

David J. Adams  
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## EXPERIENCE

University of Louisville - Institute for Product Realization (2016-Present)

CEO

- Executive in charge for the overall strategy, development and execution of the innovation center
- Overall P&L responsibility for IPR
- Responsible for engaging industry and establishing commercial relationship

The BVI Group (2007- 2015)

Managing Partner

- Proven track record of delivering quantifiable results to organizations by applying over 25 years of operational and executive experience
- Assist organizations across a broad range of industries with advisory services, interim executive management, transition management or acquisition services
- Specific client examples include:
  - Successfully turned a mature organization from losing multiple millions to profitability, increased EBITDA \$4.3M, increased cash flow six times and exceeded revenue targets all in 8 months. Accomplished this by simultaneously reducing costs and maximizing revenues.
  - Successfully raised multi-million private equity round for growing software company, hired the executive team and sold business to strategic buyer and, separately, patents to RPX. Successfully led all aspects of operations while in the Executive Chairman capacity
  - Developed a organizational, process and technological blueprint plan for the Carlyle Group (NASDAQ:CG) for a middle market portfolio company to assist with rapid growth
  - Increased EBITDA 693% while increasing cash flow, gross profit margins and operational efficiencies in a market experiencing significant declines
  - Implemented value based sales strategy and process resulting in 325% growth in sales
  - Successfully led sales and negotiations process resulting in sale of company to Mediware (NASDAQ:MEDW) that was later sold to private equity firm Thoma Bravo for 8.8x EBITDA.

- Increased mature organization's gross margin 75%, EBITDA 710% in a market where revenues shrank 34% over a three-year period. The company is on track to increase revenue by 45% in 2013 and is being prepared for sale.

## Indiana Public Employees Retirement Fund (2005-2007)

### Executive Director

- Recruited by Governor Daniels to successfully lead turnaround of a \$17B dollar pension fund with a \$65M budget
- Successfully combined two states pension systems (Public and Teachers) into one system (INPERS)
- Dramatically improved operations resulting in:
  - First unqualified financial audit opinion since 2002
  - 25% improved customer satisfaction
  - Improved uninterrupted retirement payments from 5% to 100%
  - Distribution check time reduced 79%
  - Internet business transactions increased from 0% to 19%
  - Successfully developed marketing and communication programs with customers where none existed
  - Improvements occurred at a time when there was a 53% increase in volume
  - Accomplished results while reducing year over year budget by 6%
- Grew assets from \$12.4B to \$17.0B, improved funding status of plan to 97.6%, and achieved returns in excess of benchmark
- Developed investments philosophy and strategy with Board of Trustees resulting in:
  - Increased alternative investment commitments from \$0.1B to nearly \$1.1B
  - Innovative investment strategy created Indiana Investment Fund I, a \$155M private equity fund targeting Indiana businesses
  - Initiated emerging manager investment program targeting Indiana investment managers in public markets
- Recruited and developed executive management and staff to support plan
- Successfully implemented performance management in a governmental culture
- Agency spokesman with print, radio and television (local and national)
- Agency recognized by Governor Daniels as one of top performing agencies and pension staff awarded with 'Governor Public Service Awards'. Staff selected from 39,000 employees

- ‘Award of Excellence’ from Public Pension Coordinating Council. Pension system selected from over 500 retirement systems
- ‘National Achievement for Excellence in Financial Reporting’, highest award granted from the Government Finance Officers Association
- National nomination as finalist for top ‘Public Pension Plan of the Year’

Estate Ventures, Indianapolis, IN (2001-2015)

Managing Partner

- Successfully founded multi-million real estate investment fund
- Successfully developed business model to extract inefficiencies in residential real estate market resulting in a 15%+ IRR
- Executive management responsibility for strategy and operation

V-Trade, Indianapolis, IN (2001-2004)

CEO

- Successfully founded a business and grew it from \$0 to \$2.8M in 3 years
- Management responsibility for all aspects of the business including vision, strategy, sales, operations, financial as well as tactical decision making
- Successfully launched selling vehicles on eBay worldwide becoming a Titanium powerseller (\$150K sales/month/minimum) as well as one of top 250 automotive dealers worldwide
- Successfully sold and exited business

i2 Technologies, Dallas, TX (1994-2001)

Senior Vice President –Americas

- Executive Manager responsible for successfully generating sales of \$500M across North, Central and South Americas for public company
- Sales revenues resulted in additional \$300-\$500M in long term consulting revenue plus \$90M in yearly software maintenance
- Complete management responsibility with \$60M budget
- Executive sponsorship on all key accounts responsible for planning account strategy, client executive meetings and ensuring strategy is successfully executed
- Successfully developed and implemented company strategies to improve operational efficiencies. Efforts directed by Chairman of i2.

Vice President – United States

- Recruited back to US to turnaround operations resulting in 190% growth from previous year. Successfully managed sales consulting team that generated sales in excess of \$200M
- Management responsibility for \$22.5M budget
- Executive sponsorship on all key accounts responsible for closing business

Vice President – Europe, Middle East and Africa

- Completed successful turnaround resulting in growth of 450% from previous year; revenues for EMEA increased from 7%-18% of total company revenues
- Successfully redeveloped sales consulting organization managing across multiple countries and cultures
- Developed and implemented sales processes resulting in increased win ratio and time to market

Director – Western Region, US

- Successfully grew business 200% from previous year
- Hired and developed sales consulting organization that exceeded revenue goals

Principal Sales Consultant – North Central Region, US

- Successfully closed in excess of \$17M in business against a \$5M quota
- Responsible for recruiting and mentoring key personnel
- Helped create quantifiable value in organizations in excess of \$500M

Crowe Chizek, Indianapolis, IN (1992-1994)

Manager

- Responsible for developing, executing and managing business plan for \$3M segment of business
- Directly supervise and develop professional staff to achieve firm goals
- Successfully managed projects involving 70+ people, \$5M budgets focused on resolving business problems
- Chairman and member of task forces resulting in improved firm operations and services to clients
- Responsible for developing and executing strategies to expand markets for the firm

Pritsker Corporation, Indianapolis, IN (1989-1992)

Sales Consultant

- Responsible for generating 9% of corporate revenue through direct sales and consulting activities
- Successfully manage projects to complete on time and within budget.
- Dramatically assisted companies with increasing their revenues and decreasing their operational costs

Thomson Consumer Electronics (1987-1989)

Associate Engineer

- Successfully initiated corporate manufacturing group for worldwide operations focused on reduction of costs

Naval Avionics Center (1986-1987)

Program Engineer

- Managed and coordinated activities of 20 middle managers on the implementation of a \$25M manufacturing facility to reduce worldwide Navy inventory by \$300M annually

## EDUCATION

Master of Engineering in Industrial Engineering  
University of Louisville, 1986 (3.6/4.0)

Bachelor of Science in Industrial Engineering  
University of Louisville, 1985 (3.5/4.0)

## AWARDS AND HONORS

Indiana 'Companies to Watch' Judge 2011

Named one of 'Indiana's Leading Entrepreneurial Business Mentors' by INBiz magazine, Spring 2008

'National Achievement for Excellence in Financial Reporting', highest award from the Government Finance Officers Association - 2007

'Award of Excellence' from the Public Pension Coordinating Council - 2007

Nominated as 'Public Pension Plan of the Year' by Money Management Letter - 2006

Recognized by Governor Daniels as one of top performing agencies within Indiana 2005, 2006, 2007

Ebay 'Top 250' Dealer Worldwide – 2003, 2004

Recipient of Professional Award in Engineering from University of Louisville - 2003

i2 Technologies, Presidents Club Award, for outstanding achievement, 1995, 1996, 1997, 1998, 1999, 2000

i2 Technologies, Against All Odds, for the top business unit that provides the most contribution to i2 1998, 1999, 2000  
i2 Technologies, Top Vice President 1999  
i2 Technologies, Top Presales Manager of the Year Award, 1996, 1998  
i2 Technologies, Top Sales Region, 1998  
i2 Technologies, Top Sales Consultant, 1995  
Pritsker Corporation Service Award for Outstanding Performance, 1992  
Outstanding Young Engineer of the Year Award from the University of Louisville, 1991  
Professional Engineer Licensed in Indiana, 1990  
Thomson Consumer Electronics Managerial Award for Outstanding Performance, 1988  
Naval Avionics Center Outstanding Performance, 1987  
Who's Who of Outstanding College Students - 1986  
Alpha Pi Mu – Industrial Engineering Honor Society, 1986

#### BOARDS SERVED

Purdue Research Foundation – 2011 –Present  
St Vincent Hospital Foundation – 2013 - 2015  
Enlace Charter School Board – Founding Member – 2010 – 2013  
Midwest Business Advisors – 2012-2013  
Strategic Healthcare Group – 2011 – 2013  
Vesta Capital Advisors – 2011 - 2012  
Conexus Executive Advisory Committee – 2009 – 2010  
Schneider Engineering Corporation – 2008- 2011  
Vontoo Corporation –2008-2009, 2010-2011  
Halo Capital Group – 2007-2009  
Indiana Teacher' Retirement Fund, Board of Trustees Chairman - 2007-2009  
Indiana Investment Fund I, Investment Advisory Committee, 2006-2007  
University of Louisville, Board of Advisors, Speed Engineering School, 2006-Present  
Indiana Future Fund, Advisory Board, 2005-2007  
Indiana Pensions Systems Incorporated, Advisory Board, 2005-2006  
University of Louisville, Board of Advisors, School of Industrial Engineering 2002-  
Present