

Keith Senglaub

Managing Director, Advisory Services

+1 (571) 296-3147

ksenglaub@charlestowneholdings.com



Mr. Senglaub's focus is on helping clients plan, prepare for, and execute on key strategic growth initiatives including financing and M&A transactions, and he can provide experienced fractional or interim CFO/COO leadership as may be needed to strengthen client finance organizations, systems, and disciplines to achieve their objectives.

Keith is a CPA with over 30 years of experience in corporate finance, accounting, and operations leadership roles including CFO and CEO positions with fast growing privately held companies ranging in size from \$15mm to over \$500mm with global operations.

In addition to over 10 years of recent CFO leadership building a world-class finance and IT operation at family-owned global live entertainment giant Feld Entertainment, Keith led all of the Company's M&A and debt financing activities including due diligence, execution, and integration of its \$200mm acquisition of two leading motorsports event series from Live Nation. He also led development of the Company's strategic plan forecasting and tracking models, and coordinated all Board reporting and exec team meeting preparation. Keith also has over 17 years of experience leading the continuous improvement of finance, accounting and audit teams and systems in the diversified Media space.

Industry Expertise:

- Live Entertainment and Sports
- Media
- Consumer Products
- Business-Technology Services
- Professional Services

ADVISORY SERVICES

I. Interim or Fractional CFO/COO Support

PE portfolio companies and other closely held companies reach stages in their growth journey where people, processes and systems must be upgraded to support the current and next phases of growth and value creation. CEOs and owners need a trusted, experienced, proven financial partner to advise and guide the team, but it may not be the right time to absorb the high fixed costs of a full-time permanent resource. A more flexible option may be the right solution, and an interim full-time or fractional C-Level addition to your executive team for some period of time may be the answer.

II. Preparation and Planning for Financing and Monetization Transactions

Many early stage and middle market growth companies fueled by angel or venture equity capital correctly delay investing in the fixed costs of experienced financial, IT and HR staff, back office systems, and tighter processes as long as possible. As a result, limited visibility into financial results, KPIs, forecasts, and inadequate scenario planning can become a serious hurdle when the company is ready to consider using debt financing in the capital structure or may consider a majority or minority investment by private equity. Keith has deep experience leading the culture change and implementing the disciplines and forward visibility necessary to operate effectively in a leveraged environment.

III. Acquisition Evaluation, Modeling, Due Diligence, and Integration

Insightful evaluation of value and scenario modeling of expected results from potential acquisitions, as well as thorough due diligence along with validation of management forecasts and the quality of add-backs to historical reported results are all key inputs to acquiring a target company at the right valuation. Keith brings extensive leadership and hands-on experience to the process, as well as deep experience planning and executing an effective integration post-transaction, including measurement of expected synergies and establishment of internal accountabilities to achieve them.

IV. Improvement of Reporting and Forecasting Organizations, Systems, Processes

Continuous improvement of finance organizations, including (a) people selection and development, (b) an effective org structure, (c) quality, timeliness, and accessibility of reporting information (historical and forward-looking), (d) technology tools and (e) transaction processes, is a critical underpinning for any company in achieving its objectives. Keith has designed and led execution of such efforts in every career stop, including consistently delivering clean and efficient external audits.

V. Strategic Planning, Board Reporting, Ownership Succession Planning

When an early stage or middle market company is facing new challenges to its business model, new equity investors, new debt financing, a monetization opportunity, or lack of clarity on succession plans, it is the right time to consider formalizing or improving internal governance disciplines. Keith has deep experience helping family and other owners customize their approaches to implementing these processes in a way that fits with the culture that made them successful, including facilitation and coordination of executive team strategic planning sessions and Board prep processes.

Charles Towne **Advisory Services** provides solutions to complex business problems and experienced advice to tackle strategic options. Our team is comprised of former CEOs, CFOs and COOs who have deep industry knowledge and functional specialization. We compliment the vision of CEOs and their teams using an array of data-driven, empirical processes that when optimally executed result in superior performance. Our team's specialized skills can be critically valuable to managing through a business crisis or reorganization as well as evaluating and executing acquisitions for both strategic and financial buyers.

CTH's **Investment Banking** capabilities cover M & A and Private Placements for equity and debt (series B or later). Every deal is led and accompanied by senior-level bankers, many of whom also bring previous operational experience. Our target deal sizes typically start at \$10mm. If it is not a fit, we will be quick to tell you. And if you are a start-up or raising a Series A, our advice is to don't hire an investment banker! VCs don't like spending their money on anything except growing the company.