

SAM SMITH

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CHIEF FINANCIAL OFFICER WITH 20+ YEARS OF INDUSTRY EXPERIENCE

Start-up Enterprises/Operational Accounting/Project & Plant Economic Justifications

EXECUTIVE SUMMARY

An innovative, multifaceted, and solutions-focused Senior Financial Executive with a 20+ year career demonstrating visionary leadership and outstanding performance in business start-up, expansion, and financial management of \$100M multi-site, nationally, and internationally-based operations. Forward-thinking leader and enterprising problem-solver with tactical foresight and verifiable success capitalizing on growth opportunities, improving bottom-line performance, and optimizing organizational efficiency, productivity, and profitability through delivery of value-added systems, programs, and procedures. Articulate communicator and effective trainer with a direct and decisive management style that focuses on matrix teamwork and clearly defined mission and values for buy-in of all levels. Superior interpersonal, organizational, and analytical skills with an innate ability to work in unison with customers, staff, and key internal/external stakeholders. Expert in building and energizing a company's organizational infrastructure, processes, and strategies to achieve superlative results. Strong written, oral, and technical aptitude, working knowledge of Generally Accepted Accounting Principles, and Microsoft Office and JD Edwards software proficient.

CORE COMPETENCIES

- *Strategic Planning & Execution*
- *Working Capital Management*
- *Cash Flow Optimization*
- *Risk Identification/Mitigation*
- *P & L/Cash/Credit Management*
- *Project & Plant Expansion*
- *Budgeting/Cost Controls*
- *Payroll/Policy Administration*
- *Health & Safety Enforcement*
- *Forecasting/Reporting/Analysis*
- *Process Innovation/Improvement*
- *Organizational Development/HR*
- *Operational Management*
- *Group Collaboration/Facilitation*
- *Systems Creation/Enhancement*

EDUCATION

Masters of Business Administration

Plymouth State College, Plymouth, New Hampshire

Bachelor of Science in Business Management

University of New Hampshire System - CLL

PROFESSIONAL EXPERIENCE

ABC Company

Any Town, USA

May 2005 - Present

Chief Financial Officer

Direct responsibility for all company cost controls, cash management, and financial reporting to the Board of Directors for a leading designer, contract manufacturer, and distributor of women's footwear with annual sales of \$100M and product brands sold under the names of White Mountain, Rialto, and Cliffs as well as private label shoes for all the large retailers.

- Performed weekly and monthly cash flow analysis and bank reporting requirements along with monthly earnings forecast; maintained compliance with all lending covenants and assisted in annual audits and quarterly bank exams.
- Created and maintained policies and procedures consistent with GAAP guidelines.
- Identified key risk areas; contemplated alternatives, drew conclusions, and recommended and implemented changes to mitigate associated risks.
- Supported and maintained product and operational cost accounting methods and activities.
- Assisted the China procurement office with all financial and cash management functions.
- Supervised a staff of twenty (20) direct/indirect reports responsible for all finance operations including credit/accounts receivable, human resource, and product logistics functions.
- Directed all human resource functions including payroll, personal policy creation and maintenance, and safety and health enforcement.
- Maintained, reviewed, and negotiated Employee Benefit, General Insurance coverage, and Credit Insurance.
- Oversaw all product logistics; facilitated negotiations with ocean cargo carriers and warehousing storage providers.
- Provided leadership for all internal computer information systems; maintained system network applications.

PROFESSIONAL EXPERIENCE (CONTINUED)

Selected Accomplishments:

- Developed an effective business strategy to enhance the Financial Reporting, Product Costing, and Specification Systems.
- Improved the general accounting controls including bank reporting practices.
- Spearheaded the development and implementation of a Product Specification system with overall purpose of maximizing product identification to support contract product construction and quality requirements including enhanced reporting.
- Provided leadership and support in the expansion of the United States system database to our China office; enhanced the company website and aided in the development and launch of the company Web Store.
- Outlined and supervised the computer system upgrade for internal file servers and network.
- Created a comprehensive business plan with the involvement and support of the Sales Department and Board of Directors.
- Developed and employed an Executive Management System; made key daily, weekly, and monthly information readily available and easily accessible to Company Partners.
- Created and implemented comprehensive personnel and safety policies.

ABC Company

Any Town, USA

Aug. 2004 - Apr. 2005

Controller

Paper manufacturing plant with annual sales in excess of \$40M.

- Accountable for cost controls, cash management, and financial reporting to the Board of Directors and to the Executive Management team.
- Created and deployed policies and procedures, establishing management controls, to protect company assets.
- Provided financial analysis of operating alternatives, maintained product costing, and developed the annual Business Plan.

Selected Accomplishments:

- Established and employed purchasing, receiving, and general accounting controls for a start-up corporation.
- Evaluated Manufacturing Accounting Systems and procured integrated maintenance stores, inventory, and accounting systems.
- Developed and implemented a Product Costing/Profitability System; detailed specific product costing with the overall purpose of maximizing product scheduling and overall facility earnings.
- Outlined and supervised the computer system upgrade for the company's file server and network.
- Developed a comprehensive business plan with the support of the operational management staff.

ABC Company

Any Town, USA

May 1993 - Jul. 2004

Director of Finance

Direct responsibility for all Plant Cost Controls, Operational Financial Reporting, Product Cost Accounting, and Capital responsibilities for a large, leading paper manufacturing plant with annual sales of \$100M. Paper product brands sold under the name of ABC Papers which produced several different paper grades and colors, converted into many sizes and packaging combinations.

- Established and maintained controls to protect company assets and provided general accounting services for ABC Corporation; promoted cost control and profit enhancement, provided financial analysis of operating alternatives, and coordinated the preparation of annual Business Plans.
- Participated as a Leadership Team Member in the Facilities Safety and Wellness Program.
- Identified and communicated to the Vice President of Operations and the Vice President of Finance trends or developments pointing to substantial variations from historical experience and/or business plan.
- Supplied local, group, and corporate management with accurate and timely financial information and operations/financial advice using JDE Ledger and Excel Reporting tools.
- Provided leadership and support to both the Financial and MIS groups; ensured that individual growth, continuous improvement, and total quality applications were achieved.
- Oversaw the preparation of the annual Operation and Capital Business Plan.
- Upgraded and managed timely, meaningful, and accurate reporting systems to meet customer requirements.
- Created and maintained cost, profit, operational, and product reporting systems; identified, developed, and maintained cost reduction reporting opportunities.
- Participated in the development, financial justification, and approval of all capital project management initiatives.
- Ensured compliance with all corporate and local financial policies and procedures.

PROFESSIONAL EXPERIENCE (CONTINUED)***Selected Accomplishments:***

- Completed all related documentation and testing of current financial practices related to the newly imposed Governmental Sarbanes Oxley requirements.
- Member of Tactical Pricing/Cost to Serve (sales side of business) leadership team; developed profitability by customer and identification of profit enhancing ideas.
- Spearheaded a formal project team directly related to reducing operational spending and implementing operational improvement and cost improvement projects.
- Led the implementation of an ABC Paper Product Data Management System.
- Evaluated and enhanced the financial reporting practices at the Any Town facility; improvements were eventually integrated into ABC operations.
- Participated and provided financial support in justifying and implementing Any Town's \$13M co-generation project.
- Instrumental in the acquisition of a new facility; participated in all "due diligence" activities.

Additional Experience:

ABC Company, Any Town, USA

- Manager of Finance/Business Analyst/Manager of Accounting/Plant Accountant

PROFESSIONAL AFFILIATIONS/COMMUNITY INVOLVEMENT (CURRENT & PRIOR)

- Chairman, Any Town Recreation Investment Committee
- Finance Committee Member, Any Town Regional Hospital
- Member, Municipal Budget Committee/Board of Selectmen/Municipal Planning Board - Any Town
 - Member, Business Industry Association of Any Town (BIA)
 - Member/President, Rotary Club
 - President, Any Town Main Street
- Winner, Any Place Town Manager Volunteer of the Year Award, 2002