

JAMES ROBINSON

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FINANCE EXECUTIVE

**Finance and Accounting Management_ Banking and Cash Management_ Budgeting
Insurance and Risk Management_ Tax & Regulatory Compliance_ Information Systems**

Finance, public accounting and administration executive with diverse industry experience in retail/wholesale distribution, financial services and manufacturing. Proven ability to improve operations, impact business growth and maximize profits through achievements in finance management, cost reductions, internal controls, and productivity efficiency improvements. Possess strong qualifications in general management, business planning, systems technology design and implementation, and staff development/leadership.

PROFESSIONAL EXPERIENCE

C.J.S. MANUFACTURING SERVICES - Kansas City, Missouri 1990 to Present

Chief Financial Officer - 1995 to Present

Corporate Controller - 1990 to 1995

A Chief Financial Officer responsible for directing \$800M manufacturing company. Accountable for strategic planning, development and leadership of entire finance function as well as day to day operations management of company's largest division. Recruited, developed and managed a diverse team of finance professionals, managers and support staff.

Operations Accomplishments

- Improved operating profits from less than \$300K to over \$5M, equity from \$9M to \$14M and assets from \$30M to \$45M.
- Increased market penetration by 31%, which increased gross sales 40% through the acquisition of 20 operating units.
- Initiated redeployment of company resources resulting in a 50% increase in gross margin by partial withdrawal from high risk and low margin product lines.
- Directed annual plan review process and strengthened accountability by partnering with senior-level department and district managers in all business units.

Financial Accomplishments

- Reduced receivable write-off \$500K by developing credit policies, instituting aggressive collection strategies and establishing constructive dialog with delinquent accounts.
- Negotiated and structured financing agreements, resulting in basis point reductions, easing/more favorable covenant restrictions and simplification of the borrowing process.
- Saved over \$2M through self-insurance strategy and an estimated \$100K annually by positioning company to qualify to self-insure future workers' compensation claims.
- Designed executive and management reporting systems and tailored financial and operating reporting system to meet the requirements of 100+ business units.

C.J.S. Manufacturing Services (Continued)

Technical Accomplishments

- Turned around organization-wide resistance towards automation and streamlined procedures that significantly improved efficiency while reducing the costs.
- Oversaw the installation of leading edge systems technology resolving long standing profit management problems and created an infrastructure to support corporate growth.
- Implemented automated cash management system in over 100 business unit locations and reduced daily idle cash by 40%.

THE SMITH HADEN COMPANY - Kansas City, Missouri

1986 to 1990

Chief Financial Officer

Recruited for a 4-year executive assignment to assume a key role in building a solid management infrastructure. Positioned \$10M company for its profitable sale in 1990. Directed general accounting, cash management, financial and tax reporting, banking relations, credit and collections, data processing, employee benefits, and administration. Managed and developed staff.

- Converted company to a small business corporation saving \$500K in taxes over a 3-year period.
- Realized \$200K in accumulated tax savings by adopting LIFO inventory methods, minimizing taxes on a continual basis.
- Reduced collection period from 3 weeks to 5 days by initiating new policies and procedures.

THE JAMES ROBINSON COMPANY - Kansas City, Missouri

1981 to 1986

Owner

Owned and managed public accounting firm serving privately held companies in wholesale distribution, financial services and manufacturing industries. Managed the administration of the firm and provided accounting services. Provided consulting services to corporate clients.

EDUCATION

B.S. in Accounting

University of Missouri - Kansas City, Missouri

Certified Public Accountant - Missouri