

# Dawn L. Little

Senior Executive, Business Strategy

Holistic Business Strategist  
Turnaround Artist  
Driver of Productivity & Profit

## Holistic Strategies = Profits

- Blend a composer's creativity with a CPA's pragmatism to orchestrate integrated strategies.
- Increase profits by converting chaotic situations into seamless, fully documented, productive business centers.
- Disassemble complex processes and procedures to make them simpler, smarter, faster, cheaper.
- Transform obstacles into opportunities, engineer enlightened solutions, and deliver unparalleled productivity.
- Transcend the numbers, inspiring people and organizations to unprecedented success.
- Keep companies compliant with federal mandates and regulations, preventing potentially harmful actions.

## Profile

Twenty+ years' combined executive, internal consulting, international, and audit leadership experience in Fortune companies and the Big Four, including Purdue Pharma, Becton Dickinson & Company, IBM, and PricewaterhouseCoopers. Background as CPA. MBA in Accounting.

In every position, transform a CPA "bean counter, green eyeshade, sleeve protected" mentality into a vital business strategist role with a flexible, hands-on, "special-projects" orientation that delivers.

Best fit will be in a senior role in a forward thinking company with a mission requiring enlightened and strategic leadership complemented by a practical focus on productivity and profit.

## Value & ROI

**Prevented imminent closure of plant** generating 80% of net revenue. Worked 80+ straight days to develop emergency plans that helped meet \$400+ million Q4 sales target and satisfy government, company executives, and stakeholders.

**Reengineered finance analytics infrastructure.** Introduced first-ever metrics / reporting systems to meet challenges of accelerated growth (\$300 million annual sales to \$2+ billion in 5 years).

**Led \$2 million system conversion project, and increased payroll team efficiency by 30%** through difficult turn-around, concurrently identifying and mitigating control weaknesses.

## Chronology

Passaic County Community College, Paterson, NJ

2006 to Present

Adjunct Professor of Accounting

Purdue Pharma L.P. (& independent associated companies), Stamford, CT

1996 to 2004

Privately held, \$2+ billion net sales, global consumer pharmaceutical conglomerate. IAF Corporation and P.F. Laboratories are Purdue independent business alliances providing strategic oversight and manufacturing.

Senior Manager (IAF Corporation)

2004

Senior Manager, Operations (P. F. Laboratories)

2002 to 2003

Manager, Financial & Systems Analysis (Purdue Pharma)

1998 to 2002

Audit Manager / Senior Auditor / Auditor (IAF Corporation)

1996 to 1998

## Accountability

**Budgets:** to \$2 million

**Reported:** Sr. EVP / International Legal Counsel and Board of Directors with dotted line to CFO

**Managed:** 3 to 4 direct reports; teams of 20 indirectly

**Locations:** US, Canada, Europe, India, Cyprus, and Bermuda

**Focus:** Compliance, Risk Management, Corporate Governance, Internal Consultation, Project Management

## Mission-Critical Impact

**Recruited internally by VP/CFO to strategize pivotal rescue of factory manufacturing product equaling 80% of revenue stream.**

## Purdue Pharma, Mission-Critical Impact, continued

Purdue urgently needed oversight approvals to continue making product at uninterrupted pace to meet current and future revenue goals. As OxyContin® / MS Contin® sales soared 800% from ~ \$300 million / 1995 to \$2.4 billion / 2003, deep infrastructure, manufacturing, FDA / DEA, and legal exposures became evident. Unannounced inspection revealed crucial non-compliance issues that threatened business continuity.

Immediately assigned by CFO and others in core management areas to lead crisis team and lay out tactical and operational strategies to prevent pending plant closure and allow ongoing manufacturing. "... *The logical choice first and foremost... positive relationships with the folks at the factory... hands-on experience in operations, finance / audit expertise... in-depth knowledge of the company's products, especially controlled substances...*" Controller, P.F. Labs

- Strategized plant rescue by identifying, planning and prioritizing *inspection response / compliance initiatives* that would correct enough critical deficiencies to keep plant open.
- *Reduced manufacturing / distribution control risks by 50%*. Achieved zero diversions, recordable losses, citations, fines, or administrative hearings following second and third inspections.
- Enabled additional *10% production and increased sales revenue beyond forecasted volume* by conceiving / implementing progressive inventory management techniques for product waste.

### Strategic Business & Finance Impact

**Pioneered — and volunteered to lead — the improvement, invention, and support of revenue-critical manufacturing / business processes.**

Ensured 1) functioning of all systems to safeguard uninterrupted supply of controlled substance raw material for production, and 2) meeting internal and mandated external policies. Delivered added value by identifying and implementing strategic cost savings initiatives, functional / procedural re-engineering opportunities, and process improvements.

Spurred *alleviation of continuous on-site inspections*, and provided documentation for later civil litigation through conceiving / executing compliance counter measures. Authored position papers, created \$30 million expenditures matrix, and action-planned contributions to company's "88 opportunity points."

Conducted financial / systems analyses, support, and execution, provided insightful analysis and commentary to drive future company growth and support new product development teams. Assisted in providing / developing annual company budget, semi-annual forecasts, long-range forecast statements, due diligence analyses, cost/benefit presentations, and ad hoc reports.

- Appointed by CFO to *lead functional turn-around of ailing customer satisfaction function* toward world-class service deliverer. Originated strategically focused performance measurement system and beta site — both firsts for Purdue Finance.
- *Eliminated \$3 million in ongoing new product promotional costs* through creation and introduction of newly-visible analytics for sales returns, damages, shipping errors, and other criteria.
- Designed and executed *\$5 million, third-party-vendor controlled substance prescription fulfillment review* programs resulting in the first-time inclusion of KPIs in Purdue / major third party contracts.
- *Innovated program to ramp up entry speed and career progression* of new team members.
- Constructed *shared knowledge database* (researched / obtained technical expertise on government and industry regulations) for attaining / sustaining compliance. Took additional steps to ensure future success by teaching and training team members / peers in these and other federal guidelines.
- Derived regulated annual *controlled substance quota quantities* using — for the first time — total investment buy-in demand and "normal" pre-allocated inventory.
- Systematized *gold standard* biennial all-inclusive physical inventory procedures later adopted company-wide for all future inventories required by regulatory agencies.
- Delivered company's first-ever ability to craft *performance-based capital expenditures / budgets*, a direct result of reengineering corporate and local procurement functions.

**Becton Dickinson & Company** (worldwide headquarters), Franklin Lakes, NJ

**1989 to 1995**

Publicly held \$4.9 billion global medical technology company (25,000 employees / 50 countries). BDOSL was separate tax / legal entity supporting expatriates in 10 countries (\$3+ million P&L impact; 3 payroll systems).

**Expatriate Technical Specialist** (BDOSL)

1994 to 1995

**Special Projects Audit Manager**

1992 to 1993

**Audit Manager / Auditor**

1989 to 1992

### Accountability

Assumed project management responsibility for re-engineering corporate payroll and other finance areas. Managed daily payroll operations, auditing, and reporting for \$80+ million payroll in 17 semi-monthly payroll groups. Oversaw staff of nine.

### Strategic Business & Finance Impact

- *Project-led seamless \$2 million HR/payroll transaction processing system conversion* during restructure, bringing in on time, within budget.
- *Resuscitated corporate payroll function*: increased productivity quality, initiated personal accountability practices, identified growth / needs opportunities, and cross-trained staff.
- Established foundational database for original *compilation of relocation accrual standard costs*; completed first-ever BDOSL gross-up calculations, input, and processing with zero adjustments.
- Researched / compiled data involving host affiliate tax equalization accruals to *alert management to potential shortfall in balances*. Negotiated with IRS to abate \$36,000 in BDOSL tax penalties.
- *Inspired team to deliver error-free input, process and output reconciliation of \$17 million bonus payout*. Recognized by corporate controller for “phenomenal effort” setting new standard of excellence.
- *Quantified troubled division’s \$1 million property, plant, and equipment exposure*, prompting divestiture.
- *Increased cash flow 6%* by re-characterizing certain operating leases as capital assets.

**PricewaterhouseCoopers LLP** (Formerly Price Waterhouse), New York, NY

**1987 to 1989**

**Senior Auditor / Auditor**

**IBM** (World Trade Headquarters – Europe / Middle East / Africa Division), White Plains, NY

**1986 to 1987**

**Paraprofessional Accountant** (concurrent with full-time grad school studies)

## Education, Certification & Professional Development

### MBA in Accounting 1987 / Bachelors of Business Administration 1987

Pace University, Westchester County, New York (MBA & BBA earned concurrently)

### Certification

**New York State Certified Public Accountant** License #070164; registration issued 1993

### Professional Development

Over 500 hours of formal training in leadership, problem solving, presentation, negotiation, critical thinking, writing, and communications. List available upon request.

### Member

American Institute of Certified Public Accountants; Association of Professionals in Business Management; Financial Executive Networking Group, Turtle Creek Condominiums BOD advisor.

### Columnist

Business book review, FENG (Financial Executives’ Networking Group) newsletter.

### Awards

Formally recognized for contributions to DEA disaster project and Y2K compliance (Purdue). Earned SARA (Special Achievement Recognition Award) for system conversion project (Becton Dickinson).