

## TURNAROUND & TRANSFORMATION LEADERSHIP

- Senior transformation executive with interim, Big 4 and boutique consulting firm experience in multiple forms of event driven change (e.g., turnaround, scalability to support future growth, acquisition integration, finance transformation, transition from private to public company status, plant / facility shutdown).
- Proven aptitude to operate in both Fortune 100 and middle market/start up organizations, including public, private and private equity funded companies.
- Global perspective (and an appreciation for what it takes to realize world-wide results) based on significant experience with multi-site international clients, including four years as an expat in Western & Eastern Europe.
- Hands-on leader with demonstrated success in assessing, envisioning, designing and leading complex transformation programs through to realization of measurable and sustainable “million dollar plus” benefits.
- Specific ability to review/analyze financial statements to identify improvement opportunities, combined with the ability to align team members and lead them through the execution of strategic and tactical improvements.
- Broad process and industry expertise (including foundational skills in performance management, finance process, and systems) and multi-cultural capabilities, including the ability to work in challenging environments with competing executive goals.
- Respected ability to build and develop client teams, particularly in terms of motivating the organization to build the internal capability to solve complex problems. This core skill is based on a personal belief in the effectiveness of fact / data based performance management as the root of accountability and motivation.
- Known for an ability to “translate” leading practice theories into practical tactical approaches that deliver a combination of near term “quick wins” and long term value.

## CORE CAPABILITIES

- Performance Management / Balanced Scorecard / Accountability
- Visioning, Consensus Building, Roadmap Development and Program Execution
- Process Reengineering
- Company Turnarounds
- Process Maturity Diagnostics
- Post-Acquisition Merger Integration
- Mgmt. Development
- ERP Readiness for Finance
- Public Company Readiness
- G&A Cost Reduction
- Finance Transformation

## REPRESENTATIVE RESULTS

### Distressed Company Turnaround - Executive Leadership

Turnaround Lead – Reporting to the Board and P/E investors in the re-sizing of the business for a defense contractor whose business dropped by 60%+. In addition to directing tactical consultants on Lean/Six Sigma deployments and materials cost reduction, worked with site GM to re-assess 2013 market strategy, sales forecast and operating budget. Led hands-on development and execution of new scenarios (including identification of monthly “triggers” that will identify forecast accuracy), including re-aligning the base case operating budget via a 45% reduction in the workforce, acceleration of plant closure and reduction in leased space on the remaining facility. Established KPI dashboards and aligned them with new contribution margin goals.

Interim COO – Management Development and Performance Measurement for a \$100M manufacturer of satellite solutions. Initiated involvement with the creation of a “bottoms up” budget (by location and department) that identified numerous strategic and operational cost and accountability issues. Transitioned into COO role to establish accountability and financial improvement through fact / data based reporting, weekly management cadence and hands on production floor oversight. Reduced (1) scrap / rework by 50% (~\$50k monthly impact) and 58% respectively, (2) monthly OT by 75% (>\$100k monthly impact) and increased overall plant efficiency by 17% (including improving paint efficiency by 110% and improving one assembly line’s efficiency by 42% while cutting labor cost by \$0.5M / yr). Partnering with the CEO, led the co. from a loss of ~\$800k/ mo. to profitability in 11 mos.

### Finance Operations – Standardization and Simplification

Growth Company Transformation – Working directly with the SVP Finance of a leading provider of on demand CRM solutions, diagnosed multiple finance processes and implemented process, culture and system changes focused on reducing manual effort and risk. Benefits achieved include: (1) intercompany processing reduced by 60%; (2) monthly reconciliation effort by 50%; (3) reduction of reporting risk; and (4) reduction of financial reporting spreadsheets by 10%. Efforts set the foundation for the transition to Oracle R12 to further drive finance efficiency.

### **Finance Operations Turnaround**

Rightsizing of GL / Reporting Department – US operations of a \$1B Japanese tech firm experienced revenue declines of 50%+, resulting in a recurring loss position. Led a cross disciplinary group focused on reducing Finance G&A: leveraged benchmarks to identify significant disparities in staffing by comparing daily, monthly, and quarterly activities to identify workload imbalances, non-standard processes and cost reduction opportunities. In 3 months, designed / implemented new GL organization and governance process that operates with 30% less staff.

### **System Enabled Business Transformation**

ERP Readiness for Finance at the world's largest privately held company (\$110B - a conglomerate with 12+ primary platforms and 5,000+ business units). Led the discovery and design of finance's future state reporting data model (at the front end of a global SAP implementation). Phase 1 benefits included a 15% reduction in spreadsheets and a 10% increase in adoption of existing shared service processes.

Process Automation and Standardization – Led the design and implementation of a custom financial reconciliation system for a \$16B, 100 location contract manufacturer. Initiative enabled the accurate and timely reconciliation of 20,000+ accounts, eliminating a long-standing material weakness, and reducing the time required by over 25%.

### **Financial Reporting**

"Multiple Versions of the Truth" – Led a diagnosis of the financial planning and general ledger reporting processes at one of the leading internet search portals. This initiative identified over 3,000 reporting spreadsheets and significant disparities in the associated processes and sources of record. In addition to identifying the "case for change", developed a plan for implementing an amended chart of accounts as part of a future ERP upgrade.

Financial Close Cycle Time Reduction – Led the discovery and analysis of the financial close of at one of the world's largest insurance and financial services organizations. The effort involved analysis of 24 separate, un-integrated business units that identified process bottlenecks and the prioritized set of initiatives that would be required to transition the current close process from 80 business days to 12. Phase 1 included: (1) operating model for implementing a standardized "enterprise close"; (2) "in-flight" ERP and investment systems implementations change orders necessary to achieve the close cycle goals; and (3) the local initiatives within each BU.

Reduction of Manual Effort in the Close and Consolidation Process – A \$2.5B coal producer/processor had an 8 day close cycle, but was losing staff due to the 80 hour weeks required to support the manual processes. Led a team that captured and analyzed the nature and volume of close and reporting activities and identified significant imbalances in the workload distribution. By redistributing the workload, automating manual entries, and improving governance, cycle time decreased by 10% (1 day) and turnover risk diminished by reducing the week to 50 hours.

## **PROFESSIONAL EXPERIENCE**

- Self Employed, under contract to PE and Turnaround Firms and directly to companies, 2013 – present
- SSA & Co: Senior Director, Private Equity Solutions – Interim Exec. / Company Turnarounds, 2011 – 2013
- Protiviti: Director, National Leader of Financial Close and Reporting Solutions, West Region Leader for Finance Process Optimization Solutions, 2008 – 2011
- Deloitte Consulting: Senior Manager, Strategy & Operations Business Transformation Solutions, 2003 – 2008
- KPMG Advisory - United States: Director, CFO Advisory Services, 2001 – 2003
- KPMG CIS (Russia): Principal, Restructuring and Business Performance Improvement, 1997 – 2001
- Deloitte Consulting: Manager, Technology Integration Group, 1994 – 1997
- Deloitte & Touche Advisory Services: Senior Consultant, Management Advisory Services, 1992 – 1994
- Private Industry, Operations Management and Site Controllershship, 1985 – 1992

## **GLOBAL EXPERIENCE**

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|-------------|---------|---------------|-----------|----------|
| • Belgium   | • China | • Egypt       | • England | • France |
| • Germany   | • Italy | • Japan       | • Norway  | • Russia |
| • Singapore | • Spain | • Switzerland | • Taiwan  | • Canada |

## **INDUSTRY EXPERIENCE**

- |                               |   |                              |
|-------------------------------|---|------------------------------|
| • Consumer Business           | • Manufacturing/Distribution, Industrial Products | • Financial Services         |
| • Health Care & Life Sciences | • Technology, Media & Communications              | • Energy & Natural Resources |

## **EDUCATION, CERTIFICATIONS, PUBLICATIONS, OTHER INTERESTS**

M.B.A., B.B.A., Loyola Marymount University and Supplemental Extension Courses in Accounting – UCLA  
Certified Public Accountant (Active License Status Maintained), State of California  
A list of publications on the topic of "Reducing Manual Effort in Finance" is available on request