

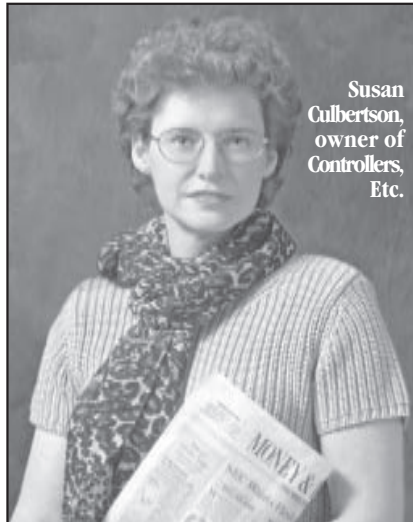
## Controllers, Etc.

# The Ultimate Weapon in Damage Control

What would you do if one of your key employees walked out at lunch and never returned, and you later learned that there were numerous questions as to where company money had gone and how it was used? What would you do if the paring down of a department within your company resulted in balls getting dropped, and you had no idea where to start the process of fixing the problem? What would you do if your CFO was out on maternity leave, and your company began construction of a new addition and needed someone to do the planning? How would you deal with a systemic problem so complex and multi-faceted, you didn't know how or where to start the process of repair? Who would you call for help - your attorney, CPA, or banker?

Unfortunately, while they have the answers to many of the company's problems, they seldom have a surplus of employees to send for the length of time it would take to fully restore the company to its pre-disaster state. When you know there's a problem, and you want to know the extent of the damage and how to fix it, or you suspect there's a potential disaster doing a slow boil on the back burner, and you want to prevent it, call Controllers, Etc.

"I've yet to have a client be where they think they are within a situation - it's usually much worse," says Susan Culbertson, owner of Controllers, Etc. in Roanoke. Culbertson has dealt with a multitude of "worst possible scenario" situations and successfully restored companies to their pre-crisis calm. After being in the business of putting out fires for over



Susan Culbertson, owner of Controllers, Etc.

10 years, there's not much she hasn't dealt with.

Culbertson specializes in restoring normalcy, increasing productivity and reducing stress for clients working in a broad range of industries - from large companies to small businesses. Much of Culbertson's clientele is generated from attorney, CPA, and banker referrals.

According to Jim Lee, CPA with Brown, Edwards & Company in Roanoke, Culbertson is a "safe recommendation because I don't have to worry that she will steal the client." Lee adds, "It's very rare to find someone for a temporary accounting position with a comparable level of professional commitment . . . Susan can be used for short term, key accounting positions without becoming a threat to the other employees, and can become a part of the management team."

"I am not in competition with CPAs, bankers and attorneys. I

am there as a resource for their clients who need help. If you're dealing with a problem within your company, you still have your regular day-to-day workload to handle. My job is to handle the problem and do it with security, confidentiality and with my eyes open," says Culbertson. "In short, I take crisis situations and I make them manageable. I bring insight and efficiency to the table, and because I'm neither an employer nor an employee, I can be a good motivator and mediator. For companies

I've worked with that might need my services in the future, I know their history, I've gained their trust, and they consider me a friend."

Ross Hart, attorney with Hart and Hart, has used Culbertson's services many times during the 18 years he has known her. "Susan once handled a forensic accounting problem that was under the supervision of the court, and she was able to reconstruct the situation in great detail," Hart says. "She's thorough, and remarkably direct in her explanation of things, has a great personality and uses it in her work. Of course she can crunch numbers with the best of them, but she can also explain things in a way that even a lawyer can understand. She has taught me many things."

Although Culbertson is a CPA, most of her work falls within the realm of management accounting and wide-scope trouble-shooting. "Doing what I do is like a scavenger hunt. I find out where the problems are and, whatever they are, I find a way to fix them. I can find and solve problems you didn't even know you had," says Culbertson, "all while keeping your shareholders and customers from ever seeing there's a problem." Isn't that what effective damage control is all about?

## Controllers, Etc. provides a broad range of services, including:

### Management during executive absences/dismisals

- Financial operations management
- CEO, CFO, Controller, Functional VP roles

### Management during Ownership Transitions

- Transition team management
- Multi-lateral strategic planning

### Senior Level Support Services

- Crisis stabilization
- Financial modeling and projections
- Turnarounds and workouts
- Executive recruitment assistance

### Controllershship for such industries as:

- Health care
- Housing
- Manufacturing
- Non-profit
- Distribution/telegatalog

### Forensic Accounting

### Financial Systems Conversions and Upgrades

### Office Management

### Advisory Services

- Strategic Planning
- Coaching
- Marketing
- Time management

### Training and Orientation

## Controllers, Etc.

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