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CONTROLLER / ASSISTANT CFO – Public & Private Sectors

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| • Strategic Planning / Analysis | • Financial Reporting | • Budgeting / Forecasting |
| • Cost Accounting / P&L | • Start-ups | • Internal / External Audits |
| • 401K / Benefits | • Multi-State Corporate / Sales Tax | • Treasury / GAAP / SOX Compliance |
| • Consolidations | • Royalties / Licenses | • ERP Implementation |
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- Started up finance department. Created an accounting organization that supported expansion from \$300 million to \$1.2 billion in two years without need for added personnel.
- Captured lost revenues by reducing chargebacks over 80%, totaling over \$200,000.
- Planned and orchestrated company restructuring, integrating multiple locations, saving over \$160,000 per year.
- Rehabilitated finance department to meet record-keeping requirements. Improved timeliness of month-end reporting from 90 to 30 days, and simplified audit procedure reducing billable hours by 30%.

A senior financial executive and accomplished strategic planner with strong full-time and consulting experience in apparel manufacturing, wholesale and retail sales, publishing / media, energy trading industries, and public and private accounting. Offers a record of success in a broad range of transactions with organizations undergoing rapid change and increasing competitive pressure.

Recognized for ability to use strong analytic, planning, and organizational skills in the development and implementation of innovative solutions to complex financial challenges and business problems. Substantial international experience. Multilingual in English, French, Arabic and Armenian.

EXPERIENCE

Sep 2010 – Present World Marketing, Inc., New York, NY.

Controller at this \$10 million design, manufacturing, and wholesale sportswear company. Leads day-to-day operation of the Finance and Accounting department. Financials; Monthly Borrowing Base; Cash Management; Letters of Credit; banking relationships; sales commissions; Factoring; interaction with local and foreign vendors. Costing of imported goods. ASN, EDI, A/P, A/R, Production, and Shipping departments' oversight.

1999 – Present Harout Panossian Consulting - Financial Controller and Operations Expert, Monroe, NY.

Successful track record in diagnosing business challenges, then designing, developing and customizing processes, systems, strategies, and solutions to best resolve those challenges. Clients and projects include: Bruce Silverstein Gallery; Worldwide Sourcing Group; and Managing Partner, and business and financial plans developer for Newburgh Brewing Company, a \$3.3 million start-up brewery.

Significant client engagements include:

Controller for Nina McLemore, Inc., New York, NY. Mar 2008 – Nov 2009

A \$10 million boutique manufacturer for professional and executive women. Reported to CEO and CFO. Recruited to turn around Accounting Department. Directed all accounting activities. Brought investors reporting up to date and current. Created policies and SOPs. Filed sales tax returns in 36 states.

- Managed cash flow on a weekly basis insuring the sustainability of the company's operations.
- Monitored inventories and production discrepancies achieving optimum fabric cutting and cost control.
- Mentored accounting team and coached the A/P Manager into the next Assistant CFO.

Financial Director for Interpublic Group (IPG), New York, NY. Jul – Dec 2005

A \$7 billion global publishing, communication and marketing firm. Contracted to lead SOX audit and remediation projects at Draft Montreal (Canada), and Draft Paris and Lowe Paris (France) subsidiaries.

- Developed Draft Montreal's business plan and implemented SOX remediation plan. Reported to CEO.
- Completed Draft Montreal's restatements of multi-year financial results, and prepared 2004 tax reporting of 11 subsidiary companies for SEC filing. Retained to lead SOX audit team at Draft Paris and Lowe Paris.

CFO for M. London, Inc., New York, NY. Jan – May 2005

A \$20 million fast-growing handbags and fashion accessories importer and wholesaler, Roca Wear and Pepe Jeans licensee. Reported to CEO. Directed accounting, year-end audit and tax filing, banking and cash management, employee benefits, human resources, and data processing functions. Realigned insurance coverage to match risk exposure.

- Synergized finance, accounting, inventory, collection and customer service functions to sustain rapid growth. Built and deployed a formal and scalable system to support a planned expansion to \$30 million.

Mar 2006 – Feb 2008 The Worth Collection, LTD, New York, NY.

Controller at this \$70 million nationwide design, manufacturing, and direct sales company of custom-designed luxury women's clothing. Reported to CFO. Led day-to-day operation of the Finance and Accounting department.

Directed all aspects of accounting for 5 outlet stores.

- Increased process accuracy, and exceeded Private Equity shareholder's financial reporting requirements, eliminating subsequent shareholder inquiries.
- Provided the vision, leadership, and technical direction to implement Axapta, migrating from Great Plains, saving over \$50,000 in consulting fees.

Sep 2001 – Jan 2005 Clothiers / RIC Apparel Group, New York, NY.

Controller and Operations Manager at this \$16 million wholesale manufacturer for major outlets. Reported to CEO. Provided accurate financial reports and information for the control of business decision-making. Advised and guided management team on proper internal control systems achievement of cash flow targets. Directed the preparation and presentation of multiple divisions' operating budgets. Led a team of 4.

- Monitored and coordinated global sourcing of fabrics and raw materials stored at factories, mills, and warehouses locally and overseas. Increased inventory accountability by 75%.
- Coordinated worldwide production operations, yield and quality control. Managed all finished goods distribution logistics including ASN, EDI, partial shipments and replenishment fulfillment. Improved on-time delivery and reduced chargebacks by 80%.
- Negotiated a lower factoring interest rate saving 2 points, and a commission savings of 0.3 points.

Nov 2000 – Sep 2001 Global Finance Media, New York, NY.

Controller at this subscription-only magazine with a global circulation of 50,000. Reported to CEO. Established formalized strategic planning, forecasting and budgeting process. Developed and implemented the company's Business Continuation Plan. Supervised a team of 3 supporting operations in New York, and Milan, and established London office.

- Completed 3 years of delayed financial closings and tax filings.
- Arranged \$1.5 million in funding from majority shareholder for continuing operations.
- Secured \$600,000 continuing line of credit. Negotiated with printing house and vendors reducing costs by 10%.

Jan 1999 – Nov 2000 Worldwide Weather Trading Company, New York, NY.

Controller at this start-up pioneer company in the weather derivatives industry. Reported to CEO.

- Directed the creation of 5-year business plan to secure \$200 million in bonds and achieve S&P rating.

Sep 1993 – Oct 1998 SG Energie (USA) Corp., New York, NY.

Controller / Assistant Vice President at this U.S. subsidiary of Société Générale, a leading French bank, trading petroleum and related commodities. Reported to CFO in Paris, France. Supervised 5 staff accountants.

- Established finance department. Conceived of an accounting organization that supported expansion from \$300 million to \$1.2 billion in two years without need for added personnel.
- Developed policies and procedures for accurate accounting using MAS 90. Designed systems and controls to improve reporting accuracy. Met risk and regulatory requirements. Improved profitability and productivity by building strong teams.

EDUCATION

B.S. in Accounting and Business Administration, Ecole Pigier Pour Le Commerce, Beirut, Lebanon.

Over 100 credit units in advanced accounting from SUNY New Paltz, NY.

Sarbanes-Oxley compliance training, IPG, New York, NY, 2005

SOFTWARE

Great Plains, Axapta, MAS 90, Aria Manufacturing ERP, Apparel 2000, QuickBooks Pro, Hyperion, Microsoft Office Suite.