

**ERV KAMM**  
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**SUMMARY:**

An accomplished leader and chief executive officer with a strong track record of achievement in helping to grow companies ranging in size from \$3 million to over \$300 million in revenues. Have exhibited broad-based general management abilities in operations/administration, development and implementation of corporate management systems, initiating and executing profit producing operational business plans, originating both risk management and corporate innovation programs, and the implementation of sound new business development and marketing strategies. Successful in developing new business segments; building and guiding strong, cohesive, and motivated management teams; turnaround of troubled business units; and solving complex business problems. Possess demonstrated strength at achieving corporate goals through development of quality products and services, innovative system solutions, and maximum use of human and material resources.

Others have described me as a passionate and inspiring leader with strong ethics and business values; having outstanding communication and organization skills; being a diplomatic negotiator and visionary who is creative, innovative, and resourceful; and as being tenacious at setting and achieving both revenue and profit goals. Some of my greatest attributes include creation of a clear and realistic vision, being talented at identifying new market opportunities, developing strategies that deliver true and lasting customer experience, being an advocate of innovation and new technologies, facilitating and leading change, and championing new business opportunities.

**MAJOR AREAS OF CAREER RESPONSIBILITY:**

Have been responsible for profit/loss and all general management functions including operations and administration, financial management, and human resource functions; development and implementation of operational and business plans; strategic planning; profit improvement and cost containment programs; manufacturing, engineering, and R&D; joint venture agreements; corporate acquisitions and divestitures; sales, marketing, and new business development; development and negotiation of vendor/subcontractor and confidentiality agreements; establishment of bank lines of credit and letters of credit; facilitation of cross functional management teams; liaison functions with insurance and law firms; and development of marketing programs and strategies. Have managed staffs up to 2500 employees and budgets as large as \$350 million.

Additionally have been responsible for purchasing, materials management, and capital equipment acquisition; multi-site facilities management; logistics/distribution; licensing agreements; business, operational, and information systems design and implementation; developing lines of credit and equity financing; debt restructuring, risk management and loss prevention, major national accounts development; management of all information and telecommunication systems; government regulation compliance, and customer service and support. Possess working knowledge of or have implemented MRP, SPC, TQM, Six Sigma, Best Practices, and Lean Manufacturing. Have also served as President of the Board of Directors.

**PROFESSIONAL BACKGROUND:**

**2016 – Present Founder and Principal**

PACAL CONSULTING, Medina, Minnesota

Founded and guide this project management and consulting practice focusing on strategic and tactical planning, profit growth, and process improvement practices.

**1998 – 2015 President and CEO**

PACAL INDUSTRIES, LLC. Roseville, Minnesota

Purchased Pacal Industries, a \$13 million distributor and manufacturer of Steel products.

- Purchased an existing manufacturing and distribution firm with \$13 million in annual revenues. Changed the name to PACAL HOLDINGS, and repositioned the company from a custom manufacturing provider to an OEM customer focus. Initiated new administrative and operational procedures, developed a detailed marketing and business plan, redesigned the financial, manufacturing, and human resource functions, and initiated an aggressive new business development program. Result was to take a company doing \$13,000,000 annually to over \$45,000,000 while

concurrently generating over 8 % in pretax profits.

**Previous Professional background:**

Have previously held the following senior executive leadership positions.

- 1997 – 1998 **President-Chief Operations Officer & Board Member**, ZYTEC, INC., Minneapolis, MN  
A \$300 million Malcom Bridge award winning manufacturer of custom power supplies
- 1995 – 1996 **President-Chief Executive Officer & Board Member**, DIGI INTERNATIONAL, Minneapolis, MN  
A \$200 million manufacturer of communications and networking equipment
- 1988 – 1994 **President-Chief Operations Officer & Board Member**, NORSTAN, INC., St. Paul, MN  
A \$250 million distributor and telecommunications integrator
- 1985 – 1987 **President-Chief Operation Officer & Board Member**, PLATO WICAT SYSTEMS, Minneapolis, MN  
A startup educational software company funded by Control Data Corporation
- 1984 – 1985 **President-Chief Executive Officer**, GATE CITY STEEL, Omaha, NE  
A \$100 million fabricator and distributor of metal products
- 1979 – 1984 **President-Chief Operating Officer**, DESPATCH INDUSTRIES, Minneapolis, MN  
A \$51 million manufacturer of industrial ovens and heat processing equipment
- 1976 – 1979 **Chief Operating Officer**, VAN DALE, INC., Minneapolis, MN  
A \$17 million privately held manufacturer of farm equipment for dairy and beef markets
- 1974 – 1976 **President-Chief Executive Officer**, DELANO GRANITE, Delano, MN  
A \$3 million granite quarrier and manufacturer of memorial monuments
- 1970 – 1974 **Director, Advanced Systems Group**, CONTROL DATA CORPORATION, Minneapolis, MN  
One of the nine major US manufacturers of Computers, Bloomington, MN

**SELECTED SAMPLING OF ACHIEVEMENTS:**

- For Zytec: Repositioned the company from a custom manufacturer to an OEM customer base, implemented new operational and administrative procedures, and improved manufacturing efficiencies for this Malcolm Baldrige award winning, company.. Result was to take a \$252,000,000 manufacturer of custom power supplies to over \$300,000,000 in annual revenues within less than two years and achieve the profitable sale to Artesyn Technologies.
- For Norstan: Expanded the area of coverage for our largest manufacturer, ROLM (a PBX supplier) from six states to 19 states. Additionally acquired TEL-PLUS (a telephone manufacturer) and acquired ROLM Canada from IBM, and merged all entities into one company. Instituted an aggressive new business development program, made strategic acquisitions, reorganized operational and administrative procedures, expanded product lines, and implemented a values based management system. The result was to take a \$20,000,000 company to over \$250,000,000 in annual revenues within 6 years, concurrently achieved over \$15,000,000 in final annual pre-tax profits.
- For Plato- Wicat: Merged the merger of two Control Data divisions. Plato a \$10,000,000 educational software development company in Bloomington, MN with another educational software development firm, Wicat Systems, based in Provo, Utah to form Plato Wicat. Wrote the business plans, acquired the funding from Control Data, hired key management staff, designed and implemented new software programs; and developed an aggressive sales and marketing program. Result was to take a start-up merged company from \$12,000,000 in revenues to over \$48,000,000 within two years and culminate in the profitable sale to Jostens, Inc. in 1988.
- For Despatch Industries: reorganized operations and administrative processes, instituted a Town Meeting concept to improve communications, and hired and trained a new executive team. The result was to take a \$17,000,000 manufacturing company to over \$51,000,000 in annual revenues with over 12% in pretax profits.
- Three of the above companies were sold due to the record of achievement

**MILITARY:** 1962 – 1970 United States Army, Major

**EDUCATION:**

- 1962 B.S. Engineering Science, United States Military Academy, West Point, New York
- 1964 – 1965 Missile Defense, University of Texas, El Paso, Texas

**BOARD MEMBERSHIPS:** Summit Medical, 2012-2014; Micromedics, 1985-2012; Kids Care Connection, 1998-2008; Walker Methodist Foundation, 1995-2005; St. Mary's College, 1990-1994; Learning Bytes International, 1990-1992; Super Solutions, 1980-1985; Northland College, 1976-1980