customers. Our systems are nimble, scaling to meet the demands of our clients and projects. We plan, document, & create repeatable processes.

We're growing fast, but we're smart about it- a healthy balance sheet is #1 for us, and the support we have from our lenders has helped catapult our success. We have doubled our revenue and our margins have increased significantly. Because we're hitting our numbers, we've been able to implement a profit-sharing plan, and our **Associates LOVE it!** Because of our strong project management, clear expectations and increased efficiencies, our profitability has skyrocketed and the financial health of the organization is stronger than ever.



# COMMITMENT TO INNOVATION

Pacesetter is known for the utilization of the latest technologies and we're improving our methods along the way. We've expanded capabilities at our service centers, and have fully integrated our CRM & ERP to use joint capabilities. Our CRM is so robust and user friendly that it is not only used regularly, but its easily accessible for all who need it. Our website is new and fresh- it's easy to navigate, loaded with information that helps out not only our current customers, but also the entire industry with the latest trends and market information. The Pacesetter app is now in its third generation, and not only provides a seamless mobile interface, but plays a key role in lead generation & is an incredible source of value for our customers and the industry as a whole. We have built an exceptional logistics mapping system and are leveraging the data to push our company forward. Our commitment to high-tech videoconferencing with customers and suppliers has brought us closer, and we're constantly looking for new ways to communicate. **THIS IS JUST THE BEGINNING TOO- WE'RE COMMITTED TO LEVERAGING NEW TECHNOLOGIES EVERY DAY TO BRING EVEN MORE VALUE.**

## PROCUREMENT & INVENTORY MANAGEMENT

We are 100% committed to being the leader in our industry, and that isn't easy. We travel the world and are building relationships with everyone who produces our products-- we know every steel mill, and every domestic logistics company and coil coater. Our inventory management team is second-to-none; our materials manager has the expertise to develop our inventory management team into the very finest.

We're the best at forecasting and the best in training. Our ability to source the right steel, at the right price, at the right time, has propelled our reputation-- *and our relationships are thriving because of it.*

## COMMUNITY INVOLVEMENT

Pacesetter supports our community with our team members' involvement as well as financially -- our Associates are given **SIX FULL PAID DAYS PER YEAR** to volunteer in the community. Our annual award for the Pacesetter Associate who most impacts our community is in its 2nd year, and we backed it up with a \$5,000 donation to the charity they're committed to. Pacesetter now hosts a monthly lunch featuring local nonprofits that can help raise awareness of local causes. This program is rooted in the Pacesetter culture, and we're incredibly proud of the impact our Associates are making in the community.





# COMMITTED TO THE FUTURE

Pacesetter is a force of nature in the most rapidly changing landscape in history. As our business continues to evolve, we are unstoppable in our pursuits of opportunity because we have continued to invest in technological research that allows us to deliver unsurpassed value to our customers & the community.

Every time we read this document—privately or as a group, take a moment to identify how you can help make this a reality. ***We have an incredible future to build, and we can do this together.***





## **PACESETTER STEEL SERVICE, INC.**

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