

Dear Sir/Madam;

Please Note: This letter is an integral part of my resume.

INTRODUCING WAYNE SPIVAK

Wayne Spivak is a seasoned Chief Financial/Operations Officer with both private company and Private Equity Group (PEG) portfolio experience. I have run my own company since 1995 and have helped lead numerous companies over the years.

**E-Commerce * Private Equity * Multi-National * Non-Profit * Retail * Distribution * Manufacturing * Professional * Service * M & A * Adjunct College Instructor * Investment Rounds * Start-Ups * Turn-a-rounds * Liquidations * Board Member * Author **

He is a strategic and critical thinker, possesses strong business acumen, top-notch finance and accounting skills, and is effective at working with his peers in the C-Suite, as well as the shop floor. He has installed MRP and ERP accounting systems, made process improvements, drove the budgeting process, and has been involved in the M&A process (buy/sell). He has also championed the pre-sale process by extolling the virtues of planning for an exit. Under his oversight companies have grown, employees empowered, while providing the ethical backbone to the CEO.

Wayne Spivak, a former Adjunct Instructor at Lehman College, is an expert in the lifecycle of system selection and implementation process of ERP systems.

- As of September 6, 2022, contracted as a Contributing Editor with Industry Dive, writing for CFO.COM and Proformative.com.
- As of June 16th, 2022, appointed a member of the Advisor Board for the Customer Experience Certificate Program at Ithaca College, NY.
- Expert Witness providing analysis and testimony to both Plaintiff and Defendant in disputes in the high-fashion modeling industry.
- As Chief Financial Officer of **Kanopy Holdings Inc.** (US), **Kanopy International** (Hong Kong) and **Kanopy Baby, Inc.** (Atlanta, GA), an organic and sustainable baby clothes company – was heavily involved with E-Commerce, Amazon (both Seller Central and Vendor Central) and EDI relationships.
- Due to the inordinate amount of time the CEO spent in Asia and Europe; he acted as the “Deputy CEO”.
- Developed the business plan financials and presentations used to attract several Chinese owned apparel manufacturers as investors. We restructured the company and attracted a major investor in a Round “B” (subscription agreement signed), unfortunately Covid hit. We concluded an arrangement with an asset-based lender at my exit.
- As a startup, he, along with our COO and CMO, created, and implemented a full suite of systems (best of breed SAAS based software), to assist in E-Commerce, EDI, Customer Service, Accounting, Inventory, Sales and Use Taxes, etc. He implemented policies and procedures to enable the company to be nimble, but responsive.
- Kanopy was in phase-two of the implementation of a state-of-the-art Warehouse Management System (WMS); and was starting to look for a mid-tier ERP system.

Here is a sampling of other firms I have been with over the years.

- **Lehman College, City University of New York** – Adjunct Faculty – Taught accounting and accounting information systems to undergraduates and graduate students for 10 years.
- **Ross Metals/Apple Collaterals** – Chief Operations Officer – Precious metal refiner, casting house, findings house and pawnbroker. Started and expanded new divisions

(casting and findings), expanded services, and market of pawn brokerage Implemented customer accounting system that was able to re-price inventory based on daily precious metal value. Handled legal and law enforcement issues with Apple Collaterals.

- **Self Powered Lighting** – Controller– Wholly-owned subsidiary of TH Lehman, a public shell, \$5M Sales; Selected and installed Macola Accounting Systems' accounting and materials requirements planning systems for this manufacturing company of tritium based and LED exit signs. Reduced time to close books by four (4) person-days. Developed corporate dashboards that gave the management team greater insight into key metrics. Drove budgets and initiated monthly forecast process. Standardized bill of materials and manufacturing process. Re-worked inventory and warehouse systems increasing accuracy to over 94%. Management annual audits, assisted in preparation of consolidation of UK subsidiary and IRS 10Q and 10K reports.
- **Ludl Electronic Products** – Consultant– Privately Owned Company; \$25M Sales; installed Macola Accounting Systems' accounting and materials requirements planning systems for this manufacturing company of high-end scientific microscopes. Increased inventory accuracy from 60% to 94%. Developed standardized bills of materials and manufacturing processes. Improved accounting and budgeting systems.
- **Sabatier USA** – Consultant– Privately held Company; \$3M Sales; Cutlery Distributor; Implemented Navision accounting system (now Microsoft 365 Dynamics) geared toward distribution requirements processing; Improved processes which improved end-month close by 3 days and lowered inventory by 20% while decreasing backorders by 65%.
- **Jessica's Brands** – Chief Financial Officer– Private Equity Portfolio Company - \$16M Sales down from \$30M a few years before; turnaround situation. Created dashboards with multiple key performance indexes and metrics enabling both company and Board insight into performance and problem areas for the first time. Involved in M&A (buy side) activities including full due diligence and internal pitch decks. Either point person or part of team that met with potential acquisition sellers. Due to lack of traction, prepared company for sale: strategic planning (organizational objectives, divestiture plan), improved financial reporting, involved in "clean" audit, created realistic future projections as well as the data room). Point person for all financial issues related to sale of company.
- **Aden + Anais, Inc.**– Interim Global Controller – Seasoned \$160M designer and distributor of infant clothing and accessories with subsidiaries in the US, Canada, Japan, China, Hong Kong, UK/Europe and Australia.
- **Volare Air Group** – Interim Chief Financial Officer – Startup: Investigated with C-Suite team multiple acquisition targets and performed first round interviews of potential buys, initial due diligence, and internal pitch decks on four vetted opportunities. Point person on several acquisition targets as well internal investor relations on said acquisitions.
- **Education** – BS (Accounting), Pace University

I look forward to hearing from you.

Regards,

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Bellmore, New York

Projects and Accomplishments:

- Restructured a US entity to a subsidiary of a US company and finished a Round “B”.
- Implemented all ERP systems and procedures of start-up ringing in sales >\$1M in first operation year with average item price of \$16. 2nd year \$17M in sales.
- Championed restructure of company which include a subsidiary in Hong Kong.
- Managed and perform GAP Analysis, TQM & MBO to plan and implement major system re- organizations and transformations (conducted major pan-national projects).
- Managed 500+% growth in revenues with limited growth in Human Capital.
- Managed complex cash flow issues by maximizing and reducing Customer DSO and extending Vendor payment cycles (current ratios as low as 0.70).
- Managed multi-company consolidations; both US and US/UK– using FAS 52/ASC 830.
- Established Key Metrics (KPI's) in manufacturing, distribution, entertainment, and food distribution industries.
- Designed and developed industry specific accounting system used by 40% of elite industry players.
- Successfully negotiated scores of contracts (employee, vendor, customer); *involved in numerous lawsuits as witness and/or expert witness including several Class Action lawsuits.*
- Managed multi-year leasing agreements and major build-out; build-out ended *within 5% of budget.*
- Turn-a-round experience and wind-down of non-performing companies.
- Merger & Acquisitions – worked on multiple M&A's.
- Perform Operational/Manufacturing (MRP) Management and Consulting – results included bringing inventory accuracy to 94%, reduction of inventories, increase of working capital and lower Cash Conversion Cycles.
- Utilize, design and critique Strategic and Tactical Planning used to implement major transformations.
- Coach and champion Business Continuity and Crisis Management – enabled company to continue working during aftermath of 9/11.
- Provide Change/Transformational Management (now called Six Sigma) – reworked Yucaipa Portfolio Company to enable capture of essential information for KPI's, budget and enhanced billing.
- Maintain Broad-based Information Technology background – provide CIO services to several non-profits enabling them to increase donations.
- Build Team Management/ Building consensus - Involved multi-agency teams with logistical facilities to achieve an “in concert” status.
- Mentoring
- Academic Instructor and Industry Speaker
- Promote, champion, and teach Executive Team Alignment
- Supervised (direct) 7 professionals and 100 (indirect) professionals, administrative, skilled and un-skilled labor.
- Collaborate with Retired Admirals and other high-level Coast Guard, Navy and business executives.

Professional Experience:

- SBA * Consulting® LTD, Bellmore, New York 1995 – Present
President and Chief Financial Officer - Managerial Consulting firm that has worked with hundreds of clients over the years client companies include:
 - Self-Powered Lighting - Elmsford, NY (sold) - exit sign manufacturer - MRP implementation
 - Surelite LTD, Northants, UK (sold) - tritium based light manufacturer.
 - Keller Medical, Redlands, CA (out of business) - IV bag manufacturer
 - Healthtek, Grass Valley, CA (out of business) - Medical equipment manufacturer
 - Ludl Electronic Products (in business), Hawthorne, NY – Microscope manufacturer - MRP.
 - 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
- Kanopy Holdings Inc./Kanopy International/
Kanopy Baby, Inc.; GA & Hong Kong 2017 – June 2021
Chief Financial Officer – Organic Baby apparel designer, importer, and distributor
- Kanopy Logistics (a related company); Suwanee, GA 2020 – June 2021
Chief Financial Officer – Creation of a new 3PL.
- Aden and Anais, Inc.; Brooklyn, NY 2017
Interim Controller – Baby apparel designer importer and distributor
- Volare Air Group; Birmingham, AL 2016
Chief Financial Officer – Startup airline
- Hardesty LLC; Orange County, CA 2016 – 2017
Partner – Outsourced CFO firm
- Management Interactive LLC & Prime Resonance Ventures, LP; New York, NY 2016 – 2018
Partner/Fund Manager – a \$3M hybrid private equity fund providing small firms with seed through series B funding
- Relativity Capital LLC; Los Angeles, CA & New York, NY 2014 –2015
Portfolio Co. Interim Chief Financial Officer - Private Equity Firm; Turnaround: Modernize systems, M & A, diversify business model of portfolio company Jessica's Brands
- The Yucaipa Companies; New York, NY 2013 – 2014
Portfolio Co. Interim Chief Financial Officer - Private Equity Firm; Revamp of systems and procedures of a newly acquired business (The Lions modeling agency)
- dna Model Management LLC, New York, NY 2001 – 2011
Chief Financial Officer - World Class high fashion Modeling Agency
- Frenchw@re, LLC New York, NY 2008 – 2011
Chief Financial Officer- Software development house, which created industry front-end accounting package
- Model Collections of America; New York, NY 2009 – 2011
Chief Financial Officer -Third-party billing company for European companies

Consulting:

- OnCFO; rename OnPlan; San Francisco, CA 2016 ---2017, 2022
Architect and Strategist --Provide Expert opinion on the growth of SAAS based firm in the financial modeling space
- Illumeo, Inc.; San Jose, CA 2015 – Present
Course content provider and lecturer, Consultant

- Proformative; San Jose, CA, then sold to Argyle Executive Forum; New York, NY 2012 – 2016
Board of Advisors, Community Leader, and Instructor - Social Media Firm tied to the C-Level and Senior Management, geared toward the financial executive
- QED National, New York, NY 2012 –2014
Board of Advisors - IT Recruitment and Consulting Firm involved in the Public Sector space
- Port Authority of New York & New Jersey Police Academy, New York, NY 2003 –2014
Consultant – Developed, Project Manager and Chief Instructor for maritime forces

Volunteer:

- Customer Experience Certificate Program at Ithaca College, NY 2022
Advisory Board Member
- MassChallenge, Boston, MA 2022
Judge Early Stage 2022 1st Round
- United States Coast Guard; Washington, DC 2001 – 2018
Executive Assistant, Office of Auxiliary and Boating Safety
- Association for Rescue at Sea (AFRAS), Fish Creek, WI 2005 – Present
Vice-President, Member, Director, and CIO - *Non-profit that raises funds for NGO rescue organizations internationally*
- United Safe Boating Institute, Raleigh, NC 2003 –2016
Chief Information Officer - Non-profit organization of organizations providing niche-market products

Academia and Journalism:

- Industry Dive 2022
Contributing Editor – Provide content on accounting, treasury, FP&A, and business topics for CFO.com and Proformative.com.
- Various National Magazines, New York, NY 1992 – Present
Freelance Writer and Contributing Editor – authored technical articles on accounting and information technology
- Accounting Dept., Lehman College – CUNY, Bronx, New York 1995 – 2005
Adjunct Faculty - Taught Undergraduate & Graduate accounting and accounting information system courses

Education:

Bachelor of Science: Accounting, Pace University, New York City, NY

Security Clearance – United States Coast Guard **SECRET**, Inactive