

BOB FITTS
BOB@V3LLC.CO
CORAL GABLES, FL
212-300-5568

[HTTPS://WWW.LINKEDIN.COM/IN/BOBFITTS1/](https://www.linkedin.com/in/BOBFITTS1/)

Overview

- Interim/Fractional CEO/COO/CFO.
- Strong operator with thirty-five years of experience founding, buying, selling, financing, scaling, improving, integrating and re-organizing both for-profit and non-profit enterprises, both domestically and abroad, for organizations such as Goldman, Sachs & Co. and Prudential Financial and other firms from startups to the lower middle market.
- Key skills, abilities and areas of expertise include corporate finance and venture capital; operations; turnaround management; mergers, acquisitions and integration; scaling enterprises; complex project management; contract negotiations; quantitative and qualitative analysis; team building; multicultural adaptation; marketing and business development; relationship management; intuition to identify threshold issues; consensus building; entrepreneurship; exceptional written, verbal and presentation skills; and leadership.
- Have built and scaled 10 departments, business lines and companies. Vertical experience includes investment management, financial services, FinTech, commercial and residential real estate (finance, development, and asset management), professional services, trade associations and non-profits, event management services, international B2B and B2C appliance sales and distribution, jan-san services and supplies, and B2C consumer goods, among others.
- Participation in debt and equity transactions comprising approximately \$5 billion in transactions value. This includes RMBS, CMBS, municipal bonds, real estate acquisitions and financings, corporate M&A and divestitures, and private equity and family office fundraising activities.
- Significant operations experience including leading/overseeing accounting, finance, marketing, advertising, communications, project development, finance, audit/internal control, technology, human resources, facilities, and general administrative activities over a 35-year career.

CHIEF EXECUTIVE OFFICER, V3.0, LLC (SUCCESSOR ENTITY TO TRIDENT GLOBAL, LLC) (NEW YORK, NY AND MIAMI, FL) 2008–PRESENT

Management consulting firm that specializes in helping small and medium sized businesses in a wide variety of verticals improve their performance. Services include Management Consulting, Process Improvement, Turnaround Management, Growth Management, Business Development, M&A/Sale/Integration Services, Corporate Finance, Interim/Fractional CEO/COO/CFO Services, Board of Directors Representation and Principal Investments. Clients are typically B2B service businesses with an occasional B2C component (verticals outlined in Overview above). **Most recent engagements** involve:

- Served as interim/fractional COO/CFO of a California based startup multifamily development company: Jointly designed business strategy; assisted in negotiating, structuring and closing the firm's first equity partnership (\$300 million initial commitment); established and scaled corporate operating infrastructure; designed partnership and employee compensation packages; structured and implemented comprehensive employee benefits (health, 401k and profit sharing); negotiated vendor, employment, partnership and finance contracts; led planning, finance, accounting, human resources, administration, information technology, and risk management activities among other duties in a dynamic, flat, 100% virtual and rapidly growing organization during COVID and afterwards; participated in the acquisition and development of assets with a total development value of approximately \$700,000,000.
- Performed an operational risk assessment for a domestic distributor of appliances that sought to double its revenues to \$60 million in a two-year span then put the business up for sale. The purpose of the assessment was to provide a high-level review of the business to ascertain whether any functional areas were at risk of not being prepared to handle the planned growth. The assessment was also intended to define what systems, processes or agreement needed to be implemented to enhance operating efficiency and margins and maximize corporate value prior to going to market.
- Performing market research and business development for a managed analytics firm that provides Business Intelligence, AI/Machine Learning and other data management services throughout the US.

CHIEF OPERATING OFFICER, RWO ACQUISITIONS (NEW YORK, NY) 2005-2008 Master developer of resort communities with projects in the US and Latin America. Managed the firm's day-to-day activities, including project development, sales and marketing, accounting, planning, HR, technology, facilities and general administrative activities. Direct reports included CFO, SVP Development, and VP of Marketing. Shared acquisitions and finance responsibilities with the CEO.

PRUDENTIAL FINANCIAL (NEWARK AND PARSIPPANY, NJ) 1997-2005

CHIEF OPERATING OFFICER, PRUDENTIAL REAL ESTATE INVESTORS (2003–2005) Leading institutional real estate investment manager with over 425 employees in 21 offices in 13 countries and \$30+ Billion in AUM at the time. Coordinated functional operations of the

firm - finance, IT, HR, compliance, risk management, fund operations/accounting, facilities, administration, and internal audit. Developed and implemented strategies for improving the firm's operations, including development of enhanced business unit planning, reporting, and performance measurement systems. Managed significant special projects for the firm – corporate acquisitions, dispositions, integrations, reorganizations, and process reengineering, including complete redesign of HR training, performance assessment and feedback, compensation and succession planning processes.

PRINCIPAL, SPECIAL PROJECTS, PRUDENTIAL REAL ESTATE INVESTORS (2002–2003) Led the integration of a Munich and Atlanta based commercial real estate investment manager (TMW Immobilien) with 10 European offices, 150 employees, and approximately \$6.5 billion in assets under management. Received 2002 PREI Extra Mile Award for effort and results on this project. Subsequently led the review and reorganization of PREI's US operations.

PRINCIPAL, OPERATIONS AND FINANCE, PRUDENTIAL MORTGAGE CAPITAL COMPANY (2000–2002) Leading domestic commercial mortgage lender with annual originations of approximately \$5 billion and servicing assets of over \$35 billion during this period. Led two due diligence teams in the acquisition of one of the nation's largest commercial mortgage banks (WMF Group) and led the integration of all functional operations. Coordinated the combined company's functional operations – technology, finance, accounting, operational risk management, human resources and administration. Catalyst for adopting more sophisticated management practices and business systems, including creation of monthly reporting package and KPIs and development of new annual planning process.

VICE PRESIDENT SECURITIZATION/OPERATIONS, PRUDENTIAL MORTGAGE CAPITAL COMPANY (1997-2000) Established and directed a department responsible for securitization due diligence, data presentation, and back-end logistics that was recognized by rating agencies and investors as being among the best in the industry.

ARCHON GROUP/GOLDMAN SACHS REALTY MANAGEMENT (ALEXANDRIA, VA; DALLAS, TX; AND PARIS, FRANCE) 1993 – 1997 Wholly owned real estate asset management subsidiary of Goldman, Sachs & Co. with offices worldwide.

INVESTMENT MANAGER (1996-1997) Seconded to sister company in Paris, France, to assist in its development of a distressed assets investment business and directed day-to-day implementation of a proprietary asset management software system. Upon return to the US coordinated the firm's new business development efforts with specific focus on developing an institutional marketing culture and sourcing asset and portfolio acquisitions, joint venture developments, mezzanine investments, third party asset management opportunities and financing sources.

ASSISTANT DIRECTOR OF STRUCTURED FINANCE (1994-1996) AND ANALYST (JUNE 1993 - OCTOBER 1994)

Assisted in establishing a department to lead securitization, financing, and loan sale efforts for the firm. The group financed and securitized approximately \$2 billion of assets in its first three years of existence. Established a loan sale program that sold approximately \$100 million of commercial mortgages in its first year of operation.

WOODMONT ASSET MANAGEMENT, INC. - ASSOCIATE (BETHESDA, MD) 1992-1993 Performed refinancing and workout financial analysis on behalf of distressed borrowers in the aftermath of the S&L/banking crisis of this period.

R. W. CORBY & COMPANY, INCORPORATED - ASSISTANT VICE PRESIDENT, INVESTMENT BANKING GROUP (WASHINGTON, D.C.) 1991-1992

Served as a junior banker for this investment bank specializing in municipal finance. Sourced banking opportunities, analyzed and structured financings, prepared investment packages, and responded to public financing RFPs, among other activities.

KUTAK ROCK - SENIOR LEGAL ASSISTANT, CORPORATE AND MUNICIPAL FINANCE DEPARTMENT; LEGISLATIVE ANALYST, GOVERNMENT RELATIONS GROUP (WASHINGTON, D.C.) 1989-1991 Provided legal assistance to attorneys and clients in municipal and asset-backed financings. Also monitored issues affecting the public finance, banking, and securities industries, including reporting on various House and Senate committees and the FDIC and RTC; wrote position papers and reports for firm attorneys and clients regarding the same.

HUNTON & WILLIAMS - LEGAL ASSISTANT, CORPORATE AND SECURITIES DIVISION (RICHMOND, VIRGINIA) 1988-1989 Provided legal assistance in the public issuance and private placement of over 30 asset-backed securities transactions.

COMMUNITY SERVICE AND OTHER PROJECTS

INTERIM EXECUTIVE DIRECTOR, SOUTH FLORIDA TECHNOLOGY ALLIANCE/TECHLAUDERDALE (2018-2019) Non-profit devoted to the expansion and promotion of the South Florida technology ecosystem. Board member who stepped in to serve in interim role to stabilize

and improve the organization's operations and guide the implementation of a new joint venture and capital injection; participated in the development of a new strategic plan and a new membership program; rebranded the organization; assisted with the recruitment of a permanent executive director; and produced over a dozen events ranging in size from a couple dozen to approximately 2,000 attendees.

FOUNDER AND PRODUCER, SUP-X: THE STARTUP EXPO AND SUP-X RADIO (MIAMI/FORT LAUDERDALE, FL) 2013-2019 – Creator and producer of the largest early-stage conference in Florida for six years with an annual attendance of approximately 1,000 attendees from approximately two dozen states and a dozen countries. One of the first Florida conferences to focus on Diversity and Inclusion with a special half-day forum devoted to the same. Also, one of the first Florida conferences to live-stream (pre-COVID). Branded the event/business; directed the development of new corporate/event website; identified venues and negotiated venue and related F&B contracts; created conference theme and agenda and formulated content; created sponsorship packages; recruited sponsors and negotiated all sponsorship packages; negotiated all vendor contracts; recruited startups for one of the state's largest startup competitions; recruited keynote speakers, panel moderators and panelists; recruited volunteers (50-100 per show); built a state/national network of over 100 community partners with economic development organizations, co-work spaces, venture capital firms, governmental organizations, and non-profits to assist in marketing the event; produced all event newsletters and press releases; recruited media partners; and served as show director overseeing all aspects of the event. Also, creator and show host of two podcast series (SUP-X Radio, 20+ episodes) that focused on startup and early-stage entrepreneurship and venture capital.

BOARD MEMBER, SOUTH FLORIDA TECHNOLOGY ALLIANCE/TECHLAUDERDALE (FORT LAUDERDALE, FL) 2016-2019

MEMBER, GREATER FORT LAUDERDALE ALLIANCE - (FORT LAUDERDALE, FL) 2015–2019

PRESIDENT AND BOARD MEMBER EMERITUS, GOLD COAST VENTURE CAPITAL ASSOCIATION (BOCA RATON, FL) 2012–2016

BOARD MEMBER, WASHINGTON AND LEE UNIVERSITY ALUMNI ASSOCIATION (LEXINGTON, VA) 2015–2016

PRESIDENT, WASHINGTON AND LEE UNIVERSITY ALUMNI ASSOCIATION MIAMI CHAPTER (MIAMI, FL) 2011 – 2016 AND 2019-2021
NATIONAL CHAPTER OF THE YEAR 2013 AND 2020

BOARD MEMBER, THE SPIRIT OF GIVING NETWORK (BOCA RATON, FL) 2013–2014

BOARD MEMBER, WASHINGTON AND LEE UNIVERSITY ALUMNI ASSOCIATION, DALLAS CHAPTER (1996-1997)

BOARD MEMBER, WASHINGTON AND LEE UNIVERSITY ALUMNI ASSOCIATION, WASHINGTON, DC (1990-1993)

THE RICHMOND FORUM, RICHMOND, VIRGINIA (1988-1989)

THE ARTS COUNCIL OF RICHMOND, RICHMOND, VIRGINIA (1989)

DIRECTOR, SALVADORE TENNIS CENTER MEN'S SINGLES LADDER, CORAL GABLES, FLORIDA (2011-2023)

EDUCATION

THE GEORGE WASHINGTON UNIVERSITY - MASTER OF BUSINESS ADMINISTRATION - Finance Concentration. May 1995.

WASHINGTON AND LEE UNIVERSITY - BACHELOR OF ARTS - Majored in Non-Western History with additional concentration in business studies. June 1987.

THE WHARTON SCHOOL MERGERS AND ACQUISITIONS PROGRAM - One-week executive education program. June 2003.

CENTER FOR CREATIVE LEADERSHIP, LEADERSHIP DEVELOPMENT PROGRAM – One-week leadership development program ranked #1 in the *BusinessWeek* Executive Education Survey. June 2001.

AWARDS

2019 SOUTH FLORIDA'S POWER LEADERS IN TECHNOLOGY, SOUTH FLORIDA BUSINESS JOURNAL

2018 ECONOMIC DEVELOPMENT LEADERSHIP AWARD – ENTREPRENEURSHIP COUNCIL, GREATER FORT LAUDERDALE ALLIANCE