

Mark Henderson

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C-Level Business Leader
Technology Product Business Development

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Experienced Executive	15+ years of executive level P&L experience. Managed and/or performed all functions in technology product marketing, design and manufacturing companies.
Demonstrated Business Successes	Consistently deliver bottom-line results driven by new products. Have grown businesses from start-ups to global \$50M enterprises.
History of Product Successes	30+ years of leading-edge technology product development. Total revenues for products developed under my leadership exceed \$250 million dollars. Strong product development process methodology.
Business Re-engineering	Specialized in start-up, turn-around and high growth situations.
Leader of People	Leader, trainer and coach who can develop and encourage the best from every team in a conflict-free fashion. Technical, hands-on manager and contributor.

Selected Achievements:

Driving top-line growth through new product creation: I believe the best way to grow a new or stagnant business is through new product introduction. I have driven several businesses to top-line growth by gathering market needs, and developing and launching innovative new products. I have been responsible for two products that have each exceeded \$100 million in sales revenue in two different markets.

Managing bottom-line growth: Top-line growth only benefits the business if there is bottom-line profit growth. I pragmatically manage the entire business to ensure bottom-line growth and efficient use of all company resources. I have extensive experience in business planning, budgeting and financial tracking. I have significant experience recruiting for rapid growth, as well as performing prompt contractions to respond to financial needs in both start-up and mature companies. I believe every company is cash-constrained, and should be managed accordingly. I have delivered EBITAs as high as 55% over a multi-year period.

Customer-driven businesses: Businesses exist solely to serve their customers. I drive all parts of the organization to realize this and to ensure that all efforts are ultimately in service of the customer. To this end, I have built and supported Sales, Marketing, Customer Service, Manufacturing, Engineering and Finance teams to serve the needs of international customers and markets, including customers in the Fortune 500.

Flexibility: Business demands flexibility. I believe “change is good”, and I have treated every position as an opportunity for improvement. I have achieved positive results through re-engineering and turning-around organizations on multiple occasions. I build strong internal teams, and I believe in flexibly sizing the organization, using internal, outsourced and contract staff as appropriate.

Predictability through process: I am a strong proponent of process as a means to eliminate chaos and to achieve predictable and measurable results. I have specialized in applying this to product development, developing my own process tool-kit, and have successfully built teams and products based on this principle, in market and technology spaces as diverse as communications, radar and solar energy.

Technology agnostic, technology savvy: Sound business and process principles transcend particular technology boundaries, however it is important for technology product developers to be technology savvy. I am a hands-on technical person, comfortable and interested in all aspects of science and technology, and I have transferred “science experiments” from laboratories into production in multiple cases.

Professional Experience:

Executive Vice President, Energy Innovations (6/2006-Present)

Energy Innovations is a start-up within the Idealab! incubator, with the mission of generating affordable renewable energy (photo-voltaic solar generators)

- Manage Engineering team developing innovative concentrating solar power systems
- Work with external vendors for III-V solar cells and off-shore, high volume manufacturing
- First non-penetrating, self-ballasting tracking solar electricity system ever permitted for rooftop installation (first UL certification of a solar concentrator product)
- Re-structure and turn-around disorganized and de-motivated team into world class group

Chief Operating Officer, OEwaves Inc. (2002-5/2006)

OEwaves is a JPL/Caltech spin-off startup formed to commercialize optical and RF technologies

- Reduced burn-rate to zero and increased productivity through organization, planning
- Interacted with investors, successful second round of funding (2003, \$6M)
- Developed innovative micro-optic laser oscillator for volume manufacturing
- Managed team of 8-15 PhDs to take JPL inventions to manufacturable products
- Converted culture from scientific R&D to formal product development
- Managed global and offshore development team partners
- Established partnerships with 4 global, multi-billion dollar companies
- Managed strategic IP portfolio including 40+ patents, trade secrets, licenses etc.
- Managed development of innovative photonics-on-CMOS custom integrated circuit

President/COO of Ameritec Corp. (1997-2002)

Ameritec is a privately held manufacturer of telecommunications test equipment

- Grew company revenues from \$30M to \$50M, and staff to 200
- Consistently achieved EBIT above 60% while growing company
- Established direct global distribution channel, traveled extensively to set up
- Increased product breadth through extensive marketing and new product development
- Implemented comprehensive New Product Development Process
- Re-developed carrier products division and segment, developed wireless test product
- Aggressively recruited sales, marketing and development staff to fuel growth
- Following telecom crash in 2001, restructured company to \$8M, and profitable

□ General Manager/VP of a division of Ameritec (see above) (1992-1996)

- Grew division revenue from \$7M to \$28M, and staff to over 50
- Responsible for Marketing, Engineering, Customer Support, Production Test
- Dominated market segment with two consecutive product architectures
- Recruited entirely new development team, implemented new technologies
- Managed multiple multi-site and off-shore development programs
- Took division successfully through ISO 9001 registration (1994), plus UL, CE, VDE, CSA
- Consistently achieved group EBIT in excess of overall company EBIT

Vice President of Engineering of Transtream Inc. (1990-1991)

Transtream was a VC-funded start-up which designed and manufactured telecoms Customer Premise Equipment

- Grew revenue from zero to excess of \$1M in one year
 - Participated in obtaining 2 additional rounds of funding from venture community
 - Rapidly fixed and delivered products that had been stuck in development
 - Recruited entirely new development team and developed new product range
 - Managed US and Japanese development teams on-site/off-site
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Professional Experience (continued):

Director of Engineering of Tekelec Inc.

(1985-1990)

Tekelec is a publicly listed manufacturer of telecommunications equipment (TKLC)

- Managed development of new generation telecom test product which became market leader, generated over \$100M in sales and enabled Tekelec's IPO (1987)
 - Director of development team in excess of 50 people
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Education BSEE (Honors) 1979, University of the Witwatersrand, South Africa

References www.linkedin.com/in/mhenderson
Additional references on request.

Publications "Executable Certainty – Predictable Product Development", 2002
"A Customer-Centric Approach to Aligning Company and NPD Metrics", Visions Magazine, January 2005

Affiliations Larta Team Member/Mentor (www.larta.org)

Patents "Coupled Opto-Electronic Oscillators with Low Noise" 7,218,662 Issued 5/15/07
"Tunable RF Photonic Filters Using Whispering Gallery Optical Resonators" 11/143,921
"Integrated Opto-Electronic Oscillators" 11/148,975
