

Lary R. Kirchenbauer
The Exkalibur Organization
Exkalibur.com & ExkaliburUniversity.com
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PROFESSIONAL SUMMARY

Senior Executive with strategic and entrepreneurial vision. CFO, operating, and capital market leadership roles. Responsible for business, financial, and growth strategies in startup, emerging growth, mature companies, and companies in transition. Mature, seasoned leadership; as member of executive teams. Led external and internal strategic growth and corporate finance activities.

CAREER HEADLINES

- Practice Leader, NorCal Consulting Group for privately owned businesses
- Partner/CFO for strategic change and eBusiness consultancy; 60% CAGR
- General Partner of \$35M venture capital fund; ROI 32%
- Founded merchant bank; raised \$100M for emerging businesses
- Consumer Products EVP/CFO; 90% CAGR – five years to \$125M
- Served as director of seven companies

LEADERSHIP CAPABILITY

- Seasoned operating executive; strong in stressful, demanding environments of high growth or rapid downturn; strategic vision, sound judgment, unflappable demeanor, street-smart, creative but realistic focus.
- Deep understanding of complex strategic, financial, and legal issues facing modern companies, including corporate finance, contracts, partnering, strategic investment, preferred and common stock issues, debentures.
- Trusted, sought-out advisor to executive leaders, directors, advisors, employees.
- Board-level speaker/presenter with commanding presence; articulate, persuasive.

INDUSTRY EXPERIENCE

Consumer: Products, Technology, Services, Retail
Technology: Consulting, eBusiness
Health Care: Medical devices, Hospital equipment
Services: Consulting, Recreation, Publishing, Food

PROFESSIONAL EXPERIENCE

January, 2008 – **The Exkalibur Organization; San Francisco, California**
Practical Strategies to Help You Become a More Effective Leader
Founder

Everything at The Exkalibur Organization touches the subject of Leadership Development in some way. I believe that superior business performance occurs at the intersection of Leadership Strategy and Finance, while superior executive performance occurs at the intersection of Leadership, Productivity and Accountability. Exkalibur works with CEOs and senior leadership teams to enhance their success and improve their performance. Please visit the web site at www.Exkalibur.com.

January, 2010 – **Exkalibur University; San Francisco, California**
We'll Help You Become a More Effective Leader
Founder

Exkalibur University is the education arm of The Exkalibur Organization. Its primary mission is to organize and host industry conferences in the wine industry and across a wide range of leadership development. Please visit the web site at <http://www.ExkaliburUniversity.com>.

- July, 2013 **University of San Francisco, San Francisco, California**
 – 2016 *School of Management; Entrepreneurial Studies; International & Executive Education Programs*
Adjunct Professor
- Winter 2004 - 2007 **Moss Adams LLP, Santa Rosa & San Francisco, California**
10th largest accounting and consulting firm in the U.S.; largest headquartered on West Coast
Practice Leader, Northern California Consulting Practice
 Worked closely with private and family-owned middle market companies to develop ownership transition plans as well as growth, capital and recovery strategies. Also provided general financial advisory services.
- 2002 – 2004 **Exkalibur Advisors; San Francisco, California**
Investment banking and financial advisory services to middle market companies
Founder
 Worked closely with middle market companies, ranging from \$10-100 million annual revenues, to represent business owners in the sale of their companies, raise capital through the private placement of debt and/or equity, and provide general financial advisory services.
- 1995 – Summer 2002 **C-Change, Inc., San Rafael, California**
Management & business consulting firm: strategic change, eBusiness, growth
Founding Partner, Executive Leader, CFO
- 60% CAGR growth; global clients include Prudential Insurance, State Farm, C.N.A., Netscape, Blockbuster, iPlanet, GTE, Motorola, Citibank, AIG/American General, AON
 - Worked closely with executive leadership teams of prominent professional service firms, including Cognizant (CTSH; NASDAQ); Covansys (CBSI; NASDAQ); Plural; Clayton, Rice & Dubilier; Adams, Harkness & Hill, Inc.; Igate Capital (IGTE, NASDAQ).
 - Developed company strategy and directed outside advisors to create premier, integrated team in finance, legal, tax accounting, corporate and investment banking
 - Lead preparation and presentation of strategic investment program to investment banks, venture funds, industry leaders, and strategic partners; resulted in unconsummated merger agreement from large, NASDAQ firm
 - Built scalable, tightly-integrated financial platform for \$50M+ firm including sophisticated cash forecasting and financial planning system, rigorous cash management, comprehensive financial and accounting systems, and proprietary eTEAM® travel and expense system
- 1993 - 1995 Two-year leave of absence to pursue personal interests
- 1981 - 1993 **Kirk Capital Corporation, St. Louis, Missouri**
Private merchant bank, venture capital fund
Founder, CEO, General Partner
- Focused on providing strategic growth capital to emerging growth firms and companies in transition; raised \$100M+ in a variety of transactions
 - Advanced growth and product focus of, managed fund investment in interactive voice processing company (TALX; NASDAQ) providing unique products to defense, cable TV, banking, and Fortune 500; former director
 - Organized critical expansion of double drive-thru restaurant concept; sold for \$12M to Rally's, Inc., a NASDAQ fast food operator; annualized ROI > 32% over three years; former director
 - Secured, managed \$1M+ early stage financing to commercialize liquid chromatography system to diagnose human blood for diabetes and alcohol consumption; sold firm to largest investor
 - Recapitalized, organized funding, and directed sale of emerging hospital equipment manufacturer to Everest & Jennings, NYSE medical company, for 50% cash premium > offering price

- Drove the formation and funding of the third leveraged buyout fund in U.S., raising \$37M from 17 institutions including Citibank, General Motors, IBM, Mars, Hartford, and Travelers Insurance

1969- **Various financial and operations assignments**

- 1976
- Pagoda Trading Co., St. Louis, Missouri: EVP/CFO; \$5-125M growth in 5 years
 - Caressa, Inc., Miami, Florida (NYSE, AMEX): Assistant to President, consumer products
 - Bank of Boston, Boston, Massachusetts: Credit Officer, asset-based lending group
 - Michigan National Bank, Lansing, Michigan: Management Training Program

EDUCATION

- 1969- Albion College, Albion, Michigan: Bachelor of Arts in History, Political Science
1974 Boston University, University of Miami: completed course work for M.B.A.

SUPPLEMENTAL INFORMATION

Publications

- 2007-2013 • Columnist, New York Times subsidiary, North Bay Business Journal, Santa Rosa, CA. Wrote over 100 columns entitled "Building a Business".
1982-1985 • Wrote 50+ weekly newspaper columns entitled "Financing for Emerging Businesses".

Organizations

- Over Last 30 Years
- Board member, Institute for Family Business
 - Previous Member, Association for Corporate Growth, Financial Executives International
 - Four year appointment by Missouri Governor Ashcroft to Governor's Small Business Advisory Council
 - Founded Missouri Venture Forum (1985) , a thriving non-profit community group formed to stimulate and encourage new business formation and expansion

Public Speaking Examples

- Brown & Burnham Annual Manufacturing and Distribution Conference
- North Bay Innovation and Venture Forum; Annual Construction Conference
- Annual Wine Industry Financial Symposium: Vineyard Economics Seminar
- Moss Adams Quarterly Wine Roundtables: various topics including ownership transition
- Tri-Valley Estate Planning Council: Ownership Transition & Management Succession
- Center for Citizen Initiatives: Strategic Planning (visiting audience of Russian business executives)
- See also the Exkalibur Speaking page