

MANUEL SANTANA

Minneapolis, MN 55403

763.218.1709

ms@manuelsantana.me

CEO...COO...DIVISION PRESIDENT

**P&L / Strategic Planning / Business Development / M&A / Integrations
Strategic Alliances / Joint Ventures / Continuous Improvement**

Accomplishments in senior roles in large companies and as a founder, partner, chief executive, board member and investor at different stages of entrepreneurial ventures. Solid record of ...

- **Finding and seizing new business opportunities ahead of the competition**
- **Driving change and efficiencies in operations and business processes**
- **Transforming ideas into profitable products and services**
- **Maximizing profits, sales, stakeholder value and market share**

MBA, Emphasis in Corporate Strategy and **MSE**, Industrial & Operations Eng., University of Michigan, Ann Arbor. **BS**, Industrial Eng., Universidad Panamericana, Guadalajara, Mexico. Certified Professional Project Manager (**CPPM**), University of St. Thomas, Minneapolis. Certified Quality Engineer (**CQE**), American Society for Quality.

History and Highlights

COO / Interim-CEO

Revolution Fuels, Inc. – 2014 to 2016

Recruited as COO, assumed interim CEO duties upon the departure of incumbent. Revolution Fuels is a PE-funded 10-employee organization that develops modular and co-located biodiesel plants with a small footprint to transform waste fats, oil and greases into fuel.

- **Turned around a startup project.** Technology development, validation of process equipment and construction of the first pilot plant had fallen behind schedule. Negotiated with alternative vendors and completed the registration, under the US EPA regulatory framework, of the first mobile biodiesel production unit in the USA. Commissioned the pilot plant, hired local team and implemented ERP system to collect production data and evaluate operating yields. Developed benchmarks for development of second deployment.
- **Preserved asset value.** Due to change in strategy and the resignation of the current CEO, developed a transition plan to re-direct the investment into other markets that used waste greases as sources for biofuels production. Restructured company, negotiated with current vendors and employees, and decommissioned assets. Mitigated environmental liabilities. Led recapitalization activities and managed transition in coordination with equity/debt investors and board members.

Managing Director

Aenovus, LLC – 2009 to present

A provider of business and strategy development guidance for small to medium companies on project or interim-management bases.

- **Commercialized a technology.** Assessed product portfolio and production capabilities of an industrial membrane technology, carved out the biofuels segment and sold intellectual property and physical assets for application in other gas separation industries.
- **Helped seize an opportunity.** A startup working on biochemicals found an organism that was more valuable as a food/feed/nutraceutical but did not know how to pursue the opportunity. Evaluated product profile, estimated production costs and recommended pursuit of a project focused on fish-oil alternatives. Created a pitch deck, contacted PE/VC firms and raised \$5 million as seed investment. Currently in pursuit of IP protection.

- **Helped seize an opportunity.** A startup working on biochemicals found an organism that was more valuable as a food/feed/nutraceutical but did not know how to pursue the opportunity. Evaluated product profile, estimated production costs and recommended pursuit of a project focused on fish-oil alternatives. Created a pitch deck, contacted PE/VC firms and raised \$5 million as seed investment. Currently in pursuit of IP protection.
- **Started, grew and sold a business.** Identified the need for high quality and fast production of B2B marketing printing materials focused on the Hispanic market in the Twin Cities. Conducted market research and determined that a franchise model would enable fastest ramp-up to seize the opportunity. Negotiated with the master franchisee for geographic and market segment model, built team, grew market from scratch to over \$250k in revenue within two years. Developed team to run the business independently. Optimized operating and marketing processes, and sold the business at a substantial return

Global Director - Renewable Products

Cargill Environmental Services – 2008 to 2009

Corporate Venture group within Cargill Financial Sector focused on build-own-operate waste-to-energy investments that resulted in the largest bio-digester operations in the USA.

- **Brought focus to a new business.** The company was struggling to identify the most profitable investments in their farm waste to energy development projects. Built a financial model that incorporated the most critical variables to determine profitability, payback and operational risks. Cut projects under consideration from hundreds of projects to less than 30 and focused the division on those with the highest and shortest return. Currently these projects are in the top 5% in the USA generating electricity from cow manure.

Managing Director, Mexico

Cargill Animal Nutrition – 2003 to 2008

Promoted to lead the Mexican operations which included two separate JV's, 11 manufacturing sites, a distribution network with more than 450 dealers, and revenues of \$250 million.

- **Seized opportunities in a new market - aquaculture.** Presented and won C-level approval to execute a go-to-market plan for tilapia and shrimp across Latin America. Evaluated targets and led the acquisition of a technology company to enhance product/brands in the starter feed segment, expanded and integrated operations as a regional hub. Developed positioning and product portfolio for the region. Laid the groundwork that resulted in the purchase of a competitor in the salmon segment for \$1.5 billion.
- **Grew sales more than 30% within a two-year period.** Negotiated complex long-term supply agreement with largest aquaculture customer resulting in 30% increase in asset utilization without additional capital expenditures. Rebalanced plant load across geography to optimize logistics, inventories and plant efficiencies. Led implementation of a new to the division Cost of Quality program to highlight benefits or internal controls and customer satisfaction.

In earlier assignments in US and Mexico...

- As General Manager, led the construction and operations of a manufacturing facility for Bermo in Mexico (metal stamping and plastic injection) and obtained OEM certification (HP, Nortel and Dell) and ISO 9001 registration within 2 years.
- As part of the Strategy and Business Development function, led multiple hypothesis-driven consulting projects for Cargill. Restructured R&D, conducted negotiations in JVs and acquisitions, and defined strategy for go-to-market strategies in B2B and B2C segments.
- As Quality Engineer at Motorola Semiconductors, led multiple reliability and continuous improvement projects that resulted in certification as Six Sigma capable in assembly and fabrication processes focused on automotive and industrial customers.