

# JOHN Q. JONES

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## CFO / SENIOR OPERATIONS EXECUTIVE

*10+ Years' CFO and Operational Leadership / Capital Restructuring / SEC / NASDAQ / GAAP Compliance  
High Growth and Established Organizations / Diverse Industry Leadership*

Accomplished operationally-oriented CFO offering financial leadership to multiple industry start-ups, turnarounds and high-growth private and public organizations generating \$10 million to \$800 million in revenue. Demonstrated ability to quickly synthesize and execute a cohesive improvement plan despite operational and financial challenges. Highly proficient in development of strategic financial models and concepts for use in support of long range planning.

Solid history of success across all corporate, finance, accounting, treasury, human resource, IT, and supply chain functions. Exceptional reputation for leading diverse operations out of declining business performance through identifying critical issues, improving competencies, and setting vision and focus for success.

### Financial and General Management Strengths:

- Strategic Planning & Implementation
- Corporate Finance, Treasury & Accounting
- Turnaround / Crisis Management
- Large Diverse Staff Leadership
- Investor Relationship Management
- Budget Administration / Management
- Internal Systems and Controls
- Operations Analysis / Process Redesign
- Covenant Compliance
- Team Building and Retention

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## PROFESSIONAL EXPERIENCE

TEXTILES, INC. – New York, New York

*Oversee \$50 million textile wholesaler with 4 operating divisions primarily focused on selling designs and fabrics to garment industry, hobby / craft, and home fashion retailers throughout North America. Concurrently manage several real estate holding companies for principal owner.*

**CHALLENGE:** *Return principal operation division to profitability and restore stability while simultaneously growing financial position of other operating divisions and holding companies.*

### **Chief Financial Officer**

(2006 to Present)

Hold full accountability for leading all facets of operation, with exception of sales and product development. Hired to report directly to principal owner and serve as strategic financial and operational advisor to senior management team. Redefine organizational structure, oversee major operational decisions, and perform financial evaluation of company results. Define financial management infrastructure to include creation of first ever operating budget, restructured financial reporting to improve support of management decisions, and implementation of activity-based costing techniques to identify true product margins. Provide hands-on management to 4 direct reports and 20 indirect reports.

### **Results:**

- ◆ Reduced overhead by 20% resulting in bringing **principal division from 4-year loss position to breakeven status within first 5 months.**
- ◆ Introduced new communication provider which **reduced operational cost by 15%** while improving level of service.
- ◆ Outsourced warehousing and distribution of key division to control costs and manage growth-driven activity.

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HEALTH FOODS, INC. – New York, New York

*Leveraged buy-out, private equity firm-owned, \$22 million upscale natural food snack and product marketer.*

**CHALLENGE:** *Establish working capital management process, get company on-track administratively, return financial reporting to proper schedule, and stabilize relationship with key supplier.*

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**Chief Financial Officer**

(2005 to 2006)

Joined company as 4<sup>th</sup> CFO within 12 months of independent operation after inadequate due diligence process. After first month within role, achieved mission of concluding 2005 audit and finalizing year's financial reporting. Implemented practices and protocols needed to enable closing and reporting of monthly financials on timely basis. Identified and hired a new auditing firm and tax provider. Successfully refinanced revolving debt with new bank. Report directly to Board and CEO and advised senior executive team on financial accountability of actions and decisions.

**Results:**

- ◆ Facilitated meeting which stabilized and improved relationship with key supplier.
  - ◆ Delivered 3<sup>rd</sup> quarter 2005 financials in compliance with covenants.
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EQUITY CAPITAL FIRM – Hicksville, New York

*\$25 million printing and packing firm that specialized in plastic bags for promotional products and advertising.*

*CHALLENGE: Stabilize operations and reduce employee exodus during pre-bankruptcy action and sale of assets to new owners.*

**SVP / CFO / Interim CEO**

(2004 to 2005)

Retained by turnaround firm on behalf of organization's largest creditor and private equity partners to oversee financial operations. Became acting CEO upon incumbent's resignation and provided reports to turnaround firm, bank, and private equity partner. Collaborated with legal representative on providing regulatory reporting to bankruptcy court. Supported new owner while transitioning operational management to new team.

**Results:**

- ◆ Provided leadership needed to achieve break-even level on cash flow basis while in bankruptcy.
  - ◆ Created marketing tools needed to sell assets and recover 85% of senior lender's exposure.
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BIG FOOD DELIVERY – Westbury, New York

*\$65 million private equity ownership with primary focus of distributing food safety handling disposable products.*

*CHALLENGE: Design and execute financial and operational strategies to support firm growth and reduce cost.*

**CFO**

(2001 to 2003)

Led corporate finance, accounting, supply chain management, human resources, and IT functions with focus on liquidity and covenant compliance. Productively managed financial practices during time when company's revenue production grew from \$45 million to \$65 million. Implemented strategic long-term planning that contributed to equity value increasing from \$10.06 per share to \$14.50 over 21-month period. Successfully prepared restructuring plan for firm's financing with new bank when existing lender put organization into their workout portfolio. Directed performance of 3 direct and 7 in-direct reports.

**Results:**

- ◆ Revamped agreements and built financial models for 3 largest customer contracts.
  - ◆ Relocated company's East Coast distribution center, producing \$1 million in annual recurring savings.
  - ◆ Led logistics management during West Coast longshoremen's labor action without loss of clients.
  - ◆ Successfully managed company's position during high-profile sexual harassment action with Department of Labor.
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INTERNATIONAL PUBLIC CORPORATION – Hauppauge, New York

*Directed financial performance of \$120 million manufacturer and distributor of industrial CAD/CAM machines, software, service and leasing.*

*CHALLENGE: Develop strategy to return company to profitability despite declining sales and increased competition.*

**Executive Vice President / CFO**

(1999 to 2001)

Provided hands-on direction to accounting / finance, SEC compliance, taxes, risk management, investor relations, FX, treasure, budgeting, logistics, supply chain, and IT areas of publicly held company. Served as primary liaison with banking, legal, audit, and outside investor partnerships. Implemented plans that improved management of inventory, asset and cash flow processes. Efforts enabled maintaining of NASDAQ.NM listing.

**Results:**

- ◆ Successfully recapitalized company through workout and established new lending relationship.
  - ◆ Implemented strategy to reduce working capital resulting in **elimination of \$20 million debt** and **generation of \$10 million cash surplus**.
  - ◆ Returned company to **profitability** through efficient restructuring and despite declining sales.
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SCIENTIFIC INSTRUMENTS INC., – Deer Park, New York

*\$65 million North America manufacturing division of filtration equipment/filter, and weighing/measurement devices utilized in pharmaceutical and biotech industries.*

*CHALLENGE: Eliminate cultural differences between corporate management and local operations.*

**COO / CFO / Subsidiary President**

(1996 to 1998)

Full responsibility for finance, operations, accounting, supply chain, human resources, and IT departments for 3 of 6 North American operating units, including Puerto Rico filter manufacturing and California stainless steel fabrication subsidiaries. Successfully managed company through several volatile situations, including dismissal of North American CEO, industrial terrorism threat against 2 largest customers, divestiture of stainless operating unit, and unsuccessful organization effort by Teamsters Union. Managed performance of 5 direct reports and 125 indirect; reported to Board and CFO in Europe and local CEO.

- ◆ Avoided \$5 million liability with successful out-of-court settlement of harassment and discrimination suit.
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FROZEN FOOD PRODUCTS, INC., – Any Town, New York

*World-wide leader in production, packaging, and distribution of food juice products.*

*CHALLENGE: Build impressive record of achievement and advancement through series of progressively responsible positions that started with local management to national finance leader.*

**Director of Finance & Operations**

(1988 to 1996)

Provided strategic and financial and organizational leadership to Direct Store Delivery Channel for \$800 million division of \$2 billion annual worldwide sales. Led development team on national financial planning system. Developed and delivered finance training courses for non-financial field-sales manager which contributed to achievement of highest profitability of any division while concurrently operating with lowest overhead costs.

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**EDUCATION AND CREDENTIALS**

**Master of Business Administration (MBA) • STATE COLLEGE – Any Town, NY**  
**Bachelor of Science, Management and Finance • STATE COLLEGE – Any Town, MA**  
**Certified Treasury Professional (CTP) – 2003**  
**Certified Cash Manager (CCM) – 2000**

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**PROFESSIONAL AND COMMUNITY ASSOCIATIONS**

Member, Association of Financial Professionals • Member, Institute for Management Accountants  
Board Member, Museum • Officer/Board Member, LI Automobile Restoration Club