

Leo Hopf

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Mr. Hopf, the founder and CEO of Teamhopf, works with senior executive teams to bring clarity and alignment to their most pressing strategic issues. Through his speeches and consulting he also coaches, guides, and trains his clients' personnel at all levels to improve their decision making and strategic thinking capabilities.

Mr. Hopf teaches "Decision Making in Organizations" to graduate students in the Management Science and Engineering department at Stanford University. He teaches similar topics to executives at the University of Minnesota's Carlson School of Business where he has been named a Fellow of Executive Education. He is the author of the book "*Rethink, Reinvent, Reposition: 12 Strategies to Renew Your Business and Boost Your Bottom Line.*"

He was the Managing Director of Strategic Decisions Group's (SDG's) 70-person home office in Menlo Park, CA, and served on the SDG Executive Committee. In his 13 years with SDG, Mr. Hopf led corporate portfolio strategies and guided execution efforts. His work encompassed both the search for higher value alternatives and the creation of lasting organizational alignment and commitment to the selected alternatives.

Mr. Hopf's client engagements have included strategy retreats for CEOs and their executive teams, organizational transformation sessions with company leaders and managers, and facilitation of 25 CEOs in a day-long session to agree on policy for their industry lobbying efforts. He has also led efforts to design the decision making and strategic planning processes for five of the Fortune 100 largest companies. His work has included numerous complex, multiple-owner joint ventures, in which several parties with differing beliefs and values all had to agree on a particular course of action.

Mr. Hopf has worked in a variety of business sectors: medical devices, telecommunications, upstream and downstream oil & gas, pulp and paper, chemicals, mining, engineering and construction, building products, pharmaceuticals, banking, office products distribution, high-tech materials, remote sensing, travel, and health care. He has led major consulting engagements in Indonesia, Singapore, New Zealand, Australia, Canada, and Kuwait.

Mr. Hopf is also an angel investor and has been a member of the Band of Angels in Silicon Valley. He has served on the Board of Directors and the Board of Advisors for numerous startups and delivered the keynote address at a conference for raising funds for new ventures.

Mr. Hopf earned a Masters of Business Administration degree with highest distinction from the Tuck School of Business at Dartmouth, and has B.S. degrees in Chemical Engineering and in Metallurgical Engineering from the University of Minnesota. He received the Walter Jacobs Prize for inspiring confidence and enthusiasm amongst his peers while at the Tuck School.

PROFESSIONAL EXPERIENCE

Teamhopf

2002-Current

- *CEO of Teamhopf*: Works with executive teams and Boards to bring clarity and alignment to their most pressing strategic issues as well as to improve the decision making and strategic thinking capabilities of their organizations from top to bottom.'
- He is the author of the book "*Rethink, Reinvent, Reposition: 12 Strategies to Renew Your Business and Boost Your Bottom Line.*"
- *Teaching*: Teaches in the "Decision Making in Organizations" series for graduate students in the Management Science and Engineering (MS&E) department at Stanford University. Teaches similar topics to Executives as a Fellow of Executive Education at the Carlson School of Business at the University of Minnesota. He also teaches sessions focused on improving the quality of strategic conversations.

Strategic Decisions Group (SDG)

1988-2002

Leadership Roles

- *Managing Director of SDG's home office (70 people)*: Oversaw all office operations, communication, recruiting, retention, and staff development.
- *Member of the SDG Executive Committee*: Met monthly to monitor the performance of the business and to make the decisions that guided the growth of the business.
- *Member of the SDG privatization team*: One of seven partners tasked with privatizing SDG from Navigant Consulting to whom SDG had been sold two years before. Structured price and terms, and worked with the SDG partnership to raise funds and build commitment for the successful buyback which was completed in October 2000. The attractive buyback price required only a modest amount of debt, and left SDG well positioned for growth and profitability.

Business and Portfolio Strategy

- For a major US oil company, Mr. Hopf led the evaluation of a \$2.5 billion dollar pipeline investment in Kazakhstan. The primary challenge was to define and quantify the political risks inherent in reaching a sustainable agreement with 26 distinct entities, each with its own objectives. Insights from this effort led to changing the ownership of the pipeline to better align the interests of critical players.
- For a large mining and processing firm jointly owned by five oil companies and the government of Alberta, he led the team that worked for a year to achieve alignment among all parties to the overall direction and required investments. This resulted in a clear agenda for management and led to a \$4.5 billion investment where previously there had been only maintenance capital allocated.
- For a major financial institution, Mr. Hopf analyzed the risk of a portfolio of problem assets, allowing the institution and its investment bank to securitize the portfolio. The result was a securitization that raised more than \$400 million.
- He led the effort to change the way several major oil companies made their upstream investment decisions. These efforts included designing new decision making and strategic planning processes and then training the organization on the new approach. Mr. Hopf delivered the keynote address on decision making for 400 executives at one of the rollout events. The new decision processes are now second nature to the client firm and are used to make more than \$3 billion in annual investment decisions.

PROFESSIONAL EXPERIENCE (CONTINUED)

Business Divestiture

- Mr. Hopf led the divestiture of a marketing services business that no longer fit in a client's business portfolio. He identified potential buyers from outside the industry and crafted various value propositions to attract their attention. The winning bid, from one of these outside buyers, was for ten times the client's internal NPV.

Organization Design

- For a major producer and distributor of office products, Mr. Hopf led a joint team of the leaders from the producing and distributing divisions. Six months of intense work resulted in the creation of a new business unit to optimize the entire value chain. The CEO estimated annual benefits at more than \$75 million with no net additional capital or increased expenses.
- Mr. Hopf worked with the leadership of a foreign-owned pharmaceutical company to design an organization that could effectively introduce their two blockbuster drugs into the U.S. market. This design detailed the organizational structure, roles, responsibilities, accountabilities, and the timing and sequencing of major milestones. His client grew its U.S. organization from a dozen employees to the necessary 400 within the course of 18 months in a controlled, coordinated, and effective manner.

Growth Strategies

- For a high-tech materials company, Mr. Hopf led an "outside the box" strategy effort to find new product, service, and market opportunities for a mature and declining product line. This effort resulted in the discovery of a new application that had three times the NPV of the entire mature business.
- Mr. Hopf worked with a high-tech remote sensing division, owned by a natural resource company, to design and charter a stand-alone business. This work led to alignment between the leadership of the spin-off and parent firms on both the highest value agenda items for the new venture as well as the metrics that should be used to monitor progress and judge success.

Strategy Execution

- For a unionized paper mill in the Pacific Northwest that was slated for closure, he led a two-year effort to transform the way that the mill does its work and delivers value. This engagement restructured the leadership and enabled the mill to continue operations, resulting in an annual savings of \$75 million.
- For a professional services firm, he led the post-merger integration effort to combine the approaches, methodologies, and philosophies of the two firms. This effort resulted in clarity on the combined business model and answered the key leadership and management questions.

Sabbatical

1994-1995

- Mr. Hopf traveled with his wife to 29 countries over 14 months. This trip is documented in 200 pages of text and thousands of pictures on their website. (www.teamhopf.com/personal)

The Merit Group (Management Consulting Startup)

1987-1988

- *Consultant.* Completed consulting assignments that included strategic and operational reviews and acquisition candidate screening and evaluation. Redesigned service delivery for a financial services firm resulting in a 30% cost reduction and 50% decrease in customer waiting time. Directed professional recruiting activities.

Standard Oil of OHIO's (now BP's) Marcus Hook, PA Refinery

1982-1984

- *Process Engineer.* Developed and evaluated capital improvement projects. Analyzed refinery operating problems and implemented corrective action. Developed and taught computer training courses.

EDUCATION

University of California Berkeley, Graduate School of Business Administration 1986-1987

- *Course work towards a Ph.D. in Finance.*

The Amos Tuck School of Business Administration at Dartmouth College 1984-1986

- *Master of Business Administration with Highest Distinction, June 1986.* Edward Tuck Scholar. Awarded Walter Jacobs Prize for inspiring confidence and enthusiasm amongst his peers. Awarded Julien Cornell Prize for improving classmates' understanding and use of personal computers.

University of Minnesota, Minneapolis 1978-1982

- *Bachelor of Science degrees in Chemical Engineering and in Metallurgical Engineering, June 1982.* President, University of Minnesota Presidential Scholars Honor Society.