

James Robert Nöllsch

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Executive with over fifteen years experience in industry and consulting. Problem solver that drives measurable improvements to operations and profitability. Key skills include Business Development, Financial and Technology Strategy, Strategic Planning, Mergers & Acquisitions, and Product Management.

EXPERIENCE

Layline Partners **Denver, CO**
Managing Partner **2009 - Present**

Professional services delivered on finance, strategy, and product consulting:

- Responsible for all business development activity while also billable for client production.
- Served as interim CFO for startup cloud software service provider and reseller.
- Developed stand-alone P&L for \$50mm business unit as part of a spin-out; also led sell-side due diligence.
- Created pro-forma financial statements and strategic plan for a professional services startup.
- Developed business plan and detailed pro-forma financial statement for a proposed technology spin out.
- Created strategic plan on behalf of a for-profit education company, in response to proposed regulatory actions.
- Led strategic planning to improve profitability of regional office for a \$2B general contractor.
- Conducted stabilization effort and 363 bankruptcy sale process for \$20mm energy engineering company.
- Identified opportunities for gross margin expansion and P&L stabilization for \$5mm software developer.
- Serve as advisory board member for Clean Tech startup.

FMI Corporation **Denver, CO**
Investment Banking - Energy **2007 - 2009**

- Responsible for deal generation activity in clean energy and energy infrastructure market segments.
- Managed all aspects of sell-side deal execution, including preparation of offering memorandum, deal marketing, buyer outreach, management presentations, and due diligence.
- Executed transactions for \$100mm infrastructure contractor, \$200mm wind farm contractor, and \$40mm Energy Services Contractor (ESCO).
- Designed and implemented internal sales and management transitions when third-party sales were not feasible.
- Hold Series 7 and 63 licenses from FINRA, and American Society of Appraiser valuation certifications 201/202.

The Fuel Team **Denver, CO**
Director of Product Development and Strategy **2005 - 2007**

- Successfully implemented financial controls and Agile development practices to encourage value-driven product development, bring predictability to new product launch, and improve quality.
- Restructured production process to align resources against highest value-generating products and support \$2.0M in both product and professional services revenue.
- Managed all client and product operations, including software development, quality assurance, and IT.
- Launched four products to revenue generation within 18 months.

McDATA Corporation **Broomfield, CO**
Senior Corporate Development Manager **2002 - 2005**

- Closed transactions of Sanera Systems (\$102M), Nishan Systems (\$83M), CNT (\$235M) and strategic investment in Aarohi Networks.
- Led \$235M merger integration between McDATA and CNT. Integration team consisted of 24 people and operated over the span of nine months.

- Presented acquisition proposals to board of directors, with emphasis on risk mitigation and sensitivity performance.
- Initiated, negotiated, and executed joint venture with strategic partner leading to the introduction of three new products in less than 12 months, and \$3M of revenue in the first year.
- Maintained baseline and scenario pro-forma income statements for planning and acquisition purposes. Reviewed and revised financial forecasts monthly to reflect changing market dynamics.

LeftHand Networks

Boulder, CO

Product Management Intern

2001

- Analyzed and recommended strategic positioning of vertical product applications to support initial product deployment and sales efforts for 10-month old startup.
- Developed entry strategy for storage device into small to medium sized businesses with revenue under \$100M.
- Created pricing strategy based on total cost of ownership for existing viable alternatives to product.
- Developed and implemented a web strategy to support corporate branding and customers.

eCollege

Denver, CO

Vice President Web Development/Co-founder

1995 - 2000

- Founder of the first company in the e-learning market, growing company from three people to more than 200 over five years and an IPO.
- Managed four departments, sixty employees, and \$2.5M annual operating budget in product development, customer support, and quality control.
- Led teams and introduced over 6 products into eCollege's online learning platform.
- Produced and maintained product strategy road map to guide product development efforts.

EDUCATION

MBA, Kellogg School of Management	2002
BA, Biochemistry - University of Colorado	1994

OTHER: Former Coach, Vail Freestyle Ski Team. Finished Marathons in 2005 and 2006. Chairman of the Board, YouthBiz. Board Member, The Denver Business Series. Enjoy golf, photography, skiing, and yacht racing.