

Kelly Kaufman, CPA

Senior executive with a proven track record of building and transforming successful finance organizations. A leader with expertise in obtaining funding and resources, managing acquisitions, defining opportunities for business improvement, overseeing end-to-end ERP implementations, and building high-output teams to deliver exceptional financial results. Extensive experience designing and building sophisticated models for accurate short and long-term financial forecasting, planning and analysis.

Credentials & Expertise

Expertise

- ◆ Sarbanes-Oxley, SEC, and SA S70's
- ◆ Business and Audit Risk Assessment
- ◆ Regulatory Compliance
- ◆ ERP Implementation
- ◆ Project Management
- ◆ Financial/Accounting Due Diligence
- ◆ Forecasting and Budgeting
- ◆ Acquisitions and Turnarounds
- ◆ Capital Raising

Industries

- ◆ Technology & Software
- ◆ Manufacturing, Construction & Services
- ◆ Real Estate
- ◆ Media & Entertainment

Achievements

- ◆ Financial management of a portfolio of 10 business units of a Fortune 500 company, doubling revenue over five years to \$1.2B. Completed and integrated three acquisitions.
- ◆ Earned "Turnaround of the Year" award by completing financial and operational turnaround of \$350M in company revenue. Increased EBITDA from \$25M to \$53M in two years.
- ◆ Co-led IPO of start-up company and completed five acquisitions in one year.

Highlights

- ◆ **Automatic Data Processing (ADP)**, Chief Financial Officer
- ◆ **Edwards Theatres, Inc.**, Senior Vice President, Chief Financial Officer
- ◆ **Ernst & Young**, Audit Senior Manager

Associations & Certifications

- ◆ Certified Public Accountant, California
- ◆ Member of Financial Executives Institute (FEI)
- ◆ Alumni of Vistage International

Education

- ◆ Executive Management Program and Executive Program in Leadership, Stanford Graduate School of Business
- ◆ Bachelor of Science in Accountancy, University of Illinois at Urbana - Champaign

For over 15 years, BGA has proudly filled the gap that often exists between accounting firms striving to maintain independence and their clients. We understand the compliance requirements and needs of our public and private clients. Our unwavering commitment to excellence has enabled us to assist thousands of domestic and international companies with everything from complex M&A transactions to IPOs and technical accounting for financial reporting.

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Experience



Oberman Associates ◆ Principal Consultant – 2010 to Present

- ◆ Performed buy side and sell side transaction advisory services for middle market companies, including valuations, identification of acquisition targets through market research, acquisition due diligence and negotiation of deal terms.
- ◆ Provided interim CFO services to multiple companies.



Automatic Data Processing (ADP) ◆ Chief Financial Officer, ADP Added Value Services – 2004 to 2009

- ◆ Led finance organization for \$1.2B division comprised of 10 geographically dispersed business units ranging from pure startup to high-growth to mature.
- ◆ Reported to the division president and oversaw 250 finance associates, including nine controllers.
- ◆ Led preparation of annual operating plan, 5-year strategic plan, quarterly reviews, monthly close and forecasts.
- ◆ Increased revenues 100% and profits 66% over five years, completing three acquisitions and driving margin improvement initiatives with new pricing models and significant cost reductions, including turnaround of two business units from loss to profitability.
- ◆ Transformed finance organization performance and productivity through clear communication of expectations, upgrading talent and creating a culture of continuous improvement.
 - ◆ Tightened controls for cash management for over \$1T moved each year and average cash balance of \$13B, with NSF (non-sufficient fund) transactions that declined 15% during a deep recession.
 - ◆ Ensured compliance with SOX with no exceptions.
 - ◆ Rebuilt operational audit function and completed six SAS70's annually.
- ◆ Conducted detailed due diligence and negotiated purchase agreement terms that protected company's downside exposure and led to overall reduction of purchase price for three acquisitions with aggregate purchase price of \$225M.
- ◆ Led improvement in forecasting accuracy and established trusted advisor relationship with division president to proactively manage cost structure during economic downturn resulting in \$30M of expense savings.



Oberman Associates ◆ Principal Consultant – 2002 to 2004

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Experience



Edwards Theatres, Inc. ◆ Senior Vice President, Chief Financial Officer – 1998 to 2002

- ◆ Part of leadership team that drove company's rapid expansion, transitioning from a family business to a professionally managed organization, completing a highly successful Chapter 11 reorganization and subsequent IPO. Led team of 35 people and was responsible for accounting, finance, human resources, and insurance.
- ◆ Presented to more than 15 top tier private equity firms to raise \$56M of private debt and equity and renegotiated a \$250M syndicated credit facility to complete a successful Chapter 11 reorganization where equity value for original family shareholders was increased from zero to approximately \$60M and creditors were paid off in full.
- ◆ Managed the conversion from manual accounting records to implementation of a tier one ERP package (JD Edwards). Transformed financial reporting from closing books once a year with no forward planning to monthly reporting packages with theatre P&Ls, store sales analysis, annual budgets, and 10-year projections.
- ◆ Identified, and implemented revenue enhancements and cost reductions resulting in EBITDA increasing from \$25M to \$53M in two years.
 - ◆ Identified and divested theaters losing an aggregate of \$7M a year.
 - ◆ Reduced labor, utility and janitorial costs by converting theatre staff from manual time sheets to electronic time clocks, installation of energy efficient lighting and consolidation of janitorial vendors.
- ◆ Prepared responses to Hart-Scott Radino review that allowed the company to become a subsidiary of Regal Entertainment Group (Regal). Assisted with preparing Edward's portion of the Regal \$345M S-1 filing and IPO that increased family shareholder value by another \$20M.

Systems Management Specialists ◆ Consultant/Acting Controller – 1997 to 1998

- ◆ Led ERP system conversion from AccPac to JD Edwards on AS400 platform.

Bristol Retail Solutions ◆ Vice President Finance – 1996 to 1997

- ◆ Co-managed all aspects of \$8M IPO including preparing registration statement and presenting at the "road show" with CEO and Chairman of the Board.
- ◆ Involved with all aspects of closing five acquisitions including performing financial due diligence, analyzing appropriate transaction structure, and negotiating deal terms.

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Experience



Ernst & Young ◆ Audit Senior Manager – 1988 to 1996

- ◆ Coordinated audit services for over 25 clients per year, both public and private companies, with expertise in manufacturing, computer hardware & software, venture capital firms and real estate.

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Blythe Global Advisors, LLC

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949-757-4180

bga@blytheglobal.com
www.blytheglobal.com

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