

Bill Kuehn maximizes the corporate value of rapid growth, underperforming and transitional companies by leading operational improvements and financial restructuring as its CEO or strategic CFO in both executive and interim executive roles. He is passionate about removing operational and financial problems brought on by challenges such as sales or operating crises, aggressive organic growth and merger integration. His accomplishments include developing and implementing programs for sales and gross profit organic growth; operational reorganization and expense and asset rationalization; strategic growth by acquisition; merger integration; sale of non-core divisions or assets; and corporate refinancing. His experience draws from significant involvement as a board director, seven consulting years with the Big 4 and leadership of turnaround management engagements.

His executive leadership roles have included:

- CEO of a public \$32 million electronic components manufacturer. Resolved criminal lawsuit with USDJ, negotiated debarment settlement with DOD, and sold two subsidiaries while controlling creditor expectations.
- Interim CFO of a rapid growth, \$130 million, leading personal health improvement company and the dominant US insurer of chiropractic and acupuncture healthcare services. Restored financial controls in preparation for an IPO, reorganized budgeting and management reporting to reflect diversified product lines and refinanced mezzanine debt.
- Senior Vice-President of a rapid, organic growth conglomerate including a national residential security company and a refrigeration equipment repair and installation business. Acquired and integrated 3 major companies involving \$340 million purchase price and 4000 employees, managed the traditional CFO functions, developed management reporting and controls and conducted an M&A program. Reduced overhead by 30%, transferred most administrative and support functions, recruited new management, installed new ERP system and restructured management reporting under tight Y2K deadlines.
- CEO of an industrial equipment distributor and diesel engine packager serving the agriculture, construction, oilfield and marine industries.
- CFO of a major healthcare company's rapid growth, \$225 million strategic diversification subsidiary. Supported the planning, negotiation and financing of several acquisitions, start-ups and joint venture investments while revitalizing all management reporting, budgeting and planning processes.
- Interim Executive of a troubled, public \$900 million healthcare provider. Restored financial viability by re-pricing or terminating contracts, reducing overhead 30%, and selling several subsidiaries.
- Executive Vice President & CFO of a developmental software company focused on the healthcare industry. Responsible for company startup, customer development and CFO and administrative functions. Retrenched company in 2001 for future funding which has been subsequently received.
- Executive Director of a \$30 million electronic instruments manufacturer. Provided guidance to two oppositional owners and direction to the company until they resolved their differences. Led the modernization of the product line, closure of foreign manufacturing operations and reorganization of executive management while maintaining lender support.

His performance improvement engagement roles include:

- Turnaround advisor to prominent \$400 million apparel manufacturer controlled by a private equity firm, Implemented 35% overhead reduction, sales reorganization, and 25% inventory reduction through enhanced factory sourcing programs. Canceled disruptive ERP project.
- Performance improvement consultant to regional bakery operating in Chapter 11. Revised delivery route plan, renegotiated major customer contracts and reallocated manufacturing among plants to improve value and allow equity holders to participate in the reorganization.
- Turnaround advisor to, \$50 million security products manufacturer. Restored profitability and paid off bank line to avoid proxy battle. Implemented JIT inventory, closed two plants, established Far East sourcing, and reconstituted its Board.
- Turnaround advisor to \$25 million pharmaceutical company supplying private label products to drug store chains. Revised production scheduling plan and renegotiated pricing with several vendors to stabilize cash flow and maximize value for sale by parent company.
- Financial advisor to \$75 million rapid growth retirement home operator. Raised \$12 million of private funding and coordinated its IPO through Kidder Peabody. Company subsequently grew to \$500 million.
- Turnaround consultant to a regional pharmaceutical company supplying private labeled products to drug store chains. Revised production scheduling plan and renegotiated pricing with several vendors to stabilize cash flow and maximize value for sale by parent company.
- Operations improvement consultant to leading multi-level marketer of nutrition and other products. Reviewed operations and developed improved purchasing, shipping, inventory management and distributor ordering practices to increase profitability, reduce warehouse space and balance work load.



**William P. Kuehn**

213.400.7525  
bkuehn@cleocp.com

**Industry Specialties**

- Healthcare
- Health Improvement
- Aerospace – Defense
- Foods-Beverages
- Software-Internet
- Consumer Products
- Consumer Services
- Commercial Printing
- Pharmaceutical
- Apparel
- Real Estate
- Energy
- Construction

**Education**

MBA, Harvard University  
BA, with Distinction,  
Stanford University

**Military**

USS Turner Joy (DD-951)  
2 Vietnam deployments

**Board of Directors**

- ProtBlue – software
- SFE Technologies –  
electronic instruments  
(Chairman)
- Moore Industries-  
electronic instruments
- Bolstad Industries –  
industrial equipment  
(Chairman)