



## Jim Laing

### Qualifications Summary

Jim is a senior financial and operations executive with over 30 years of experience in the manufacturing and distribution industries. Specializing in small to medium-sized companies and experienced at measuring and communicating KPI's to senior executives to enhance performance, improve quality, reduce costs, and generate sustainable revenue / EBITDA gains. Jim has multi-currency business models experience and foreign exchange management. Skilled at managing financial and cultural turnarounds. Jim has also lead teams of up to 4 direct reports and 15 indirect reports. Fluent in English (native), conversationally competent in French.

### Professional History

CFO Selections	Consultant	09/2022 – Present
O & L Enterprises LLC	CFO Consulting Services	11/2020 - 08/2022
Lundberg, LLC DBA LDX Solutions	Regional Controller	02/2018 - 02/2022
Vioguard Inc.	Director of Finance	05/2017 - 01/2018
O'Hara Technologies Inc.	Director of Finance	03/2010 - 12/2016
Bedford Furniture Industries Inc.	Director of Finance	09/2005 - 03/2010
HJV Equipment LTD.	Controller	08/2002 - 09/2005

### Accomplishments

- Lundberg – Created an improved chart of accounts and accounting framework to better facilitate the consolidation of financial information, successfully migrated the company's 20-year-old software to its current version, improved the percentage-of-completion reporting to give better visibility to financial job performance monthly.
- Vioguard – Created accounting framework and migrated the accounting system to an enterprise platform, implemented budgeting and cash flow forecasting, implemented an expense report management system to streamline the process of expense report processing.
- O'Hara - Implemented job cost reporting to give better visibility to custom jobs profitability, implemented cash flow reporting and analysis with FX management to optimize the company's cash flow as the customer base became increasingly international, negotiated favorable payment terms with major suppliers during the 2010-2012 recession to allow the business to continue operating, managed the banking relationship through assignment into "special loans" and ultimately out of "special loans" resulting in a new banking agreement.
- Bedford – Migrated the company from quarterly internal reporting to monthly reporting, successfully managed the company's migration from normal operations before the 2008 recession to operating under "special loans" status with various lenders and to ultimately being sold through a bankruptcy proceeding to a new ownership group.
- HJV – Successfully implemented departmentally focused P&L reporting to give better visibility to the company's operations for the department managers, successfully migrated the company's ERP from ACCPAC to PFW's Dealership Management System including the upgrade of the IT server to an IBM AS/400 platform.

### Licenses / Education

- Master's Degree in Business Administration (1996), Concordia University, Montreal, Quebec
- Certified Public Accountant (1991), Maine Board of Accountancy, Maine, USA
- Bachelor of Science (Management) (1985), Clarkson University, Potsdam, New York