

Madhan Janardhanam, MBA, CFA

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OPERATIONALLY FOCUSED FINANCE LEADER WITH A SOLID BACKGROUND IN M&A AND STRATEGY

- Senior Finance Executive with 20+ years of transformational experience in Finance, Operations, M&A and Strategy
- Led business functions and assumed P&L responsibilities at large and complex global organizations
- Industry exposure: Industrial Services, Oil & Gas, Chemicals, General Industrials, Power & Utilities, Financial Services
- Primarily aiming to be driving CFO-level value creation through strategic growth initiatives, margin improvement, revenue enablement, control and management of direct / indirect costs and finance / systems transformation.

Professional Experience

Acuren Inspection, Inc. | Danbury, CT (Business: Non-Destructive Testing and Asset Integrity Services)

Vice President - Finance & Supply Chain

January 2019 - Present

Senior member of Finance team (report to Global CFO) primarily engaged in driving Customer Pricing / Margin Management efforts, FP&A/Strategic Planning, Supply Chain and Shared Services Functions (AP, Fleet, AR, Per Diem Management):.

Pricing, Revenue Assurance and Margin Management:

- Lead Customer Pricing, Revenue Assurance and Margin maintenance efforts – delivered **\$8M** in inflation related recoveries, on path to delivering **\$12M**; Lead/participate in customer negotiations for pricing adjustments
- Reduced reporting manhours by ~**41%** by leading improvements to CRM processes, and reporting systems

FP&A / Business reviews / Strategic Planning:

- Partner with CFO on strategic **FP&A** support and Business Reviews: Annual Budgeting, Monthly and Quarterly 'Shared Vision' strategic reviews with CEO and the Executive Leadership Team; Act as a key participant in business and financial forecasting, and key strategic discussions

Supply Chain:

- Formulated a Supply Chain Strategy for the Company; Set up key processes inside Global/Regional Procurement
- Negotiate and manage corporate and global supply chain / IT contracts – generated **\$9.5M** in savings to date
- Key member of the CEO's **COVID-19 Task Force**, and opportunistically drove **\$1.9M+** of additional savings in 2020 including a rent reduction/deferment campaign for the company's real estate footprint in the US
- Lead insurance renewals for Health plans and Property & Casualty, giving recommendations to CEO and Board; Renegotiated contracts saving **\$1.3M+** via executing an RFQ for a Health Insurance Carrier
- Optimized payables processes and moved towards centralize billing; Reduced WC by **\$12M+** via AP extensions.

MacDermid Performance Solutions | Waterbury, CT (Business: Specialty Chemicals)

Director - Global Strategic Sourcing

March 2015 - November 2018

Started as a role in Strategic Initiatives inside the SPAC, later on assumed responsibility as the owner of the Global Strategic Sourcing Function of Portfolio Co.

- Established and led the Global Procurement Function (35+ Facilities); Integrated and oversaw **\$500M+** in RM spend
- Identified and formed alliances with strategic suppliers; Delivered **\$12M** in run-rate P&L savings
- Debottlenecked SIOP/fulfilment operations inside a manufacturing in the UK and helped restore product movement (**\$120M+** annual sales value)
- Achieved systematic extension of DPO across supplier base and reduced WC by **\$20M+**; Negotiated bill discounting facilities financial institutions yielding rebates
- Conducted comprehensive assessment of risks due to regulatory changes; mitigated risk of **\$150M** in revenue
- For the **first time** in the history of the company: (i) Conceptualized/structured hedging arrangements to achieve pass-thru equivalency on select raws, (ii) Conceptualized / structured index-based procurement contracts to achieve natural alignment with feedstock pricing, (iii) Initiated new KPIs, and implemented systems for prompt reporting on trends in RM costs and savings achieved

Arysta LifeScience | Norwalk, CT (Business: Agricultural chemicals)

Head of M&A, Growth Markets

March 2013 - February 2015

- Led and executed on M&A / in-licensing of new products / technologies: focus on growth markets (LATAM, EMEA)
- Scanned industry developments; screened / sourced two acquisition candidates; Successfully closed **\$13M+** EV across **4** deals
- As Principal: **\$23M+** EV across **1** deal; Strategy, Structuring, Due Diligence (DD), Execution and Board presentations
- As Executor: **\$80M+** EV across **8** deals; Modeling, DD, Managing intermediaries and Board presentations
- Played an integral role on the core Executive team on Excel modeling / sale material prep / road-shows - Arysta's proposed IPO / Permira's Exit prep efforts (EV: **\$3B+**) and on Arysta's debt re-financing efforts (**\$1.7B**)

KPMG LLP | New York, NY (Business: Big 4 Accounting and Consulting firm)

Director, Financial Due Diligence

January 2007 - March 2013

- Led, in a client-facing role (as Manager and later Director), over **40+** transactions, providing consulting services to Strategic and Private Equity buyers (EV ranges: **\$25M** to **\$1B+**)
- Industry exposure: General Industrials, Chemicals, Energy, Technology, Media and Advertising
- Led efforts in setting up a global delivery team in Bangalore, India as part of a rotation opportunity inside KPMG
 - Successfully led and grew the unit from **3 FTEs** to **23 FTEs** in **6 months**:
 - Total cumulative output: **~25K** hours; Economic value: **~\$18M+**
 - Partnered with the CEO in conceptualizing and executing strategic initiatives, pricing and operational cost improvements – achieved reduction in delivery cost / hour by **16%** over 18 months

Prior Work Experience

Ernst & Young | Senior, Assurance Business Services | New York, NY [November 2005 – December 2006]

PwC | Supervisor, Transaction Services and M&A Advisory | Dubai / Oman [December 2002 – September 2005]

Sanmar Engineering Corp | Junior Executive Manager, Corp. Finance | Chennai, India [November 2001 – November 2002]

Core Skills and Competencies

Strong Business Acumen ▪ Strategy Formulation & Execution ▪ Negotiations ▪ Business Forecasting ▪ Capital raising ▪ Value Orientation ▪ US GAAP ▪ IFRS ▪ Operational Efficiencies & Excellence ▪ Supply Chain Optimization ▪ Production/Operation Transfers ▪ M&A Structuring, Execution and Integration ▪ Financial, Operational & Commercial Due Diligence ▪ C-Suite/Board Presentations ▪ FP&A ▪ KPI development and monitoring ▪ Economic Analysis & Operational Modeling ▪ Lean Manufacturing ▪ Sales Operations Support ▪ Strategic Sourcing ▪ Continuous Process Improvements ▪ Business Development Support ▪ Exit-prep / Road shows ▪ Team Development and Mentoring

Education/Certifications

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- Sep 2001: **CA (Equivalent to MBA in Finance)** – Institute of Chartered Accountants, India
 - Jun 2009: **Chartered Financial Analyst (CFA)** Charter holder – The CFA Institute, USA
 - Jun 1998: **Bachelor of Science in Commerce** – University of Madras, India
 - Graduate Certificates:
 - Dec 2013: **Business Strategy: Achieving Competitive Advantage** – Cornell University
 - Apr 2015: **Microeconomics Principles** – University of Illinois, Urbana Champaign
 - Mar 2016: **Advanced Business Strategy** – University of Virginia (Darden)
 - Jun 2016: **Successful Negotiations: Essential Strategies & Skills** – University of Michigan (Ross)