

Mark Muenchow

Mark is an accomplished financial and operations executive, with a strategic outlook. As a strategic partner to CEOs, he has led business growth through financing, planning, business model pivots, margin improvement and quality initiatives, cost reduction and productivity improvements in a variety of industries. He offers a unique combination of financial and operational leadership with capital markets expertise. With more than 35 years of comprehensive industry experience as a key financial executive of in a variety of companies and as an investment banker and advisor, Mark is experienced in directing all facets of finance and planning, accounting, legal, information systems, human resources and operations for privately-held companies. He is a strong leader and builder of high performance teams. He has extensive experience in technology, cleantech, discrete and process manufacturing, distribution, software as a service, business and consumer services, and education.

CFO Leadership • Strategic Advice • Financing • Financial Planning and Analysis • Business Process Design and Development • Infrastructure/Administration Development and Management • Company Operations and Management

Career Summary

Hardesty, LLC	<i>Partner, 2016 - Present</i>
<ul style="list-style-type: none"> • Hardesty, LLC is a national executive services firm that provides on-demand financial management leaders to companies ranging from emerging growth to large public entities through a variety of flexible offerings. Our firm provides professional CFOs, treasurers, controllers and other financial management with deep operational management expertise. 	
MDM Advisory Services, LLC	<i>President</i>
<p>Provide shared/part-time CFO and business consulting services. Recent assignments include:</p> <ul style="list-style-type: none"> • Financial statement audit preparation for a venture-backed medical device company • Actively assisted venture-backed fresh food supply chain management company in raising equity and debt expansion capital • Assisted owner with sale of intellectual property to international online video game company based in Sweden • Consulting CFO and member, Board of Directors of privately-owned company building and operating swim schools • Assisted CEO of privately-held laboratory instrument manufacturing and laboratory supply distribution company with strategic and market alternative, review of internal controls • Consulting CFO of cleantech startups: 1-Environmentally-friendly agricultural and gardening products, 2-Wind engine to generate renewable energy, and 3-Environmentally-attractive alternative to portland cement 	

eCullet Inc.

CFO, 2011-2013

- Implemented major expansion of operations and systems for this national private equity-funded technology-enabled beneficiary of post-consumer recycled container glass. While at eCullet, sales of furnace-ready recycled glass cullet to major container manufacturers tripled, and plant count and capacity doubled.
- Led procurement and contract management for build of three new glass processing plants and upgrade of the Company's largest pre-existing plant.
- Raised over \$13mm of debt financing, including tax exempt industrial revenue bonds, convertible secured notes, a bank line of credit and equipment financing in support of growth in fixed and working capital requirements. Initiated and completed indenture and covenant modifications resulting in increased cash flow and streamlined compliance.
- Revised management reporting to facilitate separation and monitoring of key operational revenue, cost and margin elements, leading to identification of operational and market trends that drove a pivot in the Company's business strategy and a restructuring of operations.
- Created and implemented material balance and flow reporting system to accurately monitor plant inventory and process flows.
- Led planning and purchasing activities for production of eCullet's new Gen5 Optical Color Sorters in support of plant expansion and upgrades, achieving record production rate and volume.
- Decentralized and eliminated duplication of transaction capture activities, enable scaling of plant count and volume and improved reporting capabilities.

PureSense Environmental, Inc.

Chief Financial Officer & VP Operations, 2006 - 2010

- Raised over \$9mm in this agricultural irrigation and resource management software-as-a-service (SaaS) company's first and second venture capital financing rounds.
- Established customer financing facility, and revamped sales model and pricing to achieve 11x billings growth and over \$100k monthly recurring revenue over 3 years.
- Designed and implemented company's accounting and financial planning systems, including recurring revenue and solution sale management metrics.
- Established activity-based costing system enhancing solution sale margins by 3x.
- Implemented supply chain, customer onboarding, customer service and operations strategies and systems reducing system installed cost by over 25% while improving customer satisfaction and retention.
- Opened branch office and 4 service and support locations in support of expanding market area.
- Enabled institutional funding by documenting and cleaning up cap table with >60 shareholders.
- Systematized tax and regulatory compliance.
- Established initial team employment relationships, Human Resources systems, procedures and benefits programs, retaining the core team during the tenure of 4 CEOs.

NanoStellar Inc.

Interim Chief Financial Officer, 2005 - 2007

- Interim CFO for this venture-backed manufacturer of high performance nano-catalysts for diesel emissions treatment.
- Arranged financing commitments in support of a strategic acquisition bid.

- Commenced commercial-scale production operations via a joint venture.
- Led company through its first external audit, including implementation of FAS 123R.

WESTT, Inc.

Chief Financial Officer, 1991-2005

- Co-founded this privately held manufacturing services company.
- Commenced operations 4 months from completed business plan and financed growth of cyclical, capital intensive business to \$30mm revenues in 8 years on limited equity base.
- As principal inside sales contact, grew largest customer's sales from zero to \$25mm in three years.
- Implemented ERP and financial forecasting software and systems.
- Reduced inventory carrying costs by 4% of sales and excess inventory by 20%.
- Led team to ISO 9001-2000 quality certification within one year of project kickoff.

The Bay Street Group

Managing Director, 1989 - 1991

- Developed and executed financial advisory assignments for clients of this investment banking and consulting firm, including acquisitions, divestitures and business development feasibility studies for large public multinational corporations and private clients.

Morgan Stanley & Co., Inc.

Various Roles, 1976 – 1989

- Developed, managed and executed financial advisory assignments and transactions for clients, including:
 - Project financings
 - Divestitures
 - Public equity and debt offerings
 - Private placements
 - Restructurings, recapitalizations, workouts, joint ventures and share repurchases.
- Led IPO execution teams for Micron Technology, Inc., The Liposome Company, First Data Resources Inc., Activision and others.

Education

Professional Affiliations

- Princeton University, BSE (Engineering) Magna Cum Laude. Elected to Tau Beta Pi honor society
- Stanford Graduate School of Business, MBA (Finance). Arjay Miller Scholar (Top 10%)

- Financial Executives Internationals Silicon Valley Chapter: Second Vice President and Member, Board of Directors (2015-2016); Co-Chair, Programs Committee (2013-2015)
- Financial Executives Networking Group Bay Area