

# Kit W. Johnson

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## Entrepreneurial Operations and Finance Executive

Business and technologically savvy operations and finance executive with 20+ years experience in professional services and software development industries. Demonstrated ability to build business opportunities from the ground up and to turn around struggling enterprises. Accomplished in facilitating executive groups to build consensus on strategic direction, negotiating business transactions and managing due diligence and contracting processes. Builds loyal teams that focus on creative problem-solving, continuously improving operations and achieving identified objectives.



**Facilitated Strategy Planning & Execution / Team Leadership / Resourceful Business Growth  
Contract Negotiations / Operations & Financial Management / Mergers & Acquisitions**

### Professional Experience & Career Accomplishments

**Tatum LLC.** Portland, Oregon. 2007 – 2009

- Managing Partner. 2008 – 2009
- Managing Director of Controller Services. 2007 – 2008

*National professional services firm that provides C-level financial and technology executives to help client companies deal with urgent strategic opportunities and financial threats.*

Executive Services

- Crafted financial leadership solutions for client CEO and Board members who faced:
  - 1) merger and acquisition opportunities;
  - 2) sudden turnover in critical management positions;
  - 3) breakdowns in information systems processes, reporting and technology;
  - 4) declining revenue and profitability; and
  - 5) deteriorating relationships with ownership or third party financing sources.
- Developed and drove execution of the Portland office marketing and sales strategy.
- Led recruiting and personnel development process.
- Coordinated client project and business development efforts of approximately two dozen partners and principals.
- Managed office to profitability during growth and expansion in 2007 and early 2008 and then retraction during the subsequent economic downturn.

Solution Development

Business Development

Operations Management

**Veriform Systems, Inc.** Portland, Oregon. 2004 – 2006

- President. 2006
- Chief Operating and Financial Officer. 2004 – 2005

*Emerging software company, providing high-value compliance and administration software to major academic medical centers throughout the United States.*

Strategic Thinking

Corporate Acquisition

Revenue Growth

Operations Management

Leadership & Team Development

- Developed and executed creative business solutions, prepared annual and long-term financial forecasts, drafted the sales and marketing plan, and presented management strategy to the board and investors.
- Spearheaded successful effort to acquire substantially all assets of a key business competitor, including: transaction negotiation and documentation, developing transitional operating plans, and market communication. This transaction significantly increased the Company's revenue base, established a national market presence, and helped improve liquidity.
- Negotiated and helped close sales accounting for approximately 75% of total Company revenue, including new customer contracts and expansion of existing relationships. These efforts resulted in the Company growing to become the third largest industry provider.
- Managed all ongoing operations, including: financial planning and oversight; employee and executive team performance; financial and managerial reporting; cost containment and process improvement.
- Coached key team members on strategic business and management issues, resulting in excellent productivity, team unity and loyalty.

**LedgerSource LLC.** Portland, Oregon. President and Owner. 2002 – 2005

*Owner-managed, professional services firm providing financial management, strategic consulting, corporate acquisition and outsourcing services to Pacific Northwest clients.*

Corporate  
Divestiture  
  
Business Modeling  
  
Operations  
Consulting  
  
Financial  
Management &  
Partnering

- Guided client CEO through the sale of a niche software company to a publicly-held acquirer, including: managing due diligence and transaction documentation; negotiating key terms; and coaching the seller.
- Developed comprehensive, long-term financial forecasts based on client's strategic business planning and historical results.
- Reviewed existing business processes and implemented changes to improve productivity, internal controls and business results.
- Provided contract CFO, accounting and financial reporting services to emerging companies.
- Earned Microsoft Great Plains partner certification and structured a hosted technology outsourcing service designed to improve client accounting processes, partnering with Microsoft and NaviSite.

**Arthur Andersen LLP.** Portland, Oregon. 1987 – 2002

- Senior Manager in charge of Business Process Outsourcing Practice. 1998 to 2002
- Rapidly progressed from Staff Member to Senior Manager. 1987 to 1998

*Andersen's 80,000-person team provided accounting and professional services to clients in a broad array of industries ranging from local startups to multi-national conglomerates.*

Entrepreneurship

- Led one of the first comprehensive outsourcing engagements in the firm, and then built this service line in the Pacific Northwest and helped develop firm-wide strategy, competencies and training curriculum, and scope of the new outsourcing business.

Process &  
Technology  
Improvement

- Implemented numerous ERP software systems, including: planning, selection, analysis, design, installation, customization, training and operation.

Risk Assessment &  
Management

- Identified opportunities to improve key business processes and implemented desired changes, focusing on customer needs, efficiency, controls, and corporate governance.

Strategic Planning &  
Development

- Developed Andersen's annual Best Practice Awards program to recognize corporate excellence in Oregon and southwest Washington.
- Performed enterprise-wide, strategic risk analysis, including: sourcing, assessing and measuring, and prioritizing strategies to mitigate key risks
- Improved internal control structures at public and private institutions, including policy and procedures documentation and employee training.

- Facilitated strategic planning sessions for the Portland office and several clients, resulting in needed revisions to strategy and operations.

**Education and Credentials**

BA, Accounting and Music. University of Oregon. 1987

- Graduated magna cum laude from the Robert Clarke Honors College

Certified Public Accountant. State of Oregon. 1991

- Over 900 hours of continuing strategic, sales, technology, general business and professional education

Professional Organizations

- Oregon Society of Certified Public Accountants
- American Institute of Certified Public Accountants

**Civic Involvement**

U.S. Army stationed in Germany. 1981 – 1984

- Honorable discharge at rank of sergeant
- Army Commendation and Good Conduct medals

Civic and Charitable Organizations

- I Have a Dream Foundation. Treasurer and board member. 2003 – 2009
- Oregon Entrepreneurs Forum. Board member. 2001 – 2002
- Rotary International. Portland member. 2000 – 2004
- Jazz Society of Oregon. Treasurer and board member. 1996 – 1998
- ASAP Treatment Services. Treasurer and board member. 1989 – 1992

**Technology Expertise**

Office & Business Productivity

- MS Office: *Excel, Word, PowerPoint, Project & Visio*
- Communication: *Outlook, Commence, Palm, webmail, instant messaging & Lotus Notes*
- Web Tools: *Adobe Acrobat, WS FTP-Pro, & Macromedia Contribute*

Financial & Operations Management

- Sales & Contact Management: *ACT!, SalesForce*
- Accounting: *Great Plains, Platinum, MAS90, QuickBooks & Peachtree*
- Inventory & Costing Management
- Manufacturing Control

**Core Leadership Beliefs**

*Make an informed decision & then move on.*

*Actions speak louder than words.*

*Expect the best of yourself and your personnel.*

*Think straight. Talk straight.*