

## FORTUNE 200 EXECUTIVE & ENTREPRENEUR MARKETING, STRATEGY, NEW BUSINESS DEVELOPMENT, M&A

**Marketing Executive** who builds global businesses through *organic growth* and *acquisition*, driving profitable growth for technology-driven **Fortune 200** companies and **start-ups**. Excels in mission critical initiatives in challenging, mature and emerging global markets in North America, Europe, and Asia. Diverse industry experience.

Big-picture thinker who combines the vision for transformational strategies with the proven ability to deliver results. Noted for creative business strategy, marketing, product positioning and brand-building to energize core business and penetrate new markets. **Black Belt in New Product Development**. Adept at developing and mentoring "A" level staff.

Innovative; Process-Oriented; Results-Driven. Operates with Strong Sense of Urgency.

### CAREER OVERVIEW

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| <ul style="list-style-type: none"> <li>* <b>PRESIDENT, CO-FOUNDER, Discovery Post</b><br/>Award-winning producer of consumer, educational products; privately held.</li> <li>* <b>PARTNER, CO-FOUNDER, Key Bridge Partners</b><br/>Private equity company, acquiring electro-mechanical and service small and mid-cap companies; privately held.</li> <li>* <b>VICE PRESIDENT, MARKETING, Danaher Corporation \$13B (Veeder-Root)</b><br/>\$160M world leader of environmental monitoring equipment, sensors and industrial pumps and part of \$600M Gilbarco Veeder-Root business.</li> <li>* <b>GLOBAL MARKETING EXECUTIVE, Emerson Electric \$20B (Emerson Network Power)</b><br/>\$1.2B world leader in UPS, AC and DC power conversion, switchgear and power distribution. Global Marketing Executive of \$100M business unit.</li> <li>* <b>STRATEGIC PLANNING, Grimes Aerospace, Aftermarket Division</b><br/>\$175M leader in lighting, avionics and fluid control systems.</li> </ul> | <p>Nov 2006 – Present</p> <p>Apr 2005 – Nov 2006</p> <p>June 2003 – Mar 2005</p> <p>July 1995 – June 2003</p> <p>Jan 1992 – June 1995</p> |
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**International MBA** – University of Glasgow (Glasgow, Scotland); **BA (Honors)** – College of Wooster (Wooster, OH)

### EXECUTIVE LEADERSHIP COMPETENCIES

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| <ul style="list-style-type: none"> <li>* P&amp;L Management</li> <li>* Global Marketing Strategy &amp; Strategic Planning</li> <li>* Hoshin Planning &amp; Organizational Deployment</li> <li>* Business Strategy &amp; Business Planning</li> <li>* Market Research &amp; Voice of the Customer Analytics</li> <li>* Customer, Market Segmentation</li> <li>* New Product Development (<b>Black Belt</b>)</li> <li>* New Product Introduction &amp; Pricing Strategy</li> <li>* Product Portfolio &amp; Product Management</li> <li>* Mature Product Growth &amp; Enhancements</li> <li>* Brand Management, PR, Marketing Communications</li> </ul> | <ul style="list-style-type: none"> <li>* Sales Channel Management (reps, VARs, OEM, distributors)</li> <li>* Mergers, Acquisitions and Integration</li> <li>* Business Planning &amp; Financial Proformas</li> <li>* New Product, Market Opportunity Validation</li> <li>* New Market &amp; Business Development</li> <li>* Value Selling</li> <li>* Product Positioning &amp; Value Proposition</li> <li>* Process Analysis &amp; Improvement</li> <li>* Cross Functional Project, Program, Change Management</li> <li>* Team Building &amp; Organizational Transformation</li> </ul> |
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### VERTICAL MARKETS

- \* Aerospace & Defense
- \* Alternative Energy (BOS)
- \* Computer Hardware, Peripherals
- \* Data Center, Telecom, Networks
- \* Facility Management Systems (Power Distribution)
- \* Financial – Private Equity, Venture Capital
- \* Manufacturing, Industrial Control & Automation
- \* Petroleum Equipment

### PRODUCT TECHNOLOGIES

- \* Power Conversion, Inverters, Switchgear & Distribution Equipment
- \* Energy Storage Devices – Battery Systems, Controls, Storage
- \* Electro-Mechanical Systems
- \* Fluid Control – Valves, Pumps
- \* Advanced Metering, Gauges, Flow Management & Sensors
- \* Aerospace Lighting, Avionic Displays
- \* Wireless Communication
- \* Software, Network Interface Cards

# ANDREW WERT

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## DISCOVERY POST, *Privately held* (Avon, CT)

Nov 2006 – Present

**PRESIDENT, CO-FOUNDER** (November, 2006 - present)

**Co-founder of award-winning consumer and educational products company.** Responsible for P&L, corporate strategy, marketing, business development, IT, finance, intellectual property protection, operations and supply chain management. Identified, qualified and negotiated contracts with five Asian suppliers.

### **Growth Strategy & Leadership Accomplishments**

- \* **Established** pre-money valuation of \$3M and secured \$750K in financing.
- \* **Launched** 35 new products, resulting in utility patents (pending) and national “Best New Products” awards.
- \* **Repositioned** company to pursue educational curriculum market, with successful national field trials.

*Currently negotiating sale of company.*

## KEY BRIDGE PARTNERS, *Privately held* (Avon, CT; Washington, DC)

Apr 2005 – Nov 2006

**PARTNER, CO-FOUNDER** (April 2005 - November, 2006)

**Co-founder of a private equity firm targeting electronics, equipment manufacturers and service companies** with revenues between \$15-\$100M. Responsible for prospecting, business valuations, securing equity financing and due diligence. **Generated robust deal funnel, leading to the successful acquisition of niche component manufacturer.**

*Deal sheet available on request. Left to commercialize wife's invention and launch Discovery Post.*

## DANAHER, Veeder-Root (Simsbury, CT)

June 2003 – Mar 2005

**VICE PRESIDENT, MARKETING** (June, 2003 - March 2005)

Led strategic planning, product portfolio management, marketing, and sales channel management for this \$160M leader in advanced metering equipment and sensors. Hired and developed staff of 10 managers (Global Product Managers, Sales Channel and Marketing Communications). Increased focus on regional marketing strategies (NA, EMEA, AP), “voice of the customer” analytics, customer value proposition, product life-cycle management and new product development.

### **Marketing Strategy & Product Management Successes**

- \* **Increased** sales 12%, market share 5%, OP from 39% to 43% through product launch, re-positioning, and upgrades.
- \* **Championed** New Product Development Process improvements, introduced ideation phase and killed low-yield projects.
- \* **Launched** 12 new products, increasing product vitality index from 9% to 21%.
- \* **Integrated** “Voice-of-Customer” discipline into new product development, branding and value selling.

*Left to join Emerson colleague in launching a private equity firm, Key Bridge Partners, LLC.*

## EMERSON, Emerson Network Power, Liebert (Columbus, OH)

July 1995 – June 2003

Fast paced assignments for \$1.2B world leader in UPS, AC and DC power conversion, switchgear and power distribution systems, including Strategic Planning, Marketing, Sales Channel Management, Global Product Development, M&A and Corporate Restructuring. *Left company when recruited by Danaher.*

**EXECUTIVE PROGRAM MANAGER** (Sept 2001- June 2003)

**Promoted to lead restructuring of North American operations** in response to the “Dot-Com” crash. As a Change Agent, I directed over 100 cross-functional team members in product transfers, business integration and systems alignment, while dramatically improving first pass yields and through-put.

### **Operational and Profit Improvement Successes**

- \* **Created** \$5.1M OP savings, leading 30 product transfers of UPS, switchgear and AC and DC power distribution systems between 6 plants in North America.
- \* **Improved** product quality, standardizing product documentation processes across North American operations.
- \* **Integrated** Ericsson Energy System's NA production and order fulfillment process into Emerson Network Power

**MANAGER, GLOBAL PRODUCT DEVELOPMENT PROGRAMS** (April 1998 - August 2001)

**Promoted to launch new products and capture market share.** Due to a competitor's launch of a disruptive technology, I was asked to direct 12 cross-functional teams (75 individuals) in North America, Europe and Asia in development of a global product platform. The program required significant changes to the way we approached product specification, design and qualification, supply chain management, manufacturing, product launches and sales channel distribution.

### **Product Development & Launch Successes**

- \* **Captured** \$31M in first 2 years sales, 35% share of product segment, beat target margins and won major industry awards.
- \* **Reduced** lead time from 4 weeks to 3 days with “assemble-to-customer-configuration” cells in NA, EMEA & AP.
- \* **Steered** \$3.6M IT/Network/Telecom marketing campaign, doubling company's brand awareness.

**Also**, participated in acquisition and integration of Huawei Power System, the largest M&A deal in China's history.

**MANAGER, PRODUCT MANAGEMENT GROUP** (June, 1996 – April, 1998)

**Promoted to launch new products, capture market share and accelerate growth.** Developed staff of 8 managers (5 Global Product 2 Channel and 1 Quality) responsible for product line profitability pricing product development quality

## Product Marketing, Product Management & Channel Management Successes

- \* **Delivered** sales growth of 15.5% CAGR to \$93M, while gaining share and improving OP 550 basis points.
- \* **Overhauled** product portfolio, launching 36 UPS hardware and software products. Vitality index surged 43% to 94%.
- \* **Expanded** sales footprint: enrolling 1,200 VARs; rolling out eCommerce; and adding distribution channels.
- \* **Negotiated** \$12M annual contracts with OEM manufacturers in Taiwan and China, reducing product costs by 30%.
- \* **Transformed** business unit from engineering-centric to customer-centric.

**PROJECT MANAGER** (July, 1995 – June, 1996)

**Recruited to identify market driven opportunities. Led strategic planning, and marketing initiatives**

**GRIMES AEROSPACE, Aftermarket Division** (Urbana, OH)

**Jan 1992 – June 1995**

**STRATEGIC PLANNING ADMINISTRATOR** (January 1992 – June 1995)

Led company's aftermarket strategic and marketing plans for this \$175M world leader in aerospace lighting, avionic displays and fluid control systems. Led forecasting, market research, and customer interviews to determine needs in the marketplace and identify market driven opportunities. Led strategic company initiatives which re-captured declining share of aftermarket business and expanded into tangential markets.

*Left company when recruited by Emerson Network Power.*

**WESLEYAN INTERNATIONAL GROUP** (McLean VA; Bethesda, MD)

**Sept 1986 – Aug 1989; Dec 1990 – Dec 1991**

**CONSULTANT**

Developed business and marketing plans for variety of manufacturing, retail and business-to-business service providers.

## EDUCATION

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International M.B.A., University of Glasgow, Glasgow, Scotland 1989 - 1990

B.A. (Honors), College of Wooster, Wooster, OH 1982-1986

*Phi Beta Kappa; Campus Council (Chair); Judicial Board, Varsity Swim Team*

African Studies, University of Cape Town, SA 1984

*Fieldwork; Thesis: 18C Zulu History (Honors)*

### Continuing Professional Development

New Product Development (Black Belt); New Product Introductions; Industrial Marketing; Hoshin Planning; Value Selling; Advanced Facilitation; Lean Manufacturing (5S, Kaizens, Value Stream Mapping)

## REFERENCES

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**PROGRAM DETAILS** <http://www.visualcv.com/guwj9k9>

**REFERENCES** <http://www.linkedin.com/in/andrewwert>

*"The programs Andrew led became a benchmark for future product developments and launches. Phenomenal achievements were made despite strong culture to maintain the status quo."* **Randy MacCleary**, President, EMEA, Emerson Network Power

*"Andrew is one of the most results-oriented leaders that I have ever worked with. He is able to lead diverse teams and complex programs -- and always gets the job done."* **Bob Maruszewski**, Partner, Key Bridge Partners

*"Andrew has a strong process orientation. His creative thinking and analytic skills provided new insights and directions to the business."* **Richard Browne**, Vice President, Global Marketing; Gilbarco (sister company at Danaher Corp)

*"Andrew has a very strategic thought process, blended with an intense passion to achieve short and long term goals. Very ethical. Able to make tough decisions."* **Mike Conroy**, former Global Product Manager; Veeder-Root (Danaher Corp)

*"Andrew is a proactive leader that gets things done. ... I would recommend him to any organization that wants to be the best in the global market."* **Tom Baldrick**, Vice President Quality, Emerson Network Power-Liebert

## PERSONAL

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- Husband, parent to 3 girls, volunteer
- Volunteer .Just Faith

1995-present  
2006-2010

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## REPRESENTATIVE DEAL SHEET

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### Corporate Mergers & Acquisitions

**Target:** Huawei's Avansys, an AC and DC power supply, UPS and switch gear company. \$290M sales.

**Deal Type:** Acquisition.

**Acquisition Rationale and Strategy:** Avansys had been growing at a 30% CAGR over the previous 3 years and represented a significant opportunity for Emerson Network Power to establish a strong direct sales channel in China. More important, the acquisition provided a low-cost engineering and product development center for Emerson Network Power.

**Role:**

Pre-Acquisition: Conducted sales and marketing due diligence in China. Identified sales projections as being artificially high due to significant "channel-stuffing." Developed the business unit synergy case.

Post-Acquisition: Participated in product and technology evaluations and developed the global product and technology roadmaps, effectively jettisoning overlapping development work between US, Italy, India and China.

**Partners:** n/a. Emerson-led acquisition.

**Result:** Company acquired for \$750 million in cash, it was the largest M&A deal between a private Chinese company and a foreign investor at the time.

### Post Acquisition Integrations & Restructuring

**Target:** Emerson Network Power (Inter-Company)

**Activity:** Restructuring

**Background:** During the market-wide "dot com" melt down in 2001, Emerson Network Power went from a \$1.2B/year run rate to a ~\$600M run rate, virtually overnight. We couldn't contract fast enough and I was asked to direct the restructuring of Emerson Network Power's North American operations. Past transfers were marred by quality problems and missed ship dates, due in large to a combination of poor product documentation, "tribal knowledge".

**Role:** I directed product transfers, leading over 100 cross functional team members in transferring production of \$75M of goods (30 product lines, 3 supporting processes and 21,000+ part numbers) from 4 US plants to 2 Mexican facilities... in 11 months. Assembling cross functional teams of key players from the 6 plants, we developed a standardized product transfer process with defined roles and responsibilities and established controls to eliminate work-arounds. The process of documenting everything prior to the transfer shined a light on serious gaps in how we controlled documentation and information flows between engineering, procurement, operations and quality. With the support of Emerson Network Power's Senior VP of Operations, Engineering and others, we simultaneously standardized engineering, operations, procurement and quality processes across North American operations at the same time.

**Result:** Product quality actually was maintained and we had no delays in committed ship dates. We generated \$5.1M in annual OP with \$2.5 charge to OIOD. The product transfer process was heralded as an Emerson "Best Practice" and training was provided to other divisions.

**Target:** Integrated Emerson Energy Systems into Emerson Network Power (IntraCompany)

**Activity:** Plant Transfer and Business System Integration

**Background:** Following the acquisition of Ericsson's Energy Systems (EES), a DC power provider, Emerson needed to eliminate operating overhead by closing their facility in Monterrey, Mexico facility and consolidating operations into a shared Emerson Network Power facility in Reynosa Mexico. At the same time, back office order fulfillment activities performed in Dallas needed to transition from the company's old MRP system into Emerson's MRP system.

**Role:** Trained EES and ENP personnel in product transfer and supervised process. Utilized Value-Stream Mapping to re-engineer the custom product configuration, quote and ordering process.

**Result:** Successfully transitioned products and reduced configuration-quote-order cycle time.

## **Private Equity Transactions**

Co-founded Key Bridge Partners, a private equity firm targeting electronics, equipment manufacturers and service companies with revenues between \$15-\$100M. Responsible for prospecting, business valuations, securing equity financing and due diligence. Developed robust funnel to identify and evaluate investment opportunities sourced through investment bankers, industry contacts, sell-side advisors, conferences and industry associations. Selected transactions listed below.

**Target:** Industrial Engineered Blowers for Power Generation & Mining Operations. \$50M sales; \$2.9M EBITDA.  
**Deal Type:** Acquisition.

**Acquisition Rationale and Strategy:** Company was #1 in US Industrial Segment, #4 in Power Generation Segment, yet had no presence in EMEA and China. Mid-single digit industry growth in US, but double-digit growth in China. Family run business for 100 years, significant opportunity to upgrade staff and introduce improved management systems. While the company carried no debt on the balance sheet.

### Phase One:

- Operations: *Consolidate Operations from 5 facilities to 3 facilities*
- Improve Cash Flow: *Decrease WIP; Reduce Lead Time; Improve Cash Collection*
- Sales Growth: *Utilize LOC to finance large orders; Pursue Installed Base Refurbishment Program*

Phase Two: Add-On Acquisition Target identified; Expand to global markets.

**Role:** Performed competitive analysis, forecast, collaborated on the strategic enhancement plan, and secured financial partner. Created valuation using adjusted book value, discounted cash flow and multiples on EBITDA.

**Partner:** Riverside (Financial).

**Result:** Presented LOI, with cash transaction. Family feud blocked sale.

**Target:** Magic Wand Car Wash Parts & Equipment. ~\$10M sales.

**Deal Type:** Acquisition with re-capitalization.

**Acquisition Rationale and Strategy:** Niche component manufacturer in fragmented industry, with high margin aftermarket revenue streams.

**Role:** Sourced the deal.

**Result:** Acquisition successfully closed in 2007. Add-on product line acquired in 2009.

**Target:** GPS Manufacturer. \$262M sales; \$9.1M EBITDA.

**Deal Type:** Corporate divestiture.

**Acquisition Rationale and Strategy:** Company was #1 in brand awareness, but market position had fallen to #2 or #3 position after company was sold to French multinational and lost focus. Together with former company operating executives, we developed a plan to improve:

- Operations: *Overhead Reduction; Engineering Leverage and Outsourcing; Restructuring Unprofitable Business Segments*
- Product Development: *Platform Interface Standardization; Filling Identified Product and Content Gaps*
- Sales Growth: *Strategic Partnerships with OEM, Content Providers; Add-On Acquisition*

**Role:** Competitive analysis, forecast, collaborated on the strategic enhancement plan, and identified financial partners.

**Partners:** Boston Street Advisors (Operating); Ripplewood (Financial)

**Result:** Brought deal to Ripplewood, which expressed support until we used back channels to confirm company was seeking unrealistic multiples at 27x. The target company was taken off the market in 2006 and eventually sold in 2008.

**Target:** Rubber & Plastic Processing Equipment. \$62M sales; \$3.2M EBITDA.

**Deal Type:** Acquisition and recapitalization.

**Acquisition Rationale and Strategy:** Company brand had become the coveted generic name for the type of equipment it produced. Company had initiated a strategic alliance with the leading association in China to supply critical components. China posed for double digit growth in rubber segment.

### Plan:

- Operations: *Implement Lean Manufacturing*
- Improve Cash Flow: *Sell UK facility, underperforming assets*
- Sales Growth: *Expand in China*
- Product Development: *Develop Remote Monitoring and Service products*

**Role:** Competitive analysis, forecast, collaborated on the strategic enhancement plan. Prepared preliminary due

**Partners:** HIG Capital (Financial).

**Result:** Presented LOI, with cash transaction valued at 4.5x EBITDA. We backed out when company went to auction.

### **Angel & Venture Capital**

**Company:** Discovery Post. Sales: Confidential (negotiating sale of company)

**Deal Type:** Start-up.

**Company Overview & Market Strategy:** Award-winning company producing consumer products, educational toys and experiential lesson plans for the classroom.

**Role:** President, Co-Founder. Developed company valuation, structured Operating Agreements and Term Sheets, negotiated financing.

**Partners:** 11 shareholders.

**Result:** Successfully raised \$750K in outside financing based on pre-money capitalization value of \$3.0M.

### **OEM Agreements**

Negotiated 5 year supply agreement (\$12M/yr) with Phoenixtec OEM manufacturers in Taiwan and China, reducing product costs by 30%, with annual cost reduction guarantees.

Negotiated OEM pricing agreement with MGE, Groupe Schneider to supply re-labeled scaleable UPS products. Agreement was not consummated.