CASE STUDY

REBUILDING FINANCIAL REPORTING TO SUPPORT TRANSACTION READINESS AND A SUCCESSFUL EXIT

Kaufman Rossin helped an aviation services company strengthen its finance function, improve reporting transparency, and build the operational foundation needed to support pre-transaction diligence through successful exit readiness.

COMPANY

A middle-market aviation services provider with complex operations and multiple supporting systems, preparing for a transaction while operating with limited internal finance capacity and reporting transparency.

CHALLENGE

As the company prepared for a transaction, leadership needed to strengthen financial reporting, improve process discipline, and address gaps that limited transparency and increased execution risk. Reliance on third parties for financial reporting, inconsistent workflows, and underutilized systems reduced confidence in the finance function during a critical stage of the transaction process.

Kaufman Rossin was engaged to support transaction diligence while helping stabilize finance operations and establish a stronger foundation for long-term growth.

WHAT OUR DIAGNOSTIC REVEALED

- Financial reporting relied heavily on an external CPA, limiting real-time visibility
- Month-end close processes lacked standardization, ownership, and accrual discipline
- Core financial systems were underutilized, increasing manual effort and data reliability risk
- Transaction documentation and approvals were fragmented, reducing governance and traceability
- Twenty-three critical gaps were identified across four focus areas requiring a prioritized implementation roadmap

SOLUTION

Kaufman Rossin applied its integration and transformation approach to strengthen finance operations while supporting transaction readiness. The engagement focused on improving reporting quality, standardizing processes, and implementing governance to increase accountability and operational efficiency.

Key elements included:

- Supporting the transaction through **Quality of Earnings** while assessing finance operations and system integration
- Conducting **process mapping and gap analysis** across month-end close, accounts payable, accounts receivable, billing, and payroll
- Developing a phased **implementation roadmap** to strengthen controls, standardize processes, and support future finance leadership
- Establishing recurring **governance and reporting routines** to improve accountability and decision-making
- Enhancing **system utilization** to improve data integrity and reduce manual processes

IMPACT

Kaufman Rossin helped the company build a more disciplined finance function with stronger reporting, improved governance, and greater readiness for transaction execution.

Improved reporting transparency through standardized financial processes and documentation

Reduced operational risk with clearer workflows, ownership, and internal controls

Increased execution discipline through recurring governance and accountability routines

Strengthened transaction readiness with a phased implementation roadmap

Supported CFO onboarding and assisted with transaction execution, including tax preparation, resulting in a successful sale to a publicly traded company

HIGHLIGHTS

- Identified and prioritized 23 critical gaps across four finance and operations focus areas
- Delivered end-to-end process improvements across month-end close, AP, AR/billing, and payroll
- Developed a phased integration and transformation roadmap to guide implementation and leadership transition
- Supported transaction diligence while strengthening finance operations for long-term scalability

Client details have been anonymized for confidentiality.