

Wayne Spivak

Provides diverse functional experience and exceptional insight driving category improvement, leading transformational change, and developing & implementing robust strategy in IT, Finance, Procurement, Strategic Planning, and Business Analysis roles. Specific experiences have included Manufacturing Operations, Implementation of Materials Requirements Planning II, Supply Chain and Inventory Management, New Product Development, Shared Service, R&D, Portfolio Management, M&A, and Information Technology. Specialties include, Developing Functional Strategy, Cost Reduction & Category Management, Program / Portfolio Management, Organization and People Leadership, Lean Thinking, Change Management, Manufacturing Resource Planning (MRP & DRP), business and new product launches, and project management.

Mergers & Acquisitions • ERP, MRP, & DRP Change Management • Turnarounds • Startup/Growth

- **Sell-Side Transactional Financial Leadership** – Responsible for leading the “sale” process for a private equity Portfolio company. Responsibilities included the creation, population, and management of the virtual data room, negotiations with the potential buyers, working closely with our attorneys, accounting firm, and buyers law firm.
- **Change Management** – Engaged to implement major upgrades of companies after minimal investment in financial personnel or systems over the past years. Responsibilities include rebuilding an accounting organization with the appropriate skills and systems, selection and implementation of new software, overhauling the monthly closing process, identifying and remediating large magnitude accounting matters including revenue recognition, estimation of product returns reserve, proper matching of revenue and expenses, and management of significant cost deferrals.
- **ERP, MRP & DRP Implementation** – Subject matter expert for Proformative Academy with four on-demand courses encompassing the basics for best practice for selection of new systems. Other courses cover understanding and eliminating complexity in the process, business process mapping and GAP Analysis. Subject learned from multiple MRP & DRP installations where I was required to rebuild policies, rules, procedures and processes in all areas of both the financial, but manufacturing, cost accounting and inventory.
- **Turnarounds** – Led efforts to modernize systems and procedures, empower marketing and sales with information presented the way they needed and produced upon their demand. Created and implemented Dashboards and KPI's for multiple constituencies allowing for the first time visibility into the business for most employees. Managed complex cash flow issues by maximizing and reducing Customer DSO and extending Vendor payment cycles (current ratios as low as 0.70 times).
- **Startup/Growth** – Led the formation of multiple companies or enabled and empowered small growing companies to cope with up to 500% revenue increases. Developed and re-developed policies, procedures to enable new employees to blend with existing business rules with minimal stovepiping.
- **Mergers and Acquisitions** – Led the due diligence efforts, transaction discussions and negotiations, and integration efforts for multiple acquisitions including both large and small target companies.

Career Summary

Hardesty, LLC

Partner, 2016 - Present

- Hardesty, LLC is a national executive services firm that provides on-demand financial management leaders to companies ranging from emerging growth to large public entities through a variety of flexible offerings. Our firm provides professional CFOs, treasurers, controllers and other financial management with deep operational management expertise.

SBA * Consulting LTD

President & CFO, 1995 - Present

- SBA * Consulting LTD provide outsourced/interim CxOs to a broad range of business, industries and sectors. Accounts where I served as a Consultant, interim CFO/COO or de factor CFO/COO Some of those companies include:
- Engaged by the Volare Air Group to assist with startup operations.
- Created multiple pitch decks for possible acquisitions for the potential investors. Pitch decks based on preliminary due diligence with each target. Seed money expired and investor put on-hold due to election.
- Involved in multiple MRP Implementations:
- Self Powered Lighting - Elmsford, NY (sold) - exit sign manufacturer - MRP implementation (Engaged by TH Lehman, a public shell to be the Controller and perform implementation).
- Surelite LTD, Northants, UK (sold) - tritium based light manufacturer - Cost Accounting implementation (Engaged by TH Lehman, a public shell to be the Controller and perform implementation).
- Keller Medical, Redlands, CA (out of business) - IV bag manufacturer – MRP implementation (Engaged by TH Lehman, a public shell perform implementation).
- Healthtek, Grass Valley, CA (out of business) - Medical equipment manufacturer - MRP implementation (Engaged by TH Lehman, a public shell perform implementation).
- Ludl Electronic Products (still in business), Hawthorne, NY – Microscope manufacturer - MRP implementation.
- Sabatier USA, CT (sold to Excel Cutlery)- Distributor, Cutlery - DRP implementation.
- Gourmet Source, CT (out of business) – Importer/Distributor – Food - Cost Accounting implementation.
- Danfoss Videk, Rochester, NY (sold to VIDEK) – manufacturer, print verification systems – Complete system re-installation due to change of business modeling
- Engaged by a Private Equity firm to turnaround operations or sell a portfolio company in the apparel industry; sold.
- Rebuilt accounting organization with the appropriate skills and financial systems.
- Overhauled the monthly closing process decreasing the closing time from 20+ days to < 15 days.
- Created metrics and KPI dashboards. Involved in multiple M&A due diligence rounds.
- Coordinated the interaction with the company's investment banker during the sales process.

- Interacted routinely with the board of directors and the PE firm.
- Engaged by The Yucaipa Companies, a private equity group to re-work a new acquisition.
- Recreated accounting due to poor implementation, multiple bookkeepers and no competent oversight.
- Negotiated numerous highly contentious contractual agreements where breach and tortious interference were at the center of the issues.
- Engaged by dna Model Management LLC to act as interim CFO when a member (the CFO) left.
- Implemented and help design an industry based front-end accounting system unique to the talent industry.
- Engaged by Frenchw@re LLC to be their CFO and assist in designing the aforementioned talent accounting system
- Engaged by Model Collections of America to be the CFO implement a new accounting system, first requiring a recreation of the books.
- Engaged by Proformative, Inc. to be on their Board of Advisors, be a Community Leader for over 60,000 finance, accounting and other C-Level individuals.
- Provided webinars as a subject matter expert on system implementation and cloud computing.
- Provided live, in-person participant at presentations.
- Subject Matter expert in their Academy with four on-demand courses on system implementation.

QED National

Board of Advisors, 2012 - 2014

- Provided expert opinion on issues surrounding the growth of the IT recruitment and placement firm focusing on the governmental space.

Port Authority of New York & New Jersey Police Academy

Consultant, 2003 - 2014

- Chief Instructor, Course Creator and Project Manager for this highly successful training class for police offices on boat handling and navigation.
- Over 175 officers cycle through the course with over 160 having no previous boating skills.

United States Coast Guard

Various Roles (Volunteer), 2001 - Present

- Provide subject matter expertise in a wide area of issues including social media, electronic presence, and deckplate member experiences.

Association for Rescue at Sea, Inc.

Various Roles (Volunteer), 2005 - Present

- The Association for Rescue at Sea, a 501(c)(3) non-profit has two main strategic goals:
- Reconciliation of heroism of various maritime constituencies
- Raising of financial support for emerging and under funded volunteer Coast Guards.



United Safe Boating Institute

Chief Information Officer (Volunteer), 2003 - Present

- Provide expertise on information technology for this association of other leaders in the recreational boating community.

Lehman College, City University of New York

Adjunct Faculty, 1995 - 2005

- Taught Intro to Accounting I and II
- Taught Accounting Information Systems

Various National Magazines

Various Roles, 1995 - Present

- Over 500 articles in a wide array of periodicals covering such areas as accounting, management, boating, USCG and computers.

Education

Pace University / BS (Accounting)