JOSHUA KAUFMAN

Groton, MA • 617-686-7407 • JB.Kaufman@yahoo.com • Joshuabkaufman.com

STRATEGY • FINANCE • OPERATIONS • BUSINESS EXECUTION

LEADING PROFITABLITY AND ORGANIZATIONAL TRANSFORMATION THROUGH PEOPLE, PROCESSES, TECHNOLOGY, AND INSIGHTFUL BUSINESS DECISIONS.

Leads Strategy Development and Seamless Execution Through Change and Growth

Led enterprise strategic sales modeling, distribution organizational redesign and funding of $700M in Retail Solutions, which resulted in 5X headcount growth, increase of $40B in assets under management over a four-year period.

Understands and Easily Communicates Complex Business Drivers and KPIs

Developed new scorecard measures leveraging 'Voice of the Customer Program' and Net Promotor Score through direct client survey information to drive a competitive intelligence dashboard that increased wallet share in existing clients by 14%.

Drives Operational Alignment and Efficiencies

Led the organizational design and operational integration for the Northeast Region from four siloed divisions to one streamlined operation for Retirement and Retail Solutions resulting in business synergies and annual savings of approximately $15M.

Leads, Collaborates, and Influences Through Trust and Strong Relationships

Relationship-driven engagement partner, committed to understanding diverse perspectives and building trust through listening and engagement of team through technical and soft skills development. Leads through a "roll up the sleeves" approach.

PROFESSIONAL EXPERIENCE

TIAA, Waltham, MA 2012-2020

COO Strategy, Performance & Business Execution, Northeast Retail and Retirement Solutions, $200B in Assets (2017-2020)

Director of Strategy, (2016-2017)

Leads the people, processes, technology, product placement, marketing, and financial oversight of P&L within the Northeast Region of Retail and Retirement Solutions, a highly concentrated TIAA market. Leads a small team of analysts to support strategy development, business and service enablement, finance, and execution.

- Partner with Retirement and Retail Solutions and other stakeholders to develop optimal organizational design, multi-year regional strategy using industry trends, competitive benchmarks, and performance metrics to drive value and profitability.
- Preparation of Operating Review, Strategic Offsite and BOD materials to communicate performance and investment portfolio.
- Designed and supported sales directors using strategic participant insights for sales optimization. Increased sales 30% from 2017 to 2020 in a mature client base and during COVID pandemic.
- Key member of Pricing Team with extensive experience in multi-layered RFP Process in regulated industry with $1B level clients, consultants and investment/endowment committees with agreements driving over $500M in revenue.
- Scorecard redesign for retirement/retail business and individuals to align business activities "what", and behaviors "how", to strategic initiatives to drive a balanced approach towards intentional change management and drive the client experience.
- In collaboration with Data Sciences, developed algorithmic participant tiers that leveraged historic information to drive strategic outreach to highest rated participant opportunities to increase meeting take rate and increase sales outcomes.
- Executive Engagement Lead for Voice of the Customer Program, capturing Net Promoter Score, which increased wallet share of market by 14%. Led survey design, reporting and analytics, executive socialization, and program execution.

Director of Strategy and Execution, Institutional Retirement - Client Services & Relationship Management (2015-2016)

- Developed and supported Clients Services multi-year business strategy, implementation, and execution using analytics to drive objective decisions to drive business performance and key client relationships.
- Development of Client Complexity Model for optimum field organization of Client Service and Relationship Management Territories, R&Rs, performance metrics, value-based engagement to drive an exceptional client experience.
- Created Client Services Dashboard to identify and highlight opportunities and foster management engagement, demonstrating financial, productivity, and efficiency gains that drove enhanced client retention and experience.

Finance/Business Manager, Individual Advisory Services (Retail Product Services) (2012-2015)

- Created and managed Target Operating Model (TOM), largest strategic initiative that redesigned advisory distribution, product portfolio and economic framework that provided roadmap for over $700M investment to scale Retail Investment Solutions. Business case development, organizational design, economic modeling (ROI), KPI metrics and insights, employee growth and sales optimization to drive P&L and marginal productivity increases.
- Established multi-year hiring strategy leveraging the TOM to facilitate growth and scale of Retail Services distribution with multi-year budgets, 5x hiring, capacity and performance modeling, sales projections, and commissions planning and analysis.

CHARLES RIVER LABORATORIES, Wilmington, MA 2007-2012

Divisional CFO - Financial Planning & Analysis Manager, Corporate Finance

- Business partner to Internal Service Providers (Global Sales-Marketing, IT, Facilities Management, Science-Quality and HR) with $250M annual budget, and $200M in capital spending. Designed approved hub and spoke corporate allocation model to support corporate vs local support through multiple country tax authorities.
- Monthly close, global consolidation of P&L and forecasting of financials, headcount, sales, and currency translation leveraging Hyperion Enterprise (company administrator) and SAP. Preparation and communication of Operating and BOD materials.
- Enhanced business information capture and decision-making for company with $1.2B revenue and currency translation in over 50 global sites. Drove efficiencies, created new processes, and utilized technology to enhance organizational data capture.
- Co-led negotiation of all enterprise IT contracts and M&A IT infrastructure assessment pre/post integration.
- Led, motivated, and mentored staff of five financial & data professionals with emphasis on relationship engagement, team building, soft-skill development, up-selling of data analytics to drive strategic partnership and growth objectives.

INVESTORS BANK & TRUST, (acquired by STATE STREET BANK in 2007), Boston, MA 2006-2007

Senior Financial Analyst, IT Finance – Capital Investments

- Developed strong partnerships with business unit leadership, identified business needs and provided financial analysis of investment scope and rate of return to determine feasibility of long-term IT strategic investments.
- Conducted financial analysis and reporting of $65M annual project technology spending. Developed predictive analytics for BOD oversight for technology and job-sharing that yielded savings of $3M over three years.

FIDELITY INVESTMENTS, Boston, MA 2003-2006

Financial Analyst III, Corporate Finance, Fidelity Brokerage Company

- Designed and executed trend analysis of large format cross-company project initiatives, call center performance metrics, economic forecast modeling/metrics for resource allocation, revenue, and expenses for brokerage division.
- Managed new efficiency process to enhance scorecard metrics for technology spending and financial reporting.

VALEO MOTORS, Rochester, NY 2002-2003

Financial Analyst, Airflow and Fabrication Departments

- Designed and managed program to facilitate JIT production, with a scale-down of operations of 150 domestic and international product lines, inventory reduction, and relocation of the production business to Mexico.

EDUCATION

Coursework toward MSF, Finance, BRANDEIS UNIVERSITY, International Business School, Waltham, MA

Bachelor of Science (BS), Finance, ROCHESTER INSTITUTE OF TECHNOLOGY, Saunders College of Business, Rochester, NY, 2001

Six Sigma Green Belt Trained, Projects generated over $300K of savings over 3-year period