



Michael J. Pray

PROFESSIONAL PROFILE

A highly accomplished professional with extensive sales, project management, operations, and manufacturing experience. Excels at enhancing the overall customer journey to maximize satisfaction, loyalty, and business growth. Brings a holistic, cross-functional approach to every customer interaction. Possesses a unique combination of technical expertise in production environments and strategic competence in market development and large-scale project delivery. Highly skilled in managing projects from initiation through successful closure, consistently delivering results on-time and under budget. Proven track record of developing and executing high-impact sales strategies that drive revenue growth, expand market share, and strengthen competitive positioning. Experienced in leading national and international sales teams to consistently exceed targets.

PROFESSIONAL EXPERIENCE

O'BH ASSOCIATES LLC, Colleyville, TX

Sales Agent Consultant

2023 – 2024

- Led growth initiatives across 7 states, managing 13 different brands and manufacturers, and successfully expanded the Texas region's revenue from \$2.5M to \$10M.
- Developed and delivered quarterly ERP system presentations and training programs, enhancing operational efficiency across U.S. and Canadian warehouses.
- Recruited and onboarded key personnel to strengthen the team and support long-term business objectives.

PIN FIXTURES, Various Locations | June 2009 – March 2023

Vice President of Sales and Customer Experience | DFW, TX

2021 - 2023

- Led a team of 7 direct reports, including Directors and Managers across Sales, Engineering, Customer Service, Purchasing, Operations, Project Management, and Scheduling.
- Oversaw the relocation of a 140,000 sq. ft. manufacturing facility during peak production season, coordinating the move of 105 truckloads of products, racking, and machinery, ensuring zero disruption to operations.
- Achieved revenue projections by developing and executing a strategic sales plan focused on expanding market share in key commercial and industrial sectors.
- Managed projects from planning to execution, including scheduling, coordination, and progress tracking to ensure timely completion.
- Negotiated and secured multi-year contracts with top-tier national distributors, significantly broadening the company's distribution network and establishing long-term revenue pipelines.
- Managed P&L and consistently met/exceeded profitability targets through cost control and strategic pricing initiatives.
- Developed and mentored a high-performance sales organization, implementing new training modules and performance metrics that led to an increase in sales rep quota attainment.

Director of Sales and Customer Experience

2019 - 2021

- Directed the full customer experience strategy for major retail and commercial clients, and set a clear vision that aligned service quality with company growth goals.
- Oversaw the creation and continuous refinement of detailed customer journey maps to identify pain points, moments of truth, and opportunities for improvement.
- Designed, created, and directed development and implementation of interactive and creative direct marketing media, sales promotion, and PR strategies.
- Gathered, analyzed, and interpreted customer data and behavioral trends to gain deep insights into customer preferences, expectations, and unmet needs.
- Established and documented customer care policies and procedures.
- Acted as the "voice of the customer" within the executive team, ensuring that customer needs and perspectives were central to major business decisions, product development, and operational processes.

EDUCATION

Tarrant County College,
2006 – 2014

Keller High School, 2001

CORE COMPETENCIES

- P&L Management and Budget Control
- Portfolio Management
- Project Governance
- Methodologies (Agile, Scrum, Waterfall)
- Stakeholder Management
- Risk Mitigation
- Cross-Functional Team Leadership
- Risk Management and Compliance
- High-Stakes Negotiation
- Client Relationship Management
- Sales and Marketing
- Lead Generation and Client Acquisition
- Strategic Sales Planning & Execution
- Key Account Management & Client Retention
- Market / Trend Analysis
- Budgeting and Forecasting
- Communication and Reporting
- Problem Solving and Decision Making

EARLIER EXPERIENCE

TUCKER ROCKY, FORT WORTH, TX | 2001 – 2009

National Accounts Manager,
2006 – 2009

Sales Project Specialist, 2003 - 2006

Customer Service Representative, 2001 - 2003

- Maintained above industry average customer satisfaction rates across all channels by 5% month over month through redesigning the complaint-handling process.
- Managed a team of 35 employees and assumed leadership for all staffing, training, and development, work allocation, performance management, process reengineering, best practices, and customer management.
- Integrated the Sales and Customer Service departments, creating a unified customer experience strategy that resulted in a 10-point increase in Net Promoter Score (NPS).
- Directed the development of a new CRM platform that provided the sales team with enhanced pipeline visibility and improved forecasting accuracy.
- Managed both inbound and outbound revenue streams, leading to a synergistic approach that maximized long-term customer value.

Operations Manager | Irving, TX

2017 – 2019

- Oversaw day-to-day operational activities across production, scheduling, inventory, and logistics with a team of 175 employees to ensure smooth, efficient, and timely delivery of fixture products and services.
- Led cross-functional coordination between manufacturing, design, procurement, and installation teams, ensuring project requirements were clearly communicated and executed to standard.
- Worked closely with suppliers and vendors to maintain reliable supply chains, negotiate pricing, and ensure on-time delivery of raw materials, components, and outsourced services.
- Monitored inventory levels, conducted cycle counts, and established control processes to prevent shortages, overstock, and delays affecting customer commitments.
- Managed operational budgets, evaluated cost structures, and identified opportunities to reduce expenses without compromising customer satisfaction.
- Negotiated long-term supplier contracts for core raw materials, achieving \$500000 in annual cost savings and improving material lead times by 8% in 15 days.

Plant Manager | Irving, TX

2017

- Held full P&L responsibility for a manufacturing facility, successfully growing the plant's output capacity by 20% through strategic capital improvements.
- Championed a culture of safety, leading the plant to its first-ever year with zero recordable incidents.
- Directed and coordinated daily plant activities, including production, manufacturing, shipping, and receiving, and developed, implemented, and monitored production schedules to ensure output targets were met on time.
- Allocated all resources, personnel, equipment, materials, and utilities to achieve optimal results and utilization.
- Managed the QC inspection system and ensured that manufactured products met established quality standards and specifications.
- Developed, controlled, and executed the annual operating and capital budgets, driving cost-reduction initiatives and reporting key performance indicators (KPIs) to maximize profitability.
- Cut annual manufacturing costs by negotiating raw material contracts and eliminating waste through implementing continuous improvement initiatives.

Shipping Manager | Irving, TX

2016 - 2017

- Streamlined warehousing and logistics operations, implementing a new inventory management system that reduced shipping errors and cut operational costs.
- Negotiated favorable contracts with third-party carriers, optimizing freight costs and improving on-time delivery rates.
- Managed a team of 45-55 warehouse personnel, focusing on safety compliance and efficiency training to maintain a perfect record of zero lost-time injuries.

Mill Supervisor | Irving, TX

2014 - 2016

- Oversaw daily operations for a mill production line, ensuring adherence to quality control standards and achieving production rate.
- Managed a shift of unionized employees, coordinating schedules and work assignments to maximize throughput & minimize overtime.
- Instituted a preventative maintenance checklist that decreased unscheduled downtime.
- Improved departmental productivity through the implementation of lean manufacturing principles and continuous process improvement initiatives.
- Managed regulatory compliance during shift, ensuring a safe and compliant working environment.

Senior Project Manager | Irving, TX

2009 – 2014

- Served as the primary client liaison and communication point, proactively resolving issues, managing expectations, and providing regular status reports to both clients and senior leadership on KPIs, schedule adherence, and cost control.
- Managed project phases, from material specifications to the final installed product to ensure deliverables match client/brand guidelines.
- Developed project documentation and controls, including detailed project plans, schedules, risk assessments, change orders, shop drawing reviews, and quality checkpoints to ensure financial accuracy and profitable project execution.
- Serves as the senior point of contact for major client stakeholders, providing status updates and managing expectations with professionalism and transparency.