

## **Bruce D. Werner**

### ***Uniquely qualified to provide leadership to private businesses in transition***

Senior executive with P&L experience in developing and executing successful growth strategies for businesses up to \$500 million in revenue. Excels at aligning shareholder interests with strategic and operating plans. Strong venture capital and private equity background with broad experience in industrial markets, financial services and technology. Builds effective relationships with boards, shareholders, management and other stakeholders to set and achieve business goals. Graduate degrees from Stanford and M.I.T.

<b><i>LEADERSHIP</i></b>	Change agent for business unit with 500 people across multiple locations. Member of Executive Committee that grew company by 300% in a mature industry. Implemented a leadership development program to ensure a solid supply of new leaders in response to 100% plus annual growth. Mentored many "B" players to improve to "A" players. Led one organization through a total reinvention as markets forced huge strategic shifts in culture and competencies.
<b><i>STRATEGIC PLANNING &amp; CAPITAL STRUCTURE</i></b>	Built and managed strategic planning functions for organizations in diverse industries. Active in mergers, acquisitions, financings, bank & investor relations.
<b><i>MARKETING, SALES &amp; MAJOR ACCOUNT RELATIONSHIPS</i></b>	Significant customer relationship management experience in manufacturing, investments and consulting environments. Accounts include GM, Ford, Chrysler, GE, Home Depot and Lowe's.
<b><i>P&amp;L, OPERATIONS, AND TURNAROUNDS</i></b>	Led several profit centers to record earnings. Orchestrated turnarounds in earnings performance. Consistently improved cash flow and balance sheet performance. Developed risk management programs.

## **BOARD EXPERIENCE**

<b>Werner Holding Co. - Board of Directors</b>	1989 - 1997
Werner is the world's largest climbing equipment business. It owned the leading independent North American aluminum extruder. The business was sold to a private equity fund in 1997 via an LBO.	
<b>Manufacturers Indemnity and Insurance Co. of America - Board of Directors</b>	1991 - 1997
MIICA was a \$50M (assets) captive P&C insurance company which provided coverage for product liability and related risks.	
<b>Burke Distributor Holdings Company - Board of Advisors</b>	2017 - Present
Burke Distributor Holdings is a private company specializing in beverage distribution, including beer, wine, spirits, and cider, operating across the greater Chicagoland area and Louisville, Kentucky.	
<b>North Shore Pediatric Therapy - Chairman, Board of Advisors</b>	2017 - Present
NSPT provides a broad range of therapeutic services serving children with autism and related conditions. Services are delivered through 9 locations in Illinois and Wisconsin.	

**Cultivate Advisors LLC – Board of Advisors**

2017 - Present

Cultivate Advisors partners with small business owners to provide tailored advising solutions focused on core business skills. Using a combination of advising and implementation, Cultivate supports clients in making changes needed to achieve their vision and goals.

**Lumisource LLC - Board of Advisors**

2013 – Present

Lumisource designs and distributes creative & contemporary casual furniture targeting new households. Product design, marketing & sales are located in the USA, and the company uses its extensive Asian network to source production.

**Fantasy Diamond LLC - Board of Advisors**

2007 - 2012

Fantasy Diamond has a national reputation as a leading source of better quality diamond products and trend setting designs using its patented Endless Diamond design. The company manufactures product in Chicago and India.

**Firm58 LLC - Board of Managers**

2008-2010

Firm58's web-based financial management software automates middle- and back-office processes across asset classes. Firm58 provides solutions for billing, profitability analysis & managed exchange fees, CSA/soft dollar management and compliance.

**Erbear Holdings LLC - Board of Managers**

2006 - 2008

This holding company acquired Precision Extrusions through a management buyout. Precision was a leading extruder fabricator providing complex components and high finish parts to the building, transportation and hardware industries.

## CONSULTING EXPERIENCE

**KONA ADVISORS, LLC Chicago, Illinois**

2000 - Present

**Managing Director**

Strategy consulting firm providing investor representation, board advisory, strategy development & execution, M&A and interim executive services to private and family-owned businesses.

INDUSTRIAL MARKETS

- *Logistics*: Secure \$10M credit facility, recruit senior staff and advise on managing growth
- *Agriculture*: Advise on business & financing strategy to build genetic dairy business
- *Biofuels*: Negotiate contract to restart and manage dormant biofuels facility
- *Metal Products*: Led management buyout and restructuring of metal fabricator.
- *Plastics*: Drove strategic planning and acquisition program for a leading plastics recycler
- *Beverages*: Worked with inventor and investors to convert IP into a business
- *Electronics*: Transitioned development stage venture into a market-oriented business

FINANCIAL SERVICES

- *Hedge Fund*: Implemented governance, strategy and tactical functions for \$250M fund complex
- *Hedge Fund*: Facilitate buyout of \$2B hedge fund to create an independent institution
- *M&A*: Provided transaction execution services to a family office acquiring a tooling business
- *Consumer Finance*: Advisor to CEO of rapidly growing consumer finance company
- *Real Estate*: Developed business strategy and provided executive coaching to CEO
- *Private Equity*: Retained by private equity firm to organize second fund and lead internal operations

TECHNOLOGY

- *Managed Services*: Advise CEO on financial turnaround, staffing and marketing & sales functions
- *eCommerce*: Retained by investor to help CEO manage daily deal business during market boom
- *Software*: Engaged by lead investor to represent his interests in energy efficiency investment
- *Software*: Executed turnaround plan of equipment warranty business to achieve profitability
- *M&A*: Facilitated merger of two struggling companies to achieve critical mass to prosper

## WORK EXPERIENCE

**3 DIMENSIONAL ART LLC** Glenview, Illinois

2013 - PRESENT

**CEO, Co-Founder**

3DArt designs and markets wall art and other consumer products featuring DC Comics, Harry Potter, Looney Tunes, Scooby-Doo and other licensed properties using a proprietary technology which brings images to life. The products are distributed through national chains, specialty retailers, and online merchants.

- Negotiate and manage license with Warner Bros and other licensors for key properties in North America
- Build sales organization and introduce product line to key national accounts
- Initiate and manage trade show, promotional and marketing programs
- Create production, inventory and fulfillment systems to support national & online merchants
- Manage finances and supplier relationships
- Sell and service corporate marketing programs to create secondary revenue streams

**ENERGY.ME LLC** Chicago, Illinois

2011- 2013

**General Manager, Chief Compliance Officer & Interim CFO**

Deregulated wholesale energy supplier serving residential, commercial and industrial clients. Achieved over \$200M contract revenue in 18 months from launch. Grew staff from 2 to 22 employees.

- Responsible for Operations, Customer Service, Contracts, Technology, Finance/Accounting, Legal, Human Resources, and Compliance. Built business processes and compliance procedures to operate in all markets.
- Led entry into Ohio, Pennsylvania, New Jersey, Maryland, New York, Massachusetts, Connecticut and Michigan totaling 44 utilities plus NYISO and ISO-NE.
- Executed financings with Global 5 counterparty and commercial banks.
- Served as Interim CFO during extended emergency leave of CFO.

**VERNON & PARK CAPITAL L.P.** Deerfield, Illinois

2007 to 2010

**Managing Director & Chief Operating Officer**

Multi-fund private equity firm which invests in exchanges, financial technology, trading and trade-support businesses. VPC is known for its market structure expertise and ability to execute complex transactions. As a partner, carried broad responsibilities in all functions of the firm.

- Bourse Partners II completed five investments and one partial realization in two years.
- Executed transactions in US, Canada & Israel, with significant work in India.
- Primary focus on origination, diligence, valuation and transaction execution functions.
- Responsible for all financial, accounting, treasury, tax & audit activities of VPC.
- Managed marketing and investor communications.

**INFINIUM CAPITAL MANAGEMENT** Chicago, Illinois

2002 to 2005

**Chief Operating Officer**

Designed and implemented key business functions to build what would become dominant independent high frequency & market-making trading firms. Created the business processes needed to support dramatic growth. Achieved 100% growth and 50% profit for both 2003 and 2004.

- Introduced a new strategic planning process to more effectively deploy resources in a high growth environment. Leveraged the industry shift from a traditional setting of floor traders towards an all-electronic trading environment to unify corporate culture and solidify competitive advantage.
- Negotiated a capital structure with three principals and established a functioning board. Defined roles/responsibilities of key management.
- Developed performance-based compensation system to maximize incentive and retention of key employees. Built pipeline of talent to support rapid growth.
- Established budgeting, accounting and financial control system; reviewed and redirected financial risk control system.

**WERNER CO.** Chicago, Illinois

1989 to 2000

Member of senior management team and Board of Directors that grew business at 12% CAGR to over \$500M revenue in mature industries. Three business units included climbing equipment, aluminum extrusions and insurance. Secured value for shareholders through successful sale to private equity fund in 1997.

**MANUFACTURER'S INDEMNITY AND INSURANCE CO. OF AMERICA (1996-1997)**

**Investment Committee**

Restructured investment portfolio and deployed institutional investment program for this state-regulated, captive casualty insurance subsidiary of Werner Co.

**Vice President Sales & Service, Extruded Products Division (2000)**

**General Manager, Extruded Products Division (1995 to 2000)**

- Stopped significant losses and then achieved 10% EBITDA over four-year period in a stagnant industry. Achieved record results in \$100 million business by driving profitable new accounts, shedding unprofitable customers, reducing costs, and closing underperforming factories.
- Developed strategic plan to become leading independent extruder in North America via acquisition and organic growth. Sourced new tooling technology in Europe to enable growth.
- Managed internal sales group (25 people) and national sales force of 40 independent reps; directed product development and supply through three factories. Managed all administrative functions.

**Director, Corporate Program Management (1994 to 1995)**

**Director, Management Consulting (1993 to 1994)**

- Developed turnaround plan for three wood ladders factories and worked through Board to direct changes to minimize losses while assuring critical supply to key customers.
- Responsible for master production schedule of raw material, extrusion and fabrication for climbing products and industrial customers. Accountable for inventory levels and on-time delivery metrics for Fortune 100 customers such as GM, Ford and Chrysler.
- Devised and implemented new capital budgeting process to support strategic initiatives. Evaluated and recommended engineering document systems which supported all product programs. Overhauled major business processes of industrial sales and engineering departments.

**Fiberglass Manager (1989 to 1993)**

- Built two factories and developed chemistry and tooling to convert supply chain intended to serve high end/low volume professional channel to 24/7/365 supplier to major national retail chains such as Home Depot and Lowe's. Designed and deployed proprietary manufacturing equipment.
- Increased logistics and supply chain capabilities and performance. Increased inventory turns by 600%. Worked with major supplier to invent new production technology in response to EPA regulations limiting revenue and production.

**WEDGE COMPUTER COMPANY** Boston, Massachusetts

1987 to 1989

**Co-Founder and EVP**

Development stage 30-person engineering workstation company. Successfully converted the company into a software consulting firm after the 1987 market crash.

**ALLIANT COMPUTER SYSTEMS CORP.** Littleton, Massachusetts

1986 to 1987

**Vendor Engineer**

Joined mini-supercomputer systems builder for computationally intense applications in engineering and science. This pre-IPO venture was funded by Kleiner Perkins, Hambrecht & Quist, and Venrock Associates.

## EDUCATION

<b>Master of Science, Management</b> <b>MIT SLOAN SCHOOL OF MANAGEMENT</b> , Cambridge, Massachusetts	1986
<b>Master of Science, Manufacturing Systems Engineering</b> <b>STANFORD UNIVERSITY</b> , Stanford, California <i>IBM Fellowship</i>	1984
<b>Bachelor of Science, Mechanical Engineering/Engineering and Public Policy</b> <b>CARNEGIE-MELLON UNIVERSITY</b> , Pittsburgh, Pennsylvania <i>University Scholar</i>	1983