

## William Kuehn



### **Expertise**

Finance. Operations. Turnarounds.

### **Industry Experience**

Food & Beverage industry including the dairy, bakery, produce and supermarket sectors. Financial Services. Technology Manufacturing. Healthcare.

### **Key Positions**

Several time CEO, CFO and General Manager. Interim executive in numerous turnaround situations. Consultant with KMPG and Price Waterhouse.

### **Education**

BA, Stanford University  
MBA, Harvard Business School

## **Work Experience**

Over the past three decades Bill Kuehn has focused on building corporate value of underperforming and healthy companies by improving their operational and financial performance through 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. He has extensive experience in the food and beverage industry, including the dairy, bakery, produce and supermarket sectors.

### Food & Beverage Experience:

- Performance improvement consultant to a commercial 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.
- Performance improvement consultant to a commercial bakery. Reviewed operations and developed a plan that allowed family members to settle a dispute and gain bank financing.
- Strategic advisor to noteholders taking majority ownership of \$100 million cookie and frozen yogurt company selling through franchisee, catalogue and retail channels. Developed business, financing and executive organization plans.

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- Performance improvement consultant to national citrus and apple grower and processor. Instituted grove selling, packing house equipment upgrading and marketing cooperative contract revision projects.
- Strategic advisor to pistachio nut company with integrated growing, processing and marketing operations. Implemented domestic marketing, sales and distribution programs.
- Financial advisor to fast-growing winery. Reviewed operations, developed business plan and raised capital for continued, successful expansion.
- Financial advisor to food processor and distributor operating in chapter 11. Developed business plan, sold assets to competitor and sold remaining Cuba export license to food conglomerate.
- 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.
- Senior Vice President of a refrigeration equipment service company to the supermarket industry in the Western US. Integrated two major acquisitions, supported negotiations with the sellers and licensees, developed new practices for both time and material and monthly lump sum contracts, reorganized most management functions, recruited new management, installed new ERP systems and restructured management reporting under tight deadlines.