



“Thriving in the worst recession in recent history”

Norman Crowley





What do I know ?

- Grew up in a farm in West Cork and trained as a welder
- Established first business in 1987 in the teeth of a deep Irish recession
- Sold my first business when I was 21 in 1991
- Created Ireland's largest internet company and sold it for £14m when I was 29



What do I know ?



- Established Inspired Gaming Group in 2001 with 8 people in the middle of the dot com era
- Floated it on the London Stock Exchange in 2006 with:
 - 2500 People, \$500m in revenue, \$100m in profits
- Established the Cloud in 2005 and sold to Rupert Murdoch in 2011 for €85m
- Established Crowley Carbon in 2008 in the middle of the worst recession in history





“Success consists of going from failure to failure without loss of enthusiasm”

Winston Churchill



Rules for Fire Walking



The Rules

- Keep your mind positive
- Keep your eye on the destination and don't focus on your current predicament
- Keep moving with determination



Focus on the positive





Our National Language

- Negative equity
- Ghost Estates
- Anglo
- Sean Fitzpatrick
- Developers
- NAMA
- The Banks
- Bond Spreads
- Brian Cowen
- Unemployment
- Public Sector Pay
- Recession
- Emigration
- Lost Generation





Things we should know..

- We have the lowest corporation tax in Europe
- Labour has not been this cheap or this available in 10 years
- We have unprecedented infrastructure – Roads, Communications, etc.
- Irish trade only dropped by 4% in the recession compared to 12% globally
- Exports grew by 7% in the first half of 2010





More things you should know..

- Industrial production grew by 7.9% in September, the highest in the EU
- Disposable income only dropped by 2% in 2009!
- Despite a €6 billion budget cut in 2011 most economists are forecasting 2% growth
- As a result of the boom and modern communications we are more connected than we have ever been





We have a news ban in our house !

- No newspapers or news in the house – NONE
- No “Joe Duffy in the car” – Makes some calls to clients – Get an ipod !
- No frontline TV, no national news – Go for a walk – play with your kids !
- Change the dialogue with our clients – no negative commentary – “growth” “sales increase”





Result !

- Sales in Crowley Carbon increased by 300% on 2010
- In January and February 2011 we did more revenue than all of 2010





Keep an eye on the prize

Whatever happened to these things ?





Dreams !



Crowley Carbon and Goals



- Our business plan calls for a seven fold increase in revenue for 2011
- Dreams and hope are critical to growth
- When goals are clearly set the world has a funny way of making them happen
- The loftier the goals the more excitement they engender
- **Survival is not a goal !**





“I’m an Optimist. It does not seem too much use being anything else !”

Winston Churchill





Keep moving with determination!

- Average workday in Crowley Carbon is 12 hours
- No Overtime
- Bottom 20% of staff are removed Quarterly
- In these times...
 - Work twice as hard
 - Twice as Focused
 - Offer twice the value
 - Deliver unprecedented Customer Service





“Continuous effort – not strength or intelligence is the key to unlocking your potential”

Winston Churchill



The Plug



The Plug

- Crowley Carbon has over 150 products that reduce energy consumption for commercial clients
- Our typical payback is 1.5 years
- That's the equivalent of investing €50,000 in the bank and getting €35,000 in interest per annum
- We also provide capital to fund energy saving projects so no excuses 😊





Our view of cleantech and pension investing

- Renewable investing delivers either low returns that are still subject to government subsidy risk or high risk investment (Wave)
- Efficiency will be a trillion dollar market between now and 2020 but funds are struggling to get investments in the space





“Success is not final, failure is not fatal; it is the courage to continue that counts”

Winston Churchill





www.crowleycarbon.com





THANK YOU
Norman Crowley

