

CFG I



CASE STUDY

INTERIM CONTROLLER

A CASE STUDY IN ENSURING CONTINUITY AND INTEGRITY FOR CRUCIAL FINANCIAL ROLES



OVERVIEW

BACKGROUND

Company A, a \$700M+ publicly-traded company from Massachusetts, announced in April 2012, that it would embark on an acquisition of a complementary company for approximately \$550M. With the acquisition date set for August 2012, the company faced a rapidly approaching closing date.

The North America Controller for Company A was responsible for the general ledger, accounts payable, accounts receivable, fixed assets, and the accounting close process for the entire North American region. With five direct reports, the controller was heavily involved in several Sarbanes-Oxley controls, external reporting, management reporting and analysis, in addition to supporting the acquisition process. Due to the significance and complexity of the acquisition, senior management made the decision to focus 100% of the North America Controller's attention on the acquisition integration.

CHALLENGES

To fill the critical position of Controller during an essential time of an acquisition

Lacking the internal resources to manage the Controller's daily responsibilities while his energy was directed toward the acquisition, Company A was faced with the challenge of locating an individual for this critical position. Requiring an immediate hire, Company A struggled to find a resource with the right leadership experience, competencies, and skill set to maintain operations without demanding significant ramp-up time.





SOLUTION

MINIMIZE THE LEARNING CURVE

Company A turned to CFGI to provide a resource with hands-on expertise and the appropriate background. In engaging CFGI, Company A gained access to a resource dedicated to immediately solving their most pressing needs and the experience of:

- Personnel from the 'Big Four' who could quickly understand existing processes.
- Resources who quickly understand a company's existing IT systems and allow others to work on more critical tasks.

BUILD CREDIBILITY

- It is critical for CFGI members to quickly establish trust with the employees they work with during the consultancy period. With respected backgrounds in the field, they have an immediate credibility that aids in forming relationships and building trust—skills necessary to successfully lead a new team.
- External auditors are an important relationship for any company to manage. By utilizing credible individuals, the interaction with external auditors becomes more effective and efficient.

PROVIDE INSTANT MANAGEMENT CAPABILITIES

- CFGI is comprised of staff that has all worn different hats; many of them managers. This talent pool provides companies with those who can manage an accounting close process and ensure reporting deadlines are met.
- Our managers understand the importance of the internal control environment and can make sure all controls are followed properly.





RESULTS

IMMEDIATE INTERIM CONTROLLER SOLUTION AND ADDITIONAL RESOURCES

CFGI is comprised of individuals knowledgeable on today's best practices and additionally, have the leadership skills to implement these to improve a company's existing processes. Because all CFGI personnel have solid understandings of technical accounting areas, they are able to identify any existing issues that must be addressed in further detail.

CFGI was able to provide Company A with an Interim Controller who was able to meet all of their needs with a limited ramp-up time. Due to the extensive background of the Interim Controller from CFGI, the team at Company A was able to continue to function effectively with no delays in the accounting close and financial reporting nor did it experience any lapses in the internal control environment.

Due to the success of the Interim Controller, Company A decided to utilize additional CFGI resources to further assist with the acquisition integration. With the assistance of CFGI, Company A was able to learn best practices and implement them in their internal strategy to experience long term success.





WHY CFGI?

At CFGI, we define our success by the quality of our work and the satisfaction of our clients. Through our deep knowledge base, industry expertise and passion for client service, we provide value add solutions to address client needs. We have built a reputation as the go-to solution for all critical finance and accounting projects, we continue to build our business by attracting the industry's best professionals and supporting them with the cumulative expertise of our firm. When you partner with CFGI, you gain access to a full-service financial consulting and corporate finance team. Through our well-rounded operational and technical expertise, our team is ready to deliver the services and support needed to achieve your goals quickly, efficiently and effectively. Whether it is assistance evaluating and documenting complex technical accounting issues, or assistance with your financial close process, financial reporting and tax process, or assistance with your SOX process and documentation, we are uniquely positioned to help you with those needs. ■

