

# Lary R. Kirchenbauer

**Exkalibur.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, lead external and internal strategic growth and corporate finance activities.

- CAREER**
- Practice Leader, Transition Strategy for privately owned and family businesses
  - Partner/CFO for strategic change and eBusiness consultancy; 60% CAGR
- HEADLINES**
- 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

July, 2013 **University of San Francisco, San Francisco, California**  
– *School of Management; Entrepreneurial Studies; International & Executive Education Programs*  
**Adjunct Professor**

January, 2008 – **Exkalibur.com; San Francisco, California; [www.Exkalibur.com](http://www.Exkalibur.com)**  
*Practical Strategies to Help Leaders Get Real Results*  
**Founder**

- Everything at Exkalibur.com 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](http://www.Exkalibur.com).

- Winter 2004 – **Moss Adams LLP, Santa Rosa & San Francisco, California**  
 Winter 2007 – *10th largest accounting and consulting firm in the U.S.; largest headquartered on West Coast*  
**Practice Leader, Transition Strategy practice, Northern California**
- Work closely with private and family-owned middle market companies to develop ownership transition plans as well as growth, capital and recovery strategies and provide general financial advisory services.
- Summer 2002 – **Exkalibur Advisors; San Francisco, California**  
 Winter 2004 – *Investment banking and financial advisory services to middle market companies*  
**Founding Partner**
- Work 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 – **C-Change, Inc., San Rafael, California**  
 Summer 2002 – *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
    - Re-capitalized, 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.

## PERSONAL INTERESTS & ACTIVITIES

- Avid reader, writer; wrote weekly newspaper column entitled Financing for Emerging Businesses
- Four year appointment by Missouri Governor Ashcroft to Governor's Small Business Advisory Council
- Founded Missouri Venture Forum, a thriving non-profit community group formed to stimulate and encourage new business formation and expansion
- Educated collector of California cabernet-based wines

## SUPPLEMENTAL INFORMATION

### Current Publications

- 2007 – Columnist, New York Times subsidiary, North Bay Business Journal, Santa Rosa, CA  
2013 Bi-weekly column entitled "Building a Business" ~ <http://tiny.cc/z4m6i>

### Organizations

- 2006 -- 08 Board Member, Institute for Family Business  
1995 -- Member, Association for Corporate Growth  
1995 -- Member, Financial Executives International

### Public Speaking Examples

- See also <http://www.exkalibur.com/speaking/>
- Brown & Burnham Annual Manufacturing and Distribution Conference
- North Bay Innovation and Venture Forum
- North Bay Annual Construction Conference
- 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)
- Moss Adams/ Wells Fargo presentation to Southern California business owners
- Annual Wine Industry Financial Symposium: Vineyard Economics Seminar
- Moss Adams Annual Manufacturing & Distribution Conference: Strategic Planning