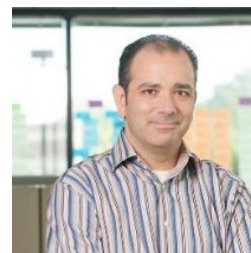


## CFO SPOTLIGHT: MIKE DUNN, CFO OF NEOSYSTEMS CORP.

July, 2018



**1. When you are not working, how do you spend your downtime (hobbies, activities, etc.)?**

I try and spend whatever free time I have with my wife and two children. I was born and raised in DC, so we love going to Caps or Nats games, or for a bike ride on the W&OD. I enjoy music, and break out my Fender Jazz bass and jam whenever I can. We also take a couple of family ski trips every year.

**2. What is the biggest challenge you are currently facing?**

Hiring and succession planning. We are an organization dominated by seasoned, experienced professionals who are highly specialized. To continue to scale, we need to inspire the next generation of leaders to be passionate about our mission of helping companies grow. We need to project a compelling career ladder that starts with a commitment to invest in the individual, and continue to foster a culture of ownership and accountability.

**3. What opportunities/experiences did you have that best prepared you to be a CFO?**

The path for me started with my very first job working for a local general contractor as a project accountant. At the time, the economy was in a deep recession, and several of the projects to which I was assigned were struggling. By learning to look beyond the numbers at the interdependencies that existed between the various owners, subcontractors, lenders and other stakeholders, I discovered the importance of listening and taking the time to understand group dynamics and each individual's unique perspective. This allowed me to develop communication and negotiation skills that have proven to be invaluable in my role as CFO.

**4. What technology are you looking forward to using or implementing for your brand?**

As a tech-enabled back-office services company, our entire business model is predicated on finding and deploying the latest and greatest back-office technology. When we find something that looks promising, we start by deploying it internally and running it through the wringer. If it passes muster, we have a ready-built use case we can demonstrate to our clients. Sometimes that means replacing a tried-and-true technology with something that can work better. For example, we replaced our TM1 budget model with one that we built in Adaptive Insights, and have subsequently built and integrated a number of Adaptive models for our clients.

**5. Name an “inflection point” experience that prepared you for your current position as Chief Financial Officer.**

In the early 2000’s, I was employed at BearingPoint, where I led consulting engagements in the “World Class Finance” practice. This gave me fantastic exposure to brilliant financial leaders while teaching me the mechanics of running a successful engagement. I was able to leverage this experience into my first CFO role by taking what I had learned as a consultant about financial modeling, KPIs, project management and negotiation and applying it to helping an entrepreneur raise money, improve internal controls, negotiate with numerous internal and external stakeholders, and grow his business.