



EDUCATION

Master of Science, Corporate
Finance, Walsh College

Bachelor of Science, Accounting,
Wayne State University

PROFESSIONAL CERTIFICATIONS & MEMBERSHIPS

Certified Public Accountant

Certified Turnaround
Professional (CTP)

Certified Insolvency and
Restructuring Advisor (CIRA)

Member, Michigan
Association of CPAs

Member, American
Institute of CPAs

Member, Turnaround
Management Association

Member, Association of
Insolvency and
Restructuring Advisors

KEITH R. FRANCIS, CPA, CTP, CIRA

Keith R. Francis has 40 years of financial and operational experience. As Senior Director at BBK, he directed over 100 turnaround and crisis management engagements. He saved millions of dollars in plant shut-down losses for automotive OEM's and Tier 1 suppliers by leading on-site crisis interventions at distressed suppliers with revenues ranging from \$5 million to \$2 billion. He also provided litigation support services including expert testimony that resulted in successful outcomes for plaintiff and defendant clients.

As a self-employed turnaround consultant, he served as Interim Controller for a \$180 million manufacturer of door and deck-lid hinges and window regulators for twenty automotive OEM assembly plants. He was responsible for all plant financial matters and led the wind down of plant operations, including a transfer of product lines to other suppliers, and a successful auction of machinery and equipment.

As COO, he led the operational turnaround of a \$50 million, minority-owned automotive OEM supplier of in-line sequencing and sub-assembly operations. He implemented an operational reporting system establishing accountability in each business unit, negotiated vendor payment plans and changes in the bank credit line improving cash availability by 30 percent, and negotiated price increases and accelerated payment terms from a major automotive OEM.

As CFO, he directed the financial, treasury, human resources and MIS functions of a \$75 million privately owned Tier 1 supplier of custom plastic injection molded components to the automotive and consumer products markets. He implemented a 13 week rolling cash forecast improving cash availability by \$1 million and, activity-based costing, improving the win rate for new business and gaining price increases on renewal business. He also prepared a five year business plan to position the Company for a sale, negotiated loan agreement renewals resulting in relaxed covenants and reduced pricing, and won personal property tax assessment appeals saving \$500,000.

As an Audit Partner at Plante & Moran, he personally advised owners and senior management of middle market companies (\$25 to \$250 million), including a publicly held grey iron foundry, various metal and plastic manufacturers, job shops, real estate developers, and distributors.