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Key Projects

▶ Accounting Standard Adoption – ASC 606 and ASC 842

- ASC 606 – Revenue Recognition
 - Performed initial impact gap assessment
 - Identified product and service offerings
 - Compared accounting treatment under both frameworks to identify gaps
 - Substantiated initial impact gap assessment by performing contract-level assessments
 - Worked with external auditor to determine appropriate level of coverage
 - Determined adoption method
 - Identified all open contracts then narrowed population to those that were impacted by the new accounting framework
 - Calculated cumulative adjustment as of adoption and modified future recognition
- ASC 842 – Leases
 - Inventoried all existing leases
 - Documented relevant lease information in excel workbook
 - Analyzed practical expedients to determine applicability
 - Determined proper lease classification
 - Calculated lease liability and right of use asset value as of adoption date for various leases
 - Determined future journal entries associated with various leases

▶ Business Process Reengineering – Financial Statement Close and Payroll

- Financial statement close – goal was to reduce time to close
 - Analyzed close calendar and rearranged based on target close date
 - Challenged status quo
 - Pushed a significant amount of work prior to month-end
 - Improved communication and visibility into status - leveraged a Kanban board and daily stand-ups
 - Enhanced estimate calculations and documentation
 - Heightened focus on key controls
 - Implemented changes and iterated for constant improvement
- Payroll – goal was to improve accuracy and efficiency of end-to-end payroll
 - Approached as a cross-functional project involving HCM, Benefits, and Payroll
 - Documented macro and micro “as-is” processes
 - Identified owner, handoffs, and key controls
 - Analyzed “as-is” processes and designed “to-be” processes that addressed gaps and weaknesses
 - Implemented process changes and iterated for constant improvement

▶ Department Structure Assessment and Optimization

- Assessed individual team member skill sets and aspirations and aligned responsibilities accordingly
 - Reassigned resources to different groups
 - Combined and/or separated roles
- Assessed teams' opportunities and weaknesses and implemented actions
 - Appropriate headcount and skill set
 - Team building events
 - Motivational books and trinkets
 - Recognition and rewards
 - Changed communication and management tactic

▶ Resulted in a more engaged, cohesive, and positive team

IPO Readiness

- Analyzed quarterly financial statements to identify transactions that needed to be recognized in previous quarters (quarterly push back)
- Prepared historical quarterly financial statements, which were reviewed by external auditors (EY)
- Reviewed and modified financial statements to be SEC compliant
- Evaluated accounting positions and improved supporting documentation
- Drafted and filed confidential S-1 and responded to SEC comments

► Internal Controls over Financial Reporting

- Identified and ranked various risks
- Assessed current control effectiveness
- Recommended and implemented new and/or modified controls to remediate deficiencies
- Documented in various forms
 - Risk and Control Matrix (RACM)
 - Policy memo
 - Accounting position memo
 - Resulted in remediating material weaknesses and significant deficiencies assessed by external auditors

► M&A – Acquisitions – 6 separate transactions – all private companies – mixture of asset and stock

- Primary focus on payroll and tax
- Performed diligence identifying potential exposures
 - Indirect (sales/use; GST; VAT) tax
 - Transfer pricing
 - Worker classification
- Post transaction integration
 - Absorb additional work
 - Mitigate potential exposures identified in diligence
 - Structuring

► M&A – Divestitures – 3 separate transactions – 2 involving publicly traded companies and 1 private equity

- Created a dynamic model used to advise leadership on the after-tax proceeds of proposed transactions
- Main point of contact for accounting and tax
 - Responsible for populating and maintaining data room
 - Represented the company during diligence discussions
 - Advised on various aspects of the transaction(s)
 - Quality of earnings study
 - Purchase agreement(s)
 - Working capital definition and calculation
 - Transition service agreements
- Responsible for various pre-closing covenants
 - Intercompany settlements
 - Over 30,000 unsettled transactions originating as early as 2013
 - Multiple entities, multiple jurisdictions, and multiple currencies
 - Credit agreement restricted the ability to move cash outside of US
 - Financial statement close and minimum control adoption and implementation
 - Reduced close from 16 days to 8 days
 - Various key internal controls
- Led team responsible for fulfilling obligations under transition service agreements
- Assisted organization during voluntary liquidation

► Global Software Implementation and Optimization – ERP, Travel and Expense, and Indirect Tax

- ERP – NetSuite
 - Project was stalled in the planning phase when I arrived, but quickly transitioned to a Minimum Viable Product (MVP) approach with additional phases for enhancements
 - Successfully implemented NetSuite globally within 1 year – transitioning from 3 ERP(s) to 1
 - Post-implementation optimization included:
 - Integrations with ADP, Concur, OneSource, and Salesforce
 - Automated dunning process
 - Built AP approval workflow
 - Built numerous reports critical to compliance, planning, and analysis
- Travel and Expense (T&E) – Concur
 - Partnered cross-functionally to update T&E policies
 - Required complex configuration to accommodate local policy requirements
 - Designed up front controls for travel and backend system audits
 - Trained global employee population on policies and system
- Indirect Tax – Avalara and OneSource
 - Conducted thorough vendor analysis prior to selecting the ultimate solution
 - Partnered with operations to understand products and services, then analyzed tax decision matrix to ensure accuracy upon implementation
 - Contacted customers requesting updated information to ensure proper classification
 - Carefully tested numerous transactions to ensure accurate taxation

► Tax Planning and Structuring

- Domestic
 - Legal entity simplification – modeled tax impact of simplification
 - Accounting method studies
 - Obtained tax incentives connected with relocation of headquarters
 - R&D credit calculation
 - Reverse income tax audits
 - Transfer pricing
- International
 - Analyzed the benefits of IP offshoring
 - Determined tax efficient methods of redeploying cash globally to meet operational needs
 - Obtained tax incentives (tax holiday) connected with leasing a new facility to accommodate expansion
 - Created a tax efficient structure enabling international expansion and redeployment of cash
 - Transfer pricing