

## AN EXPERIENCED TEAM



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A partner in Blum Shapiro's Consulting Group, Brian consults with a range of businesses on issues related to business planning, process improvement, supply chain, customer relationship management, reengineering, systems planning, selection and optimization.

Prior to joining Blum Shapiro Consulting, Brian had a long tenure at Andersen as partner, leading their highly successful middle market consulting practice in the Northeast. Subsequently, he led PricewaterhouseCoopers' Northeast Region Middle Market Business Advisory Services practice. Brian holds a Bachelor of Science in Management/Mechanical Engineering from Worcester Polytechnic Institute.



David A. Putt  
Director  
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Dave has over 12 years of experience in finance and accounting operations improvement including transaction processing automation, outsourcing, expense reduction, financial reporting, business performance management, competitive benchmarking, venture capital, and merger integration.

Dave received his Bachelor of Business Administration in Accounting from the University of Miami (FL) in 1993 and was licensed as a Certified Public Accountant in 1995. He has worked previously with Brian Renstrom at Arthur Andersen Business Consulting as well as several procurement and outsourcing vendors, focusing on expenditure reduction.

## Delivering cost-effective solutions

Blum Shapiro Consulting is a broad-based management consulting and technology services company, committed to delivering to its clients capabilities that drive strategy and improve business performance. With extensive industry and process expertise, a reputation for excellence and integrity, and a track record of success, Blum Shapiro Consulting assembles the right people, skills, and technologies to deliver cost-effective solutions that increase competitive advantage. Blum Shapiro Consulting is an affiliate of Blum Shapiro, Connecticut's largest regional accounting and business advisory firm.

### CONSULTING AND TECHNOLOGY SERVICES

- Strategy and Operations
- CFO Advisory Services
- CIO Advisory Services
- Compliance and Control
- Process Controls and Risk Assessment
- Sarbanes-Oxley and Corporate Governance
- Systems Integration
- Sage Software
- OutlookSoft Software

### WE CAN HELP YOU ANSWER THESE IMPORTANT QUESTIONS

1. Which types of customers produce the most profits?
2. Where can we reduce overhead expenses?
3. What are the most profitable products and services?
4. What are our most lucrative distribution channels?

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CFO Advisory  
Services

Focusing on what really  
matters to your business

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## Getting off the treadmill of transaction processing

The finance organization of a midsize company is one of its most valuable assets. Provided with the right tools, processes, and procedures, the finance professional's ingrained analytical talent can be utilized to drive business strategy and improve company performance.

Finance organizations devote too much time and effort performing low-value transaction processing and data compilation activities rather than high-value analysis. In a recent survey by CFO Research Services of 287 midsize companies about their planning, budgeting, and forecasting processes, 73 percent said they rely primarily on spreadsheets and manual processes, with only 16 percent using analytical applications. More than 60 percent of respondents said, "It takes too long," and nearly 43 percent said, "Not enough time to analyze data."

## Transforming the finance operation

CFO Advisory Services helps finance professionals shift resources from transaction processing and other low-value tasks to business analysis, risk management, and other high-value activities.

First, we redesign, automate, and outsource processes to free resources to perform more analysis. Then, we improve and unify strategy, goal setting, budgeting, reporting and analysis activities with tools and best practices. More time and better analysis will enhance your ability to identify new opportunities with customers, vendors, business units, operations and other vital areas, driving more value across the entire company.

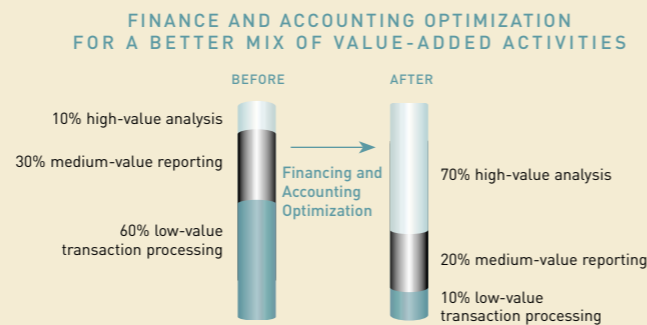
### THE HIGH PERFORMANCE CFO

The basic concept is this: if your company can shift its resources from transaction processing, data compilation, and other low-value activities, more time is available for high-value business analysis. More and better analysis creates new opportunities to improve performance and strengthens the role of finance as a true strategic partner within the company.

## Putting midsize companies on equal footing

Blum Shapiro Consulting's approach is tailored for the CFO who seeks to become an agent of leadership and change to drive strategy and improve performance. We put midsize companies on equal footing with larger competitors through programs that deliver meaningful business performance improvements, including:

- Better information and insight
- Identification of new business opportunities
- Competitive advantage and market positioning
- Cost reduction
- Automation and efficiency
- Lower business risk
- Regulatory compliance
- Faster cycle times

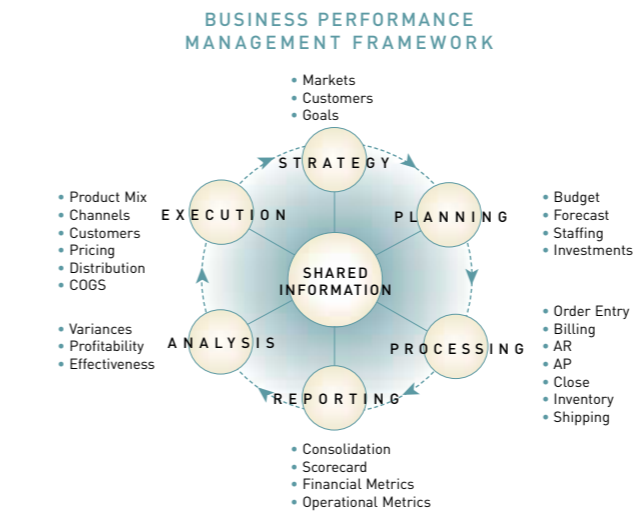


## Upgrading every aspect of performance

Recognizing the challenges of implementing Finance and Accounting Optimization at midsize and emerging businesses, Blum Shapiro Consulting has developed services specifically to meet your needs.

**Process Optimization.** Finance must eliminate labor-intensive transactions and transaction processing. This is accomplished by delivering improvement programs that achieve higher efficiency, improved output quality, and faster processing cycle times. Blum Shapiro Consulting will benchmark, streamline, and redesign your processes and, when appropriate, automate tasks. Improvement options range from radical process redesign to outsourcing. These improvements can lower finance department costs as much as 30 percent by reducing or eliminating data entry and paperwork.

**Business Performance Management (BPM).** BPM greatly reduces the time spent by finance on gathering and consolidating planning, budgeting, reporting and operational data by seamlessly integrating the disconnected information and activities of financial processes. Blum Shapiro Consulting helps you avoid the frustration of using complicated software and the limitations, time, and labor involved in spreadsheet-based business planning and analysis. Instead, we rapidly streamline data collection and reporting on financial and operational data from multiple systems, business units, product/service lines, and geographies. Our solutions minimize low-value compilation and reconciliation activities so you can spend more time on valuable analysis and strategy with all of the relevant information at your fingertips.



**Analytical Support.** Finance can move away from the traditional role of historian and maximize inherent analytical strengths to help business managers solve problems, gain marketplace advantage, and, most important of all, directly support business objectives. Blum Shapiro Consulting's expenditure analysis identifies opportunities to reduce the cost of indirect expenditures. These unnecessary expenditures are often missed because they haven't been a focus of finance departments and financial systems do not provide a procurement perspective. Our activity-based costing analysis ascertains the true performance of a line of business or other cost object and calculates the real cost of your organization's production and support by analyzing the time spent by people in the front and back office.

**Risk Management.** Finance is now being asked to go further and integrate the management of business risk, financial risk, operational risk, and risk transfer to maximize shareholder value. Blum Shapiro Consulting is in a position to help CFOs identify and quantify risk and put mitigation plans in place. We document and evaluate internal controls so that weaknesses can be addressed and, if key personnel losses occur, institutional knowledge is preserved to avoid interruptions in training and operations.

## Combining a targeted diagnostic with industry experience

Blum Shapiro Consulting will quickly pinpoint improvement opportunities to rapidly reposition your finance and accounting operations. This targeted diagnostic leverages our extensive experience with emerging and middle-market finance organizations. Our results-oriented approach includes:

**Direction and Collection.** We will work to understand your business strategy and objectives and get your guidance on specific areas of "pain." We will then work with your team to complete our questionnaire.

**Analyze and Probe.** We will compile and analyze the completed questionnaires to identify areas for additional investigation and focus. We will evaluate your process and systems environment.

**Finance Scorecard.** We will analyze and benchmark your data compared to similar finance organizations. Major areas of focus are:

- **Process Optimization.** The effort necessary to perform transaction processing and the quality of the outputs.
- **Business Performance Management.** The ability of finance to measure the financial and operational indicators that drive corporate strategy across the enterprise and the cycle time and effort to achieve it.
- **Analytical Support.** The effectiveness of finance to help business managers solve problems, gain marketplace advantage and, most of all, directly support business objectives.
- **Risk Management.** The ability to identify, mitigate and transfer business risk, financial risk, and operational risk to maximize and preserve owner and shareholder value.

The Finance Scorecard will be supported by detailed findings, quick-hit opportunities and recommendations that will be aligned with your strategy and objectives.

### CONTACT US TO LEARN MORE

Our CFO Advisory Services will be customized to your organization's needs.

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