

# Sandra T. Savvy

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## CHIEF FINANCIAL OFFICER / CONTROLLER / DIRECTOR OF FINANCE

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**Operational Budgets & Forecasting • Cost & Data Analysis • Strategic Planning • Team Building  
Business Systems Management • Material Control • Contract Negotiation • Financial Modeling  
Domestic & International Banking • Business Analysis • Compensation & Benefits Plan Design**

Collaborative leader in Finance and Material Control for multi-million dollar companies. Foster cross-functional initiatives resulting in millions in increased revenues and productivity. Skilled in lean/continuous improvement projects spanning multiple functions in support of operations.

## EXPERIENCE

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**AUTOFACT Inc., Technology Operations Group**, Dollar Tree, OH

*\$160M manufacturer and distributor of industrial and factory automation products.*

### OPERATIONS/BUSINESS ANALYST

**October 2007-November 2010**

Member of top-level Operations Executive Team leading \$110M group. At request of CEO, CFO & VPs, performed special assignments and provided financial, human resources, continuous improvement and analytical expertise. Designed metrics for use in strategic planning production and material controls activities to meet customer requirements.

### COST REDUCTION & CONTAINMENT

- Performed re-evaluation of standard costs on \$32M of inventory: Boosted annual revenue \$8M (8%), improved gross annual margin by \$5M+ (5%), and mitigated manufacturing and material variances from 2.3% (\$2M) to 0.25% of revenue (\$300K), without productivity loss or operations interruptions.

### PROCESS IMPROVEMENT

- Designed and implemented process that cut time to acquire approvals and issue purchase orders for capital equipment by 50%, from 7-10 days to 3-5 days.
- Project-managed major ERP system upgrade. Participated in Pilot ERP Selection Team.

### RELATIONSHIP BUILDING

- Bridged previously existing gap between Operations and Sales through crafting of specific, relevant costing- and pricing-related training materials that elevated sales staff confidence and trust.

### FINANCE & PLANNING

- Evaluated and automated ERP payroll entry process, saving 600+ personnel hours per year.
- Volunteered to assume role of Accounting Manager in Finance Department for several months to assist new CFO and facilitate smooth transition during staff reduction.
- Gained extensive knowledge of accounting for variances, changes in inventory values and timing issues related to fluctuations in value of international currencies.

**Plastico, Inc. (sister company to AUTOFACT, Inc.)**

*\$2M closely held designer and manufacturer of mold tools and molded plastics.*

### CONTROLLER

**October 2007-November 2010**

Beginning at company's inception, architected company's accounting processes and managed cash and credit, including international banking, credit cards, loans and leases. Produced and published and presented monthly, quarterly and annual financial and operational reports to Board of Directors.

### FINANCE & PLANNING

- Selected software for and implemented effective, streamlined accounting systems. Trained Accounting Associate and Director of Technology and transitioned accounting responsibilities to them.
- Averted \$5K per year in professional fees through establishing relationships and negotiating contracts with banks, insurers, accountants and other partners.

"Sandra played a key role in costing and budgeting activities for the Operations group. Her experience and insight helped us better understand, control and improve financial impact on the rest of the company."

- David Dunn, Director of Operations, AUTOFACT Inc.

## **BIG Machine Corp., Dollar Tree, OH**

**2000-2007**

*\$20M designer and manufacturer of packaging and product handling equipment, serving Bayer, HP, Procter & Gamble.*

Managed \$5.5M budget and 16 staff, including Accounting/Finance, Human Resources, IT/IS and Materials departments, representing substantial portion of company's operations. Saved \$500K+ over tenure.

### **CFO (2005-2007)**

#### **DIRECTOR OF FINANCE, INFORMATION & MATERIALS (2001-2005)**

#### **CONTROLLER (2000-2001)**

### **COST REDUCTION & CONTAINMENT**

- Saved \$40K+ in annual internal audit costs by preparing additional schedules in-company and automating submission; 22% saved through competitive bidding between accounting firms.
- Restructured Accounting and Administrative Support areas to realize annual savings of \$200K+.
- Established metrics to identify subtle "cost creep" in raw materials for fabricated parts, and locked in pricing early. As industry costs for stainless steel were reported at 200+%, held cost increase to 18%.
- Realized annual savings of \$130K through reduction in Material Control staffing.
- Outsourced fabricated/machined parts domestically and internationally, saving 17% annually and capturing 6,000 square feet of floor space to build machinery. Enlarged capacity 15% without cost of additional leased space or fixed overhead.

### **PROCESS IMPROVEMENT**

- Transformed uncontrolled stockroom to a closed environment with dedicated staff, slashing staggering annual inventory variances from 56% of inventory value to <2%; dropping parts shortages in staging from 18% to 4%; and strengthening on-time-start percentage from a disappointing 64% to 83%.
- Championed lean/continuous improvement project in Cartoning and Case Packing group to eliminate wasted time and materials, reducing "bad parts" by 81%, improving on-time-start percentage from 83% to 88%, and shrinking number of days to complete from 102 to 46.

### **FINANCE & PLANNING**

- Developed unique operational forecasting tool that predicted, by product line, space requirements, number of unique staff required, lead time, and implied cost benefit for volume purchasing.
- During transition of company ownership, nurtured critical new banking relationship that required fewer personal guarantees and debt covenants, and offered higher line of credit than incumbent bank.

## **DIRECTOR OF FINANCE & INFORMATION**

**March 1998-May 2000**

### **Electro Inc., Silver Dollar, OH**

*\$12M privately held manufacturer of electronic modules and related products.*

Managed \$2M budget and five direct reports in IT, Accounting/Finance/HR, and Administrative Support.

### **Education & Certifications**

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**The University of Ohio – School of Management**  
BSB Accounting / Minor English & Psychology. GPA 3.8.

**Certifications: Six Sigma Green Belt • Lean Manufacturing & 5S • Lean Office**

### **Technology Skills**

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Highly proficient in MS Excel, Word, PowerPoint; Proficient in MS Access, and ERP systems