

# THOMAS WOLFGRAM

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## OPERATIONS MANAGEMENT LEADER

M&A/Growth Strategies/Turnaround/Start-ups/Production Improvements

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**Accomplished Operations Management Leader with a BBA in Accounting combined with extensive study in an Executive Education Program**, delivering outstanding returns by insightful knowledge and experience with business operation processes. Consummate Leader with a track record of implementing change solutions resulting in bottom line profits and organizational excellence. Masterful at making assessments of business operational challenges and for developing the resulting action plans. Executive positions that included financial accountability, development and executing long range strategic plans. Passionate to teach, train and mentor others, enabling them to reach their full potential.

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COO – CFO - CPA – Profit Development – Consulting - Shareholder Value - Turn-around - Manufacturing - Start-Up - New Business Development - Operations Management - Operating Leadership - Corporate Administration - Policy Development - Profit & Loss Management - Project Management Reorganization - Transition Management – Culture Development - Team Building - Corporate Vision/Mission - Cost Reduction - Reorganization Programs - Product Life Cycles - Total Quality – New Technology - Acquisitions - Joint Ventures - Audits - Budgets & Forecasting - Financial Analysis – Raised New Capital - Process Reengineering - Pricing and Costing - Direct Mail and E-Commerce

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### SUCSESSES AND ACCOMPLISHMENTS

- **Pragmatic Executive Leader working with CEOs to generate finance, operations, acquisition direction, new money, and internal growth** for them; and was the COO, Ex Director of USA VALUES, Inc. to develop something very new and special for at-risk age 3 to grade 3 urban public school children.
- **Tenacious President and Executive Director that led a \$1.5M funding and startup for an education company and organization.** Started and stopped the business several times and secured grants from national, local and leading international business organizations.
- **Building with futuristic but demonstrated models that deliver 100% proficiency from a new delivery of Early Reading Skills by the community and businesses.** New money for this activity is identified in connection with the return on investment economics of guaranteed high quality early education delivered; typically funded for new capacity.
- **Forward thinking EVP and CFO driving the direction of printing sales growth from \$3M to \$9M.** Partnered in the efforts that increased printing sales by 240% and margins by 325%.
- **Acting as interim executive leadership for clients when appropriate,** delivered and developed strategies for enhancing company value by growing margins and restructured operations. Held top leadership roles at Twin City Sign, Imprint Technologies, Olympic and Package Technologies and the Miner Group International.
- **Grew profits \$4.5M which positioned the company to be refinanced and sold.** Focused profit leadership on high margin contribution opportunities and expenses. Retained a significant segment of business, which today is a core remaining operation. Acting as President, restored cash flow by combining technical development, implemented sales processes and cost controls.
- **Assisted printing clients needed to generate positive cash flow. Negotiated with lenders and restructured debt, avoiding Chapter 11.** Analyzed and adjusted the customer base, marketing plans, financials and strategic plans.
- **Exceptional ability to redefine and enhance the value of multi-plant segments of light manufacturing, print, packaging and promotion products companies.** Segmented business by margin contributions, operations, marketing and sales processes to create growth plan. Focused profit leadership on high margin contribution opportunities and expenses. Retained significant segment of business by innovating and recognizing the life cycles of customer requirements.
- **Created strategic plans, target market profiles, sales and product plans, operational profiles and activity analysis for a large complex custom manufacturer of specialty printed products.** Reduced lead times 50%. Reduction in pricing was used to grow sales and increase margins. Won awards in excellence for customer service. Operating costs were reduced by 7% of sales and inventories were cut in half.

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## PROFESSIONAL EXPERIENCES

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Executive Innovations, Maple Grove, MN.....2003 to Present

### **Self-employed consultant to owner executives**

Helping CEOs strategically define their enhancing valuation model and activity to create the growth rate and improved profit rate. The customer relationships are facilitated as the base and potential for value growth. Delivered financial, operational, and acquisition direction and assistance resulting in 240% growth in printing sales and 325% growth in margin contribution in 6 years following implementation of a new strategic direction.

### **Other Major Projects Include:**

USA Values, Inc., Minneapolis, MN

### **COO/Investor/Co-founder**

- Co-founded USA VALUES, Inc. in mid 1996. Created a character education intellectual property with fun product for use in elementary classrooms. Placed the business on hold pending additional resources. Restarted in the spring of 2001 with a refocus on the requirements of principals.
- Building with futuristic but demonstrated models that deliver 100% proficiency from a new delivery of Early Reading Skills by the community and businesses. New money for this activity is identified in connection with the return on investment economics of guaranteed high quality early education delivered; typically funded for new capacity.
- Program design based on several scientifically supported elements put together for age 3 to grade 6 children and teachers. Measured Outcomes include children with specific knowledge of the assets and attributes of engagement, achievement, civility and success.

USA Values-CDP, Minneapolis, MN

### **Executive Director and Founder**

Program is based on parent, teacher, principal, faith-base and corporate requirements for character development materials and messages in elementary schools with a strong child, classroom and community evaluation component. Worked with Miner Group International Contributions and Cargill Corporation Grants.

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## OTHER EXECUTIVE EXPERIENCES

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Minor Group International, Minneapolis, MN.....1996 to 2003

### **President/Consultant/VP Planning**

The CEO was an early partner in the development of USA VALUES.

- Miner Group International was a \$90,000,000 privately held combination of graphic arts related business segments operating at several levels in the printing industry. Joined CEO to improve the profitability of the Miner Group in 1996. Significantly reworked multiple operations to focus on customer market segments, products, customer requirements, core strengths and pricing.
- Assisted in the creation of the Board of Directors and hiring a CEO to run the Miner Group in 1997. Completed a restructuring in 1999 and 2000. Planned and delivered a 12-month profit improvement of \$4.5 million following implementation of the new strategic direction and control of costs.
- Directed the restructuring and rebuilding of cash flow. Recreated the leaderships, defined core businesses, business plans, sales and target marketing plans. Improved lender confidence and directed adequate equity and debt infusions and refinancing. Created higher levels of trust and understanding between lending institutions and shareholders.

Imprint Technologies, LLC, Minneapolis, MN, 1998 to 1999

### **President/Shareholder**

Purchased 42% interest in Imprint Technologies assuming the active role of President and CFO. Surprised by the loss of substantial equity partners. Reduced cost to create 15% operating income; facilitated start-up of e-commerce product line currently generating 50%+ of sales. Declined to remain an owner in the business.

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Twin City Sign Company, Minneapolis, MN, 1995

## **President/Consultant**

Returned collapsing business to profitability in 6 months and positioned it for successful sale. Searched and rehired the critical salesperson to the key customer. Restructured the operation for cost reduction and negotiated supplier debt restructurings outside of chapter 11. New funding capacity and confidence was created. Declined to purchase the company.

WinCraft Inc., Winona, MN.....1984 to 1995

## **Executive VP/CFO/Shareholder**

WinCraft, Inc. is a privately held custom manufacturer of specialty printed products processing in excess of 100,000 orders per year in four sales divisions covering twelve classes of trade. The company had in excess of 135,000-sq. ft. under roof in Winona. Completed strategic and tactical sales and operating plans, directed 10 managers and +350 employees. Company continues to prosper today. Earnings before tax, and interest were as follows:

	Average	High
The Five years prior to arrival	1.1%	3.2%
The Nine years after arrival	12.5%	15.7%

- Established and implemented a resource planning system to restructure the manufacturing process. Generating identifiable annual savings of 7% of sales and reducing inventories by 50%.
- Created and implemented unique master scheduling and customer promising systems. Changed attitudes and increased pride. Reduced lead times by 50%, taking all orders and shipping 95% on time.
- Facilitated the creations of several award winning customer service departments. Directed the design of new product lines and processes to save a business segment. Retaining 20% of company gross profits per year.
- Achieved operating plans routinely. Responsible for vision, focus, time, resources, and improvements using several management routines. Developed the five year and one year planning process. Created useable strategic plans, target market profiles, sales plans, product plans, operational profiles, activity analysis and consistent profitability with predictable cash flow.
- Created 250% sales and profit increase with old-line product by adapting leading-edge technology while initiating telemarketing and capturing 70% of market over 3 years.
- Jump-started stagnant businesses to 20% annual growth by responding to customer order cycle requirements and installing new sales-production processes.

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## PREVIOUS EXPERIENCES

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Mirro Corporation, Manitowoc, WI, 1981 to 1984

## **Controller/Director of Planning**

Arthur Anderson & Company, Milwaukee, WI, 1973 to 1981

## **Public Accounting Auditing Positions**

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## EDUCATION

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**Executive Education Program**, University of Minnesota, 1994, (300 hr)

**Executive Seminar with Dr. Deming**, (40 hr); IBM Executive Seminar, (32 hrs)

Continuing education in customer quality, manufacturing, customer service and executive management

**CPA**, Wisconsin, 1976;

**BBA, Accounting**, University of Wisconsin-Whitewater, 1973

Earned BBA in Accounting from the University of Wisconsin-Whitewater and an executive education certificate from the University of Minnesota. Member of the Chamber of Commerce; Contribute to the Partnership for America's Economic Success; Member of the American/Wisconsin Institute of CPAs.