

## JOHN H. GRIFFITH

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Menasha, WI 54952

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### CAREER SUMMARY

*Results-Driven Business Leader with an extensive sales and marketing background. Successful track record of building and aligning functional team leaders around a common vision and mission. Proven ability in maximizing company profitability through revenue growth, market expansion, and cost containment. Key areas of expertise include: strategic planning and implementation, business development, and developing and guiding high-performing teams to achieve key metrics.*

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### PROFESSIONAL EXPERIENCE

#### US CORRUGATED of MILWAUKEE INC.

2011-present

A \$16M privately held manufacturer of corrugated packaging and displays, spun off as a stand alone facility as a result of a sale of the majority of the parent corporation.

##### General Manager

Responsible for all key functional areas of the business and implementing stand alone status

- Oversight of all functions, previously managed by the corporate office, including Finance, Legal, & Human Resources.
- Recruited new leadership team, including a Controller and new Production Manager.
- Assumed Sales Managers role
- Facilitated the conversion to 2 different medical providers in the first 9 months.
- Managed and led contract negotiations with the United Steel Workers.
- Continued plant records on safety and a grievance free workplace.
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#### US CORRUGATED INC., Milwaukee, WI Sheet Plant

2009-2011

A \$650M privately held manufacturer of corrugated packaging and displays.

##### General Manager

Responsible for all key functional areas of the business.

- Increased volume over 12% in a flat market
- Implemented strategic plan to reverse 15 years of declining sales volume.
- Changed 100% of the Sales Organization and 50% of Customer Service Department.
- Implemented accountability across all departments as well as cost controls.
- Positively fostered the company's philosophy to all employees both union and non-union.
- Worked with union without a grievance for nearly 2 years, including the use of temporary labor.
- Increased union headcount for the first time in 15 years.
- Added a 2<sup>nd</sup> shift to the production team for the first time in 10 years.
- Grew 2<sup>nd</sup> largest customer from \$2.2M to \$3.5M in less than two years and received strategic supplier recognition.
- Retained largest account during an acquisition and relocation of purchasing responsibilities to the West Coast.
- Achieved superior recognition from Industry and the Company for having gone 4 years without an accident or lost time injury.

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- Achieved a 60% annual rate of return on shareholders equity in 20 months.
- Developed a new product planning process from ideation to commercialization.
- Introduced several new products in 18 months, allowing expansion into new markets.
- Reduced production labor costs by \$32,000 per month and increased productivity 21%.
- Eliminated scrap/waste, enhancing profits by \$240,000 annually.
- Lowered the OSHA Safety incident rate from 18.3 to zero in 13 months.
- Implemented company's first-ever formal quality system, reducing annual returns by \$182,000.
- Successfully researched and installed new IT system in under 6 months.

### **MENASHA PACKAGING LLC, (Laminating Plant), Menasha, WI**

2001 – 2004

*A subsidiary of Menasha Corporation and a \$23M manufacturer of laminated paper products.*

#### **General Manager**

Responsible for all key functional areas of the business.

- Improved sales from \$18.5M to \$23M in 24 months in a mature declining market.
- Improved EBIT from \$1.1M to \$1.95M in 24 months.
- Contributed over \$1M of additional cash flow to the Corporate Office.
- Grew Sales in RTA furniture sector from \$2.5 to \$4.5M.
- Led company through divesture process while hitting all key corporate metrics and retaining 100% of all employees through the sale.
- Eliminated Union grievances as a result of improving effectiveness of Union/Management relationships.
- Consistently ranked in the top 5 of key monthly metrics (8 metrics) out of 30 sites within the Packaging Company.
- Implemented a vision-based hiring process, increasing effectiveness of all new hires, particularly union employees.

### **MENASHA PACKAGING LLC, (Neenah Container Complex), Neenah, WI**

2000 – 2001

*A subsidiary of Menasha Corporation and a \$105M manufacturer of corrugated packaging.*

#### **Sales Manager – Hartford and Muscatine**

Member of Management Team that oversaw a 5-site operation with a market focus in 3 states. Responsible for sales in a 3-state region, 15 direct reports and 11 indirect reports, including Graphics and Design Departments.

- Increased sales by 16%, in a declining, highly competitive market.
- Opened a Greenfield startup operation in Iowa and as a result of success, was offered the General Manager's position.
- Key member of team that developed and implemented a supply chain selling strategy for customers. Reduced total customer spend and increased company revenues.

### **MENASHA CORPORATION, (Solid Fibre Plant/Special Products Div.), Menasha, WI**

1996 – 2000

*A \$15M manufacturer of laminated paper products.*

#### **Sales and Marketing Manager**

Held overall sales and marketing responsibility for organization. Direct reports included Assistant Sales Manager, Customer Service Manager, Designer, Marketing Support and all Sales Representatives, direct and Manufacturers Representatives. Member of 7-person management team responsible for significant market and financial return on previous \$7M capital expansion.

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- Re-staffed and realigned entire sales organization in 6 months, resulting in greater focus and increased Division revenue.
- Introduced 3 new product offerings that ultimately brought new sales of over \$4.5M.
- Grew the business from \$15M in sales to \$20M over 3 years.
- Consistently increased Division profitability by \$500,000 annually.
- Achieved a "Superior" Return on Asset (ROA) rating of 20% within Menasha Corporation.

**MENASHA CORPORATION/POLY HI SOLIDUR DIVISION, Ft. Wayne, IN** 1993 – 1996  
*A \$70M manufacturing company focused on marketing and selling engineering plastics through general line plastics distribution, specialty distribution, and direct to OEM customers.*

### **Marketing Business Unit Manager**

Direct responsibility for profit and loss of a \$20M business unit. Developed strategic marketing plan, including program development, trade show promotion, product line enhancement, extension and research. Literature development and all aspects of branding promotion and advertising.

- Introduced 2 new products, expanding business into new markets and creating added revenue.
- Achieved record-level business profitability and double-digit growth during tenure.
- Successfully completed several multi-million dollar capital expansions.

*Prior to 1993, held positions as a Territory Sales Manager with overall responsibilities for regions ranging from 2.5M to 4.0M.*

## **EDUCATION and PROFESSIONAL DEVELOPMENT**

**Carroll College – Waukesha, WI**  
BS Degree – Communications, Minor: Business Administration

## **COMMUNITY AFFILIATIONS**

Board Member and Past President  
Northeast Wisconsin Juvenile Diabetes Research Foundation

Member of Various Church Committees:  
Finance Committee • Task Force on Religious Education • Transition Committee on Education

TEC Member from 2005-2009  
The family business forum at University of Wisconsin-Oshkosh  
Diocese of Green Bay Bishop's stewardship campaign-parish chairperson