



Interim Controller *Services*

Maintain Leadership Continuity. Get an Unbiased Assessment of Your Accounting Function. Set a Clear Path Forward.

The termination or unexpected departure of the Controller creates a gap in the leadership team which if unaddressed can lead to team morale issues and downstream turnover, late production of critical financial reporting, and gaps in adherence to established policies and procedures. Redirection of CFO strategic and operational responsibilities to the controllership function is a less than optimal allocation of executive management time. And typically, only the largest companies have the bench strength which enables an existing member of the finance team to step into the role on even a short-term basis.

8020 Consulting specializes in helping companies mitigate the risks associated with Controllership departures by turning what is often a negative event into a strategic opportunity. Our experienced Interim Controller consultants can assume the leadership of the accounting and financial reporting function and develop effective strategies and tactics for moving forward with minimal disruption in day to day operations. With an 8020 Interim Controller in place, companies can maintain continuity, improve their accounting operations in the near term, and recalibrate their search for the full time Controller replacement.



Our Experienced Interim Controllers *Produce from Day 1*

In our Pre-Engagement Process, we work with you to fully understand Executive sponsorship's perspective on priorities, key initiatives, risks and opportunities facing the company and the accounting function.

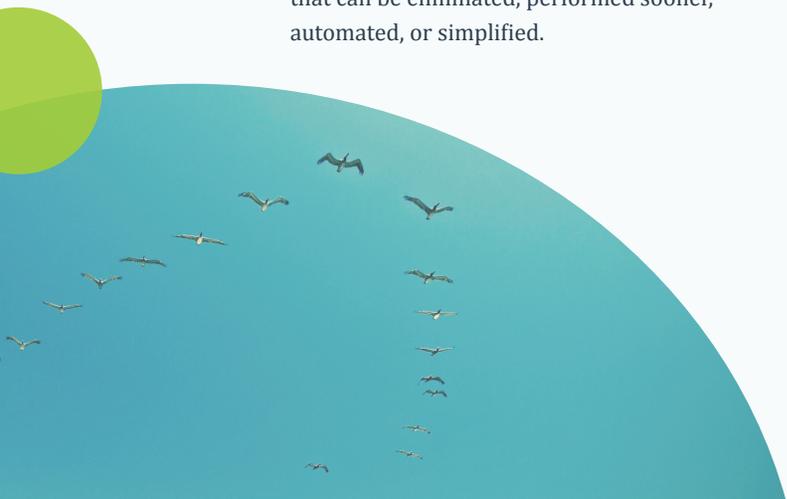


Our team's *comprehensive approach* focuses on three major areas:

1

Assess the current state of the financial reporting process

- Determine length of current accounting closing cycle and analyze the close process for opportunities to improve accuracy and timeliness, including identify closing tasks that can be eliminated, performed sooner, automated, or simplified.
- Evaluate monthly financial review process, and ensure it covers trended balance sheet, income statement and other key schedules desired by management and other key stakeholders.
- Assess and rationalize the monthly reporting package and interim flash reporting for adequacy and relevance.
- Determine the effectiveness of processes to monitor the progress and timeliness of the close.
- Review and evaluate adequacy of the monthly close calendar with due dates for key milestones.
- Determine the adequacy of the closing checklist and ensure detailed close tasks, dependencies, person responsible, and due dates are shown.
- Evaluate the adequacy and methodology of key accruals and reserves.
- Evaluate the current state of cash and other key balance sheet account reconciliations and ensure they are reviewed in detail at least monthly.
- Ensure regulatory and compliance reporting are current.



2

Evaluate the organization structure of the accounting department and assess and develop bench strength

- Review departmental staffing and efficiency of work distribution.
- Determine training needs and competency of accounting staff.
- Provide oversight, feedback and mentoring of accounting personnel.
- Implement cross-training with other team members and designated back-up in the event of unexpected team departures or planned vacations.
- Assess state of any written policies and procedures for key cycles of the business such as financial reporting, order to cash, procure to pay, payroll, fixed assets, capital expenditures, purchase authorizations.
- Determine if written desk level procedures have been created for performing key tasks within each cycle.
- Leverage insights acquired through financial analysis to partner with operations and communicate tactical guidance, risks mitigation strategies, and operational improvement opportunities.

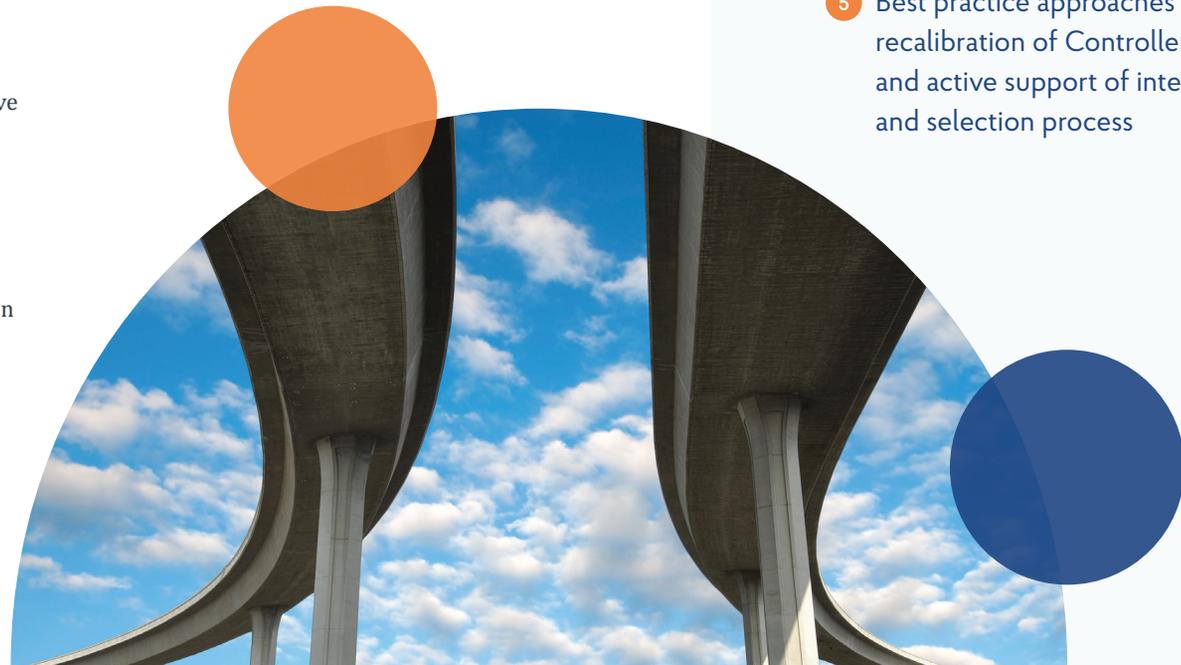
3

Recalibrate Controller Position Profile—support selection, hiring, and onboarding of New Controller

- Support the creation of a new, recalibrated position profile, and participate in the interview and selection process.
- Retrain other department staff as needed.
- Create new written desk-level procedures for the role.
- Train the new Controller; confirm transition readiness, and complete the handoff.

Core Benefits of Our Interim Controller Services

- 1 Immediate installation of an established and experienced accounting leader
- 2 Leadership continuity and on-going development of the accounting team
- 3 Unbiased third-party perspective on your accounting function
- 4 Strategic financial reporting and technical accounting guidance
- 5 Best practice approaches to recalibration of Controller role and active support of interviewing and selection process



A Few of Our *Past Interim Controller Services Clients*

- Transition Controller for a \$100M Private Equity backed Technology company. Prepared business requirements for upgrade to SaaS-based Accounting/ERP software package, set up accounting processes, sales reconciliation, and process improvements for a new company.
- Transition Controller for a \$200M Entertainment company focused on Distribution of Film and TV content. Created an automated consolidation model and implemented a new monthly close calendar.
- Interim Controller for a Cloud Infrastructure and Website hosting company throughout the bankruptcy process. Prepared monthly operating report for the bankruptcy court and led weekly cash management.
- Transition Controller for a VC-backed, pre-IPO technology company with a multi billion-dollar valuation. Led process reengineering of a variety of accounting processes, the build-out of a NetSuite ERP improvement roadmap and the completion of a Workday HRIS implementation.
- Transition North American Controller for a publicly held digital marketing company. Redesigned the month-end close process, implemented the Oracle cash management module, Excel4Apps GL wand, and improved revenue recognition policies.
- Transition Controller for an Entertainment company in the Multi-Channel Network business, responsible for the consolidation of 16 subsidiaries after they were acquired by a publicly traded parent company in Europe.
- Transition Controller for a \$150M PE held ET production company including management of day to day cash, weekly and monthly cash flow forecasting.



Bring in the Operational *Experts*

8020 Consulting applies the intellectual capital, technical expertise and energy of our team to address a range of financial projects for clients ranging from Fortune 50 companies to middle market and venture backed firms.

Every instance of key manager turnover is an opportunity to reevaluate the position and realign responsibilities and mandates with organizational objectives, and this recalibration needs to take place before a replacement is hired. If you need an Interim Controller immediately, have experienced turnover in the accounting function, or want a high-level assessment of your accounting operations, 8020 Consulting can help. You can find us online at 8020consulting.com, or call us anytime at 855.367.8020.



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