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## Timothy D. Larson CPM, CPIM, CPP

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### SENIOR PROCUREMENT EXECUTIVE ADJUNCT / ASSOCIATE MBA PROFESSOR Leading Innovative Change that Exceeds Customer and Stakeholder Expectations in Large Complex Organizations *World-Class Procurement ~ Operations ~ Supply Chain Management ~ Strategic Sourcing and Turnaround Expert*

Forward-thinking Senior Procurement Executive with a reputation for leading desirable, effective change in large complex organizations. Proven talent for creating a compelling vision and aligning people, processes, and technology in support of long term strategic business objectives. Cross-functional expertise in strategic sourcing, LEAN principles, operations, finance, logistics, and quality enhances ability to address and solve complex business challenges in highly competitive industries. A proven track record of courageous leadership through stakeholder relationship building, resulting in significant bottom line improvement and improved customer service through enhanced employee engagement.

#### PROFESSIONAL EXPERIENCE

##### FLAGSTONE FOODS – St. Paul, Minnesota

May 2015 - Present

*Leading private label & store brand nut / trail mix provider to top 5 retailers*

##### Vice President, Procurement

- Brought in to provide strategic procurement leadership and establish procurement as a core competency of the organization.
- Transition the department / processes from tactical to strategic while understanding and focusing on internal and external customer needs
- Responsible for all procurement, which represents \$.75 of every \$1.00 of revenue
- Crafted a compelling Mission and Vision aligned with and enabling the Vision of the larger organization
- Established a baseline performance metric via a survey of internal customers
- Determined what we must be exceptionally good at, and built KPI's to understand current performance vs. desired state
- Significantly improved internal customer satisfaction through improved responsiveness and accountability, while identifying savings opportunities of approximately \$10 million

##### BOYD COFFEE Co. • Portland, Oregon

2011-May 2015

*115 Year old specialty coffee company with 80 distribution centers*

##### Chief Operating Officer (2011-present)

Brought in as a contractor to fast track breakthrough improvements in supply chain and procurement effectiveness. Subsequently promoted to position on officer leadership team.

- Responsible for all Operations at Boyd's Coffee Co. – procurement, production planning & scheduling, manufacturing, quality, maintenance, warehousing, distribution, transportation, and sanitation.
- Conducted weekly training and webinar sessions around core capabilities for large audiences of key personnel.
- Developed the strategy for and led key supplier and spend category negotiations resulting in significant reductions in total cost of ownership.
- Tabbed to lead and launch Distribution Resource Planning initiative, thereby having distribution requirements drive production planning, scheduling, and execution.
- Leading network optimization efforts to rationalize and optimize distribution center number and locations.
- Develop procurement organization capabilities in areas of Supplier Economics, Total Cost of Ownership, Negotiations, Contracting for Performance, and others.

**MICHAEL FOODS, INC. (MFI) • Minneapolis, Minnesota**

2000–2011

*Leading food processor and distributor with net sales exceeding \$1.8 billion.***Chief Procurement Officer (2008–2011) • Vice President of Purchasing (2000–2008)**

Recruited to transform transaction-based, completely decentralized sourcing environment into world-class center-led procurement organization. Subsequently promoted to newly created position on executive leadership team. Contributed to setting company's strategic direction and purchasing vision. Set tone for contract negotiations. Managed 6 direct and 15 indirect reports at corporate and plant levels.

- Directed service, material, MRO, and project-related spend categories across the organization, including commodities that accounted for 80% of the nearly \$1 billion procurement budget.
- Introduced formal strategic sourcing and supply management initiatives (including e-sourcing) that encompassed quality, service, commodity risk management, and vendor performance.
- Mentored, developed, and energized staff to embrace change initiatives.
- Consulted with SignalDemand to develop enhanced commodity market forecasting tool.

*Challenge:* Identify and implement value improvements across all business units to strengthen profitability.

*Action:* Conceived and directed multi-disciplinary Purchasing & Supply Management [PSM] council. Set ambitious goals based on philosophy "First what, then how."

*Result:* Captured unprecedented savings (in millions):

2003	2004	2005	2006	2007	2008	2009	2010	Total
\$7.4	\$7.5	\$12.8	\$10.9	\$8.5	\$11.9	\$10.5	\$11.8	\$81.4

*Challenge:* Identify and implement cost improvements in major procurement spend category.

*Action:* Evaluated suppliers' operations and company's cost of ownership to support fact-based decision making. Capitalized on that knowledge during contract negotiations.

*Result:* Delivered \$40 million in savings (in addition to above annual figures).

**H&R BLOCK FINANCIAL SERVICES • Kansas City, Missouri**

1997–2000

*A \$3.6 billion financial services organization.***Vice President, Supply Services**

Provided strategic supply chain and procurement direction for company generating the bulk of its annual business during two intense 2-week periods. Directed purchasing, warehousing, transportation, and distribution. Implemented JD Edwards' One World ERP system for purchasing and materials management. Developed alliances and led contract negotiations for all expenditures, including technology for corporate and franchise offices worldwide.

*Challenge:* Modernize antiquated office supply system supporting 12,000 offices.

*Action:* Radically redesigned supply processes to improve efficiency. Developed automated order and supply process. Created online templates for 100+ distinct forms for use as needed at office level.

*Result:* Slashed inventory obsolescence costs by \$5+ million and total costs by \$10+ million annually. Shut down 4 warehouses. Saved natural resources by eliminating inventory of printed materials.

**DAIRY FARMERS OF AMERICAN (DFA) • Springfield, Missouri**

1996–1997

*A \$6.8 billion dairy cooperative with 42 plants in 15 states.***Vice President, Purchasing**

Tapped to evaluate and execute change from de-centralized purchasing processes among 42 plants to more strategic centralized plan for sourcing and supply management.

*Challenge:* Optimize purchasing process and reduce costs while maintaining quality and service.

*Action:* Assessed overall effectiveness of procurement organization. Introduced corporate-wide MRP and other e-procurement systems. Trained staff to ensure understanding of new systems.

*Result:* Reduced inventories by more than 15%. Cut total packaging, ingredient, and MRO total costs ~12%.

*Best-in-industry Family owned international poultry processor.*

**Logistics Director** (1994–1996) • **Purchasing Director** (1991–1994) • **Purchasing Manager** (1986–1991)

Spearheaded logistical process optimization for purchasing, distribution, inventory planning and management, demand planning and management, forecasting, and customer service. Directed the purchase of raw materials, ingredients, packaging, equipment, and meats.

**Challenge:** Identify strategies for improving bottom-line profitability.

**Action:** Redesigned and aligned end-to-end supply chain processes. Implemented innovative sales forecasting tool to provide real-time information between field sales associates and production planners.

**Result:** Reduced total costs by more than \$1 million per year and measurably improved customer service.

## UNIVERSITY TEACHING EXPERIENCE

**Willamette University** Atkinson Graduate School of Management • **Associate Adjunct Professor** (2013-May 2014)

Draw from leadership expertise and wealth of experience to teach **Leadership Education and Development, Operations and Information Management**, and the MBA capstone **Integrated Management Project** classes in the Professional MBA Program.

University of Minnesota Carlson School of Management • **Senior Lecturer/Adjunct Professor** (2008-Present)

Draw from wealth of experience and business acumen to teach **Operations & Supply Chain Management** class.

**Master Teacher Program, Georgia State University** – Attended and completed program, May 2015.

## EDUCATION AND PROFESSIONAL DEVELOPMENT

**Master of Management & Administration with Highest Honors** Metropolitan State University  
Emphasis in Purchasing and Materials Management Minneapolis, Minnesota

**Bachelor of Science with High Honors** University of Wisconsin  
Major: Business Administration; Minors: Personnel Management, Biology Superior, Wisconsin

**Minnesota Executive Program (MEP)** University of Minnesota Carlson School of Management  
**Minnesota Management Institute (MMI)** University of Minnesota Carlson School of Management  
**Strategic Sourcing** Training in both A.T. Kearney and McKinsey methodologies

## CERTIFICATIONS

**Certified Purchasing Manager (C.P.M.)** Institute of Supply Management

-Original certification April 27, 1984, Lifetime certification June 8, 2000

**Certified in Production and Inventory Management (C.P.I.M.)** American Production & Inventory Control

-Certified December 22, 1989

**Certified Packaging Professional (CPP)** Institute of Packing Professionals

-Certified January 1, 1997

## PROFESSIONAL AFFILIATIONS

**Purchasing Professional of the Year** (2005) National Association of Purchasing Management–Twin Cities

**Supply Chain Advisory Board member** University of Minnesota Carlson School of Management

**Board of Directors, Professional Development Chairman** Lake Superior Institute of Supply Management

**Board Member** QCS Purchasing [national group purchasing organization]

**Board of Directors, Finance Committee member** (6 years) Special Olympics Minnesota

References and letters of recommendation upon request