

Rand N. McMullin, CPA, CMA, PMP, MBA

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ACCOUNTING, FINANCE, AND PROJECT MANAGEMENT SENIOR PROFESSIONAL

Finance, Accounting, and Project Management senior professional with 19 years of relevant and progressive experience, beginning in public accounting (including Big-4 audit) and extending to public and private companies of all sizes.

Broad and deep experiences within the CFO umbrella, including success in roles such as Vice President of Accounting, Group Controller, Division Controller, Accounting Manager, Finance Manager, FP&A Manager and Project Manager. Proven record of leading and managing effective teams, including managing and transforming departments with 20 to 40 employees. International management experience.

Since 2008 have been engaged as a Finance and Accounting Consultant with DLC. Successful history of overseeing projects at over a dozen clients in a variety of industries. Passionate about providing strong client service, driving results and transformation within CFO organizations, and ensuring the finance function supports and is relevant to the business.

Specialties:

- Leadership & Management
- Project & Transition Management
- C-Level Executive Decision Support & Partnership
- Finance, Planning & Analysis (FP&A)
- Financial Modeling, Forecasting & Budgeting
- Management Accounting & Controllershship
- Financial Reporting & Accounting
- Mergers & Acquisitions (M&A) Due Diligence
- Generally Accepted Accounting Principles (GAAP)
- Post-acquisition Accounting & Finance Integration
- Shared Services Centralization & Outsourcing
- Finance Transformation

Professional Philosophy:

- Develop a mission and vision
- Determine coherent strategies
- Apply situational leadership
- Bring out the best in others
- Be a team player
- Collaborate and partner with all stakeholders
- Act with integrity, objectivity, reliability, and accountability
- Maintain the belief that every problem has a solution
- Get creative, find the best answer, execute
- Work hard, work smart, enjoy the ride

PROFESSIONAL EXPERIENCE

Finance and Accounting Consultant

David Lewis Company (DLC) Inc. (www.dlcinc.com), Professional Services Firm

August 2008 – Present
Chicago, Illinois

Internal DLC Roles & Awards:

- **Chairman of the Consultant Advisory Board (2010 – Present)**
 - Oversee a board of twelve senior consultants, partnering closely with DLC's executive management team to determine firm strategy, enact initiatives to improve the firm, and represent the interests of DLC consultants.
- **Recipient of DLC Excellence Award (2012)**

Client engagements (20+ client performance ratings, averaging ~9.2 / 10):

- **Project Manager for a Chart of Accounts rationalization engagement at a global drug and specialty retailer (current)**
 - Leading efforts to rationalize 8,500 Accounts Cognos Controller – the global consolidation tool used for both SEC and internal financial reporting.
- **Interim Assistant Controller at a food and beverage company**
 - Supported both internal and external reporting, financial statement analysis, and multiple GL accounting functions.
- **Project Manager for sell side diligence engagement at a water company**
 - Managed sell-side diligence process in close cooperation with the CFOs of the holding company and all subsidiaries.
- **Finance Manager for an organizational restructuring engagement at a global snack & food company**

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- Acted as Finance Manager in support of the organizational restructuring of the company, advising the Senior Executive team on global financial impacts and fulfilling project management functions. Achieved milestones on time and under budget.
- **Project Manager for BPO transition engagement at a consumer packaged goods company**
 - Managed a ‘lift and drop’ BPO transition in the Philippines involving eight accounting functions and over 120 outsourced personnel; oversaw transition cadences, status reporting to executive teams, stakeholder & risk management, and issue escalation and resolution. Achieved milestones on time and under budget.
- **Project Manager for Financial Carve-Out engagement at a fuel cell company**
 - Oversaw audit preparation for carved-out financial statements, including proposal of 100+ adjusting journal entries to ensure GAAP compliance; managed multiple stakeholders with project management tools and a risk based approach.
- **Accounting Centralization engagement at an insurance brokerage**
 - Created a training plan for a newly created centralized billing office, including a participant guide, instructor guide, learning games, and certification programs; collaborated with SMEs to develop SOPs and over 100 flow charts for AR and AP. These efforts enabled the successful centralization of the National Billing and Accounting offices.
- **Project Manager for Pricing and Modeling engagement at a textbook company**
 - Secured buy-in from executives to fundamentally re-engineer bundled pricing -- partnered with stakeholders to create and adapt a GAAP and cash-based model with P&L, NPV, & IRR for \$10M deals affecting dozens of retail locations.
 - Developed a dozen financial and operating models supporting pricing initiatives, shared services centralization, business valuations, and partnership with vendors and competitors. Acted as a liaison between the executive team and technical experts in producing actionable recommendations to meet business imperatives.
- **Interim Vice President of Property Accounting & Group Controller at a REIT**
 - Recruited and managed a team of 20 accounting professionals in a centralized accounting office, assuming GL responsibilities from 30 malls; oversaw all aspects of project, transition, personnel, and change management for the combined team. Met all project deliverables on time and within budget.
 - Conducted and oversaw weekly management meetings and weekly all-hands meetings. From day one, established a performance culture and explicitly outlined shared values for the team. Held team members individually and collectively accountable for performance standards in accordance with these shared values.
 - Planned, organized, and executed the general ledger transition of 30 properties into a separate entity. The scope of this effort included coordinating the transition deliverables and tasks with half a dozen departments, gaining consensus with executives from both entities, and arranging for the proration of the income statement and balance sheet for a mid-month spin-off transaction date.
 - Oversaw the integration of the GL, AR, Billing, and Cash application teams, totaling 37 professionals.
- **Project Manager for Financial Modeling engagement at a physical therapy company**
 - Built a seven year budget/forecast model with fully integrated financial statements (IS, CF, BS, EQ).
 - Negotiated a consensus between company management and the private equity sponsor on model structure, frequency of use, inputs and outputs.
- **FP&A Acquisition Integration engagement at a fraud prevention internet company**
 - Developed a five year financial plan for a company that had just been acquired in close cooperation with the CEO and Senior Exec team.
- **Revenue Accounting engagement at a technology company**
 - Assumed the role of interim Senior Revenue Accountant with no training, including all GL management for revenue accounts. Restructured the desk with improved templates, processes, and procedures over a three month period. Successfully transitioned and trained new employees on the restructured desk.
- **Project Manager for a Due Diligence engagement at an education company**
 - Oversaw sell-side due diligence on behalf of the private equity firm -- including creation, review and editing of hundreds of documents in support of the transaction. Managed a Merrill data room. Engagement required significant stakeholder management and close cooperation with senior executive team.
- **Interim Accounting Policy & Research Manager at an energy company**
 - Performed accounting research and wrote/edited internal accounting memos. Monitored emerging accounting guidance and wrote internal education materials on emerging guidance in loss contingencies and leases.
- **FP&A Budgeting engagement at a presentation services company**
 - Assessed the annual budgeting process/templates and made recommendations for system upgrades and changes in model design to allow for easier consolidation and provide for visual/functional enhancements.
- **Interim Accounting Manager at a transportation logistics company**
 - Overhauled half of the balance sheet accounts while acting as interim Accounting Manager (replacing a 20 year veteran) and achieved flawless audit results at year end. Ensured seamless transition.

Divisional Controller

*August 2006 – August 2008
Lincolnshire, Illinois*

Camping World RV, \$1.5B RV Dealership Retail Chain

- Directed the overall financial management of 18 recreation vehicle (RV) dealerships.
- Managed eight dealership controllers and 40+ accounting staff.
- Administered the accounting integration of five newly acquired dealerships.
- Oversaw financial measurements, analysis, budgeting, and forecasting for all RV dealerships.

Worldwide Coordinator / US Sector Coordinator / Lead Financial Analyst

May 2002 – August 2006

IBM, Global Services Division, \$90B IT Company

Somers, New York & St Louis, Missouri

- **Worldwide Finance & Planning Coordinator for IBM Global Services (\$40B division of IBM)**
 - Administered the consolidation and reporting of worldwide financial measurements.
- **Finance & Planning Coordinator for the Distribution Sector (over \$1B in annual revenue)**
 - Facilitated overall financial reporting, forecasting, planning, and budgeting.
- **Lead Financial Analyst for the Morgan Stanley Contract (over \$1B total contract value)**
 - Directed the overall financial management of an outsourcing contract valued at over \$1B.
 - Served as team lead for two cost analysts, two billing analysts, and one revenue analyst.
 - Transitioned renegotiated contract into an entirely different revenue structure.
 - Acted as primary financial interface with contract executives and headquarters.

Staff Accountant, Assurance & Advisory

Sept. 2000 – May 2001

Deloitte & Touche, LLP

Salt Lake City, Utah

- Performed on-site financial audits for clients in a variety of industries -including banking, insurance, construction, consumer electronics, manufacturing, wholesale, retail, healthcare, government, mining, and education.

Staff Accountant, Insurance & Litigation Support

Sept. 1998 – Aug. 2000

RGL Gallagher, Forensic Accounting firm

Salt Lake City, Utah

- Completed and participated in a variety of financial analyses for attorneys and insurance adjusters - including economic loss calculations, business valuations, fraud analyses, and marital asset dissolutions.

FORMAL EDUCATION

Harvard Extension School

Graduate Certificate in Organizational Behavior

January 2017 – December 2019 (in progress)

Notre Dame, Mendoza School of Business

Executive Certificate in Leadership

July 2014

Indiana University, Kelley School of Business

MSF, Master of Science in Finance

May 2012, GPA 3.86 (Top 20%, class of 2012)

Kelley Direct Program (Bloomington, Indiana)

University of Utah, David Eccles School of Business

MBA, Master of Business Administration

May 2002, 3.96 GPA (Top GPA, MBA class of 2002)

- Outstanding Scholar Award
- Graduate Certificate in Management of Technology
- Voted “Most Likely to Succeed” by class of 2002
- Fellowship Award

University of Utah, David Eccles School of Business

Bachelor of Science, Accounting

Bachelor of Science, Finance

August 2000, 3.83 GPA, Cum Laude

- Accounting Scholar Award
- Leadership and Academic scholarships
- Beta Alpha Psi

LICENSES & CERTIFICATIONS

Certified Public Accountant (CPA) - Illinois

- License # 065035940, Registered # 239022081 (2018)

Certified Management Accountant (CMA)

- Certificate # 26086 (Current)

Certified Financial Manager (CFM)

- Certificate # 3567 (Current)

Chartered Global Management Accountant (CGMA)

- License # 110002969 (Current)

Project Management Professional (PMP)

- License # 1527891 (2018)

Computer Experience:

- **Office** - Significant experience with Microsoft products (Word, Outlook, Visio, Powerpoint, Excel, Access). Certified in Excel 2007, with over 15,000 hours of hands on experience using multiple versions.
- **ERP** - Experienced in multiple ERP systems, including Oracle, JD Edwards, DB2, SAP, Adaptive Planning and Hyperion
- **Productivity** - Experienced in a variety of productivity enhancing online systems to drive personal and team performance (e.g., SurveyMonkey, Trello, Dropbox, GoogleDocs, Evernote).

Industry Experience:

- Professional Services
- Information Technology
- Manufacturing
- Consumer Packaged Goods
- Physical Therapy
- Real Estate
- Transportation Logistics
- Retail & Wholesale
- Education
- Textbook
- Water
- Insurance
- Automotive