

Key Projects

Accounting Standard Adoption – ASC 606 and ASC 842

- ASC 606 – Revenue
 - Performed initial impact gap assessment
 - Identify product and service offerings
 - Compare 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 are impacted by new accounting framework
 - Calculated cumulative adjustment as of adoption and modified future recognition
- ASC 842 – Leases
 - Inventoried all existing leases
 - Documented relevant lease information into 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 reduced time to close from 16 to 8 business days
 - 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 close status
 - 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
 - Reassigning resources to different groups
 - Combining and/or separating groups
- 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

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
- 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 - Divestiture(s) – 4 separate transactions – 2 involving publicly traded companies and 2 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

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:
 - Integration with Salesforce.com
 - Integration with OneSource
 - Integration with Concur Expense
 - Integration with ADP
 - Automated dunning process
 - 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 business to understand products and services, then analyzed tax decision matrix to ensure accuracy upon implementation
 - Contacted vendors requesting updated information to ensure proper classification
 - Carefully tested numerous transactions to ensure accurate taxation

Tax Planning and Structuring

- Domestic
 - Legal entity

- Simplification – model tax impact of simplification
 - REIT structuring- ensure REIT compliance and divestiture flexibility.
 - 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
 - Restructured to create tax efficient structure for international expansion and redeploying cash
 - Transfer pricing