

# PAUL HARRIS

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## SENIOR FINANCE & OPERATIONS OFFICER

Vice President / Director / COO / CFO – Utilities, Automotive, Financial Services & Healthcare

Career progression through senior-level corporate positions, including team and leadership roles in project management, budget preparation, financial reporting, cost reduction, and customer-focused order processing. Expertise in strengthening internal controls to improve revenue forecasting, client relationships, operational efficiencies, and overall performance of million dollar operations. Effective leader with empowering, participatory management style that encourages accountability, teamwork, and continuous improvement. Highly credentialed finance professional with certifications as CPA, CMA, CFM and SSBB. MBA in Finance and Management.

- Strategic Business Planning
- Financial Reporting
- Project Management
- Information Systems
- Distribution Center Operations
- Contract Negotiations
- Human Resource Management
- Six Sigma Black Belt
- Operational Efficiency
- Policies & Procedures
- Forensic Accounting
- Total Quality Management

Member of National Association of CPAs and Institute of Management Accountants

## CAREER PROGRESSION

### **VP, Finance & Operations / Controller / Director of Operations / CFO**

Dedicated career to the accelerated growth and turnaround of product distribution companies in Midwest region. Minimized negative effects of organizational, market, technological, and financial challenges to deliver dramatic revenue growth and cost savings. Career highlights include:

Office Furnishings, Inc., Charlotte, NC, (1997 to present)

***As Senior Account Executive (2000 to present), oversee Sales, Business Development, Account Management, and Staff Leadership functions. Challenge: Develop a cost/benefit evaluation program that effectively manages \$2.5 million in surplus furniture.***

- Devised a tracking report for asset movement and associated costs and centralized quantifiable and verifiable data; quarterly reports measured cash flow savings gained from asset re-utilization versus new purchases. **Program recovered associated deployment costs and generated net cash flow savings of \$1.2 million over three years.**
- Implemented pooling order approach to benefit from lower rollout costs and competitive prices while forging strong partnership with technical buyer. **Secured new business contract, which generates \$1.5 million annually and represents a 40% increase in customer sales volume.**

***As VP, Finance & Operations (1997 to 2000), directed Budget & Forecasting, Finance, Administration, Project Management, and Team Supervision for staff of 13. Challenge: Improve operational performance to achieve benchmark standards and reduce installation costs, which were 20% higher than industry norm.***

- Instituted criteria-based system to establish core competencies for personnel and administered five part written and field examinations to determine staff qualifications. By tying performance to compensation and establishing upfront project planning, **company was able to eliminate four supervisors resulting in \$250K savings. Total operational performance increased 10%.**
- Established uniform project process, which provided accurate estimates of sales and created accountability for employees. **Design and order entry specification errors decreased 40% and company experienced substantial improvement in order throughput and performance.**
- Recommended and organized leadership training seminar for top management employees; **enhanced internal communications and improved company-wide trust among staff and peers.**

### CAREER PROGRESSION continued

Workplace Designers, Southfield, MI (1996 to 1997)

*Handpicked as CFO, to direct Finance, Accounting, Human Resources, Payroll, Accounts Payable, and Accounts Receivable functions. Played lead role in researching and compiling forensic report based on previous owner's activities. Challenge: Open new balance sheet and document activities/factors contributing to reduction of company assets' market value in spite of missing documentation and supporting analysis.*

- Conducted extensive forensic analysis of balance sheet and income statements to ascertain economic losses; worked closely with government agencies, tax authorities, and vendors to develop accurate count of physical assets. **Successfully retraced activities and prepared documentation to support litigation efforts regarding economic loss in excess of \$10 million.**

The Corporate Desk Company, Cleveland, OH (1995 to 1996)

*As Director of Operations, controlled project management, warehousing, and network programs, and renewed start-up planning for new Flooring department. Managed 10 employees. Challenge: Augment existing furniture business and increase company revenues through sales of new product offering, floor coverings.*

- Assembled sales team, created competitive sales commission agreement, and forged relationships with manufacturers and flooring company. **Sales from floor coverings reached \$500K in first 12 months.**
- Relocated operations group and warehouse with zero negative impact on service delivery through aggressive work scheduling, collaborate team efforts, and vendor/customer negotiations. **Immediately increased operational efficiencies 15%.**

Pittsburgh Interiors, Inc., Pittsburgh, PA (1992 to 1995)

*As Operations Manager, assigned to external service sales, project management, installation, administrative, and warehousing activities, and supervision of nine employees. Challenge: Arbitrate and repair strained relationships with union employees whose daily responsibilities affected 60% of company products.*

- Worked with single source union firm to create standard criteria, work expectations, and budget management guidelines. **Process led to virtual eliminations of punch lists, favorable performance within benchmark standards, and approximately 10% in cost reduction.**
- Instituted service program to consolidate support services for furniture purchases and provide clients with single source of contact. **Signed three-year agreement from major client guaranteed \$120K in annual service revenues.**

Southfield Interiors, Inc., Southfield, MI, (1989 to 1991)

*As Controller, directed financial reporting and analysis, payroll activities, AP, A/R, I/S, risk management, and supervision of five employees. Challenge: Manage installation of new information systems hardware and software for entire business operations.*

- Enlisted help of IT Manager to establish project timeline, budgeted cost, and action plan for 4-month period. Developed training program and transition approach to support internal transition to new system; **new system reduced order entry time 50% and allowed company to take advantage of truckload discounts, which added \$1.1 million to bottom line.**

PREVIOUS EXPERIENCE in financial planning, financial and operational analysis, internal consulting, and audit for major companies like Aetna Healthcare, Corning Engine Company, and American National Resources, Inc.

### EDUCATION & CERTIFICATIONS

**MBA in Finance and Management**, University of Michigan, Ann Arbor, MI

**BSA in Accounting**, University of Michigan, Dearborn, MI

**Institute of Management Accountants:** Certified Financial Manager, Certified Management Accountant

**North Carolina State Board of Certified Public Accountant Examiners:** Certified Public Accountant

**Villanova University:** Six Sigma Black Belt, Six Sigma Green Belt