

JAMES P. ROUSE

(404) 788-9587

jamesrouse68@gmail.com

www.mycareerhighlights.com/jamesrouse

CHIEF FINANCIAL OFFICER

HIGHLY EXPERIENCED Media CFO with a strong track record of accomplishments in accelerating sales, streamlining operations, and implementing efficiencies that optimize productivity, margins, and profit. Broad experience in strategic planning, accounting, FP&A, financial management, HR and administrative functions in market- leading B2B/B2C Media, Advertising/Digital Marketing, SaaS, Internet and Professional Services companies. Experienced with private equity, start-ups and angel investor backed businesses. Agile, strategic leader driving operations within marketing, sales, and business development by establishing cross-functional partnerships and building/leveraging business relationships.

CORE COMPETENCIES in executive Management, Strategic Planning, Business Development, Marketing & Advertising, E-Commerce, P&L Management, FP&A, Financial Reporting, Budgeting, Modeling, Multi-Site, Scale, EBITDA, KPIs, Margin, Risk Management, Mergers & Acquisitions, Acquisition Integration, Cash Flow Maximization, Trade, Performance Optimization, Re-engineering/Change Management, Operational Excellence, GAAP, SOX, Human Resources, Operations, Payroll, Talent Selection, Development & Retention; ERP systems (Great Plains, Ceridian, SAP, Essbase, OneLink, NetSuite, Adaptive, Workday, Workplace), Microsoft Office

PROFESSIONAL EXPERIENCE

FOCAL STRATEGIES LLC Deer Park, WA 2023 – Present
Focal Strategies is a consulting firm dedicated to meeting your business' financial and operational needs. The company is your outsourced CFO, COO, Controller, Accounting and Finance experts. We handle planning and execution of various financial goals from implementation to Strategic planning. As financial experts, we understand the significance of having sound accounting and financial systems. Whatever your business' goals or accounting needs, Focal Strategies consulting services are available on a fractional, part-time, or as-needed basis.

CEO, Owner

- Accounting and Financial Oversight
- Financial reporting, bookkeeping and month-end accounting.
- Financial Planning and Analysis, budgeting, and Strategic Planning.
- Human Resources, information technology and operations.
- ERP implementation

COXREPS, INC. and TERRIER GAMUT HOLDINGS, INC. New York, NY 2021 – 2023
CoxReps is the premier national television representation company delivering local, smart media solutions on a national scale for the most respected broadcast groups in the United States. The company is driven by a highly talented workforce with experience and expertise in innovative research and targeting advertising solutions, along with a deep understanding of the media landscape. Gamut is a next-generation digital media services company, a leader in local OTT, helping brands find, target, and engage with relevant streaming audiences in every DMA. We have been long-standing in the OTT space with technology that ensures an exclusive brand-safe experience. Our uniqueness is that we leverage direct access to premium video inventory from over 100 of the most popular networks who are streaming OTT content.

Chief Financial Officer

- CoxReps is >\$100M revenue with \$1.5B in billings for the national television station groups and Gamut is >\$110M revenue business.
- **Increase EBITDA and profitability** for both companies through cost reductions, reorganization, and improved productivity, triggering divestiture opportunity.
- Created stronger cash flow and improved billing, financial reporting, and budgeting.
- **Divestiture of both business by developing CIM** and data room with due diligence documentation.
- **Completed sale to PE Firm**, One Equity Partners (OEP) and transferred with transaction.
- **Stand-up of businesses as stand-alone entity** by implementing Payroll and HRIS system, employee benefits, migration of technology (Microsoft suite, cybersecurity, and network), Treasury, Accounts Payable, Taxes and ERP implementation.
- Led ERP system implementation from SAP to NetSuite (Oracle).
- Strategic plan to allow synergies of both businesses to create high-growth revenue and EBITDA.

COLLABRA TECHNOLOGY, INC, Spokane, WA

2019 – 2021

Provides digital marketing technology and services under the Collabra Media Group, TourFactory, and Proxio brands, enabling businesses to prepare, present and promote their products globally. From professional real estate photography to social media marketing videos, from virtual tours to international marketing and syndication, Collabra serves the needs of real estate agents, brokerages, builders, and developers to market better and accelerate sales.

Chief Financial Officer

- **Developed strategic plan to grow from \$18M to \$100M** through M&A activities and organic growth.
- **Crisis management in 2019 for ransom attack** and loss of partners and revenue. Stabilized partnerships with channel manager, recruited new partners to reverse lost revenue. In 2020, managed Covid19 crisis through major expense reductions to maintain positive cash flow, maintained revenue and resulted in positive EBITDA (turnaround from previous year).
- **Led fundraising efforts** for initial Angel investment round and additional private equity capital.
- Optimize cash management, revenue management, financial reporting, and budgeting.
- Integrated multiple acquisitions (TourFactory, Proxio) into new parent company, Collabra Technology
- Developed monthly board book to present at monthly board meetings, and other KPI reports.
- Led ERP system implementation from QuickBooks to NetSuite (Oracle).

ROBERT HALF RESOURCE MANAGEMENT, Seattle, WA

2018 – 2019

Kaiser Permanente exists to provide high-quality, affordable health care services and to improve the health of its members and the communities they serve. KP are trusted partners in total health, collaborating with people to help them thrive and creating communities that are among the healthiest in the nation.

Consultant

- **ERP system implementation** from Lawson to OneLink (PeopleSoft).
- Manage resources as well as Cash, Fixed Assets, and Investments team. Provide stability, process improvements and reduced turnover by training, development, and mentorship.

CUMULUS MEDIA, INC., Atlanta, GA

2011 – 2017

\$1.1 billion broadcasting company that is the second largest owner and operator of AM and FM radio stations in the United States, managed third party publishing assets for private equity partners, and owned numerous emerging digital assets.

Division CFO: incentRev, LLC (2015 - 2017)

\$10 million web platform that enhances radio broadcaster's sales through an e-commerce marketplace.

- **Increased revenue from \$7.2M to \$10M and improved margins by 10%:** Consolidated multiple websites into a single platform allowing for a full re-design which was more robust and gave the consumer more choices while eliminating duplicate expenses.
- **Increased productivity by 30% as no additional staff was needed despite a 17% growth in revenue year-over-year:** As part of the consolidation of incentRev and SweetJack, restructured the team, redefining roles to provide more responsibility and autonomy.
- **Saved \$100K annually by eliminating consulting fees:** By hiring email manager with a graphic design background was able to eliminate \$100K in consulting fees.

Deputy CFO/ Corporate Controller & Treasurer: Modern Luxury Media (2011 - 2015)

\$80 million premier luxury lifestyle publisher with 39 magazines in the most influential US cities.

- **Grew revenue from \$30M to \$80M in 4 years:** Developed a strategic plan to grow revenue by organic growth, title launches and acquisitions. Trained sales personnel, added marketing events, and launched new titles in additional markets (Men's, Brides, Interiors). In partnership with Macquarie Group (private equity partner), acquired companies that met brand and target audience.
- Upon the acquisition of the \$30M financially stressed Modern Luxury, integrated business, and reviewed business processes. Reduced headcount resulting in \$5.2M savings. Improved systems/operations and adjusted circulation and distribution routes saving \$1.8M: **Turned around \$7M net loss to \$1M profit in year 1.**
- Established monthly board book with dashboard and KPIs for review with Macquarie Capital and board of directors. Presented financial packet at quarterly board meetings with OKRs and new KPIs.
- **Improved Days Sales Outstanding (DSO) from 125 DSO to 59 DSO:** Hired and trained Regional Collection Managers and reviewed each account in weekly meetings.

J&D SWEETHOUSE, INC. dba Coldstone Creamery, Atlanta, Georgia

2006 – 2011

President *Established and operated the leading Cold Stone Creamery franchise in Georgia.*

DELOITTE & TOUCHE LLP, New York, NY 1994 – 2006

Finance Controller, Northeast Region

Managed a \$600 million operating budget including profit contribution analysis and implementation of financial controls for the Northeast region.

EDUCATION

Bachelor of Science, Accounting, Economics, 1991

STATE UNIVERSITY OF NEW YORK, Plattsburgh, NY