CFO Objectives Plan

The checklist presents a sample schedule for the CFO. It covers strategy, culture, expectations, leadership, relationships, budgets, investors and more.

CFO Objectives Plan

0 – 30 Days

- Schedule due diligence meetings with leadership team to better understand:
  - Strategy
  - Short-term, long-term goals
  - Culture, how I can best be effective
  - Expectations of my role/ department
  - Past successes
  - Potential risks

- Familiarize myself with senior leadership relationships; identify any potential risks; and how I need to integrate into the team.

- Meet with my CEO, peers, and direct reports to establish relationships, determine most critical issues, staff capabilities.

- VC/PE funding. Reconfirm existing or build:
  - Road map to financial close
  - Budgets, Aggregate Use of Proceeds
  - Raised Amount(s)
  - CAP Table
  - Start developing investor presentation/deck

- Investor & Banking Relationships:
  - Review current equity, debt covenants and associated warrants
  - Reach out to current equity and debt holders to introduce myself

- Working Capital Capacity, review:
  - venture debt revolver terms, monthly reports
  - Credit Card
  - LOC
  - Current cash flow analysis to better understand short term cash needs

- Financial Reporting / Accounting:
  - Review books
  - Review tax returns, confirm state and federal filings

30 – 60 Days

- Next funding. Reconfirm existing or build:
  - Pre-Money Valuation $___? M
  - Investor Deck – continue to work on with management team

- Working Capital Capacity:
  - Identify opportunities to expand capacity – extend vendor payment terms, increase client deposits, other.

- Financial / Accounting Reporting:
  - Relationship with CPA firm
  - Financial Controls
  - Budgets:
    - By team
    - Instill discipline on individual budgets
  - Existing initiatives: any to be axed or deferred to free resources?

- Human Resources – perform full audit:
  - Employee Handbook
  - Policies & Procedures
  - Liabilities
  - Current or potential litigation

- Efficiencies / low hanging fruit/ quick wins
  - Cost analysis and identify
  - Develop and implement action plans to gain efficiencies

60 – 90 Days

- Next funding. Reconfirm existing or build:
  - Cash flow model, estimate runway length, using existing and forecasted bookings
  - Investor Deck – complete draft

- Investor & Banking Relationships:
  - Deepen relationships with debt, equity holders
  - Explore options for alternative banks, possibly taking out incumbent

- Working Capital Capacity:
  - Create down payment matrix for salesforce: i.e., 10% of 1st year anticipated distribution; 5% of first 24 months of anticipated distribution.

- Financial / Accounting Reporting:
  - Payroll and time keeping processes
  - Monthly Financial Close Process

- Human Resources:
  - Create action plan for any deficiencies
  - Review Organizational Chart
  - Determine if additional resources are needed
  - Review recruitment process
  - Recruit staff to supplement team as needed

    - Existing initiatives: any to be axed or deferred to free resources?

- Emergency contingency planning/ identification
    - Who's on the team?
    - What are the needs?
    - Pre-arrange alternative work locations, power, HVAC, etc.

90+ Days

- Stakeholders, leadership team, peers:
    - Obtain consensus on top strategic priorities
    - Maintain regular, effective communication processes
    - Communicate priorities and accomplishments

- Financial / Accounting Reporting:
    - Determine # of transactions / week
    - Determine need for additional/ new resources
    - Evaluate existing accounting software
    - Budgets:
        - Build variance reporting (@ 2 weeks matching payroll cycle)
        - Re-enforce discipline on individual budgets

- Review existing and establish any new Key Performance Indices
    - Book to Bill ratio
    - A/R Aging
    - A/P Aging
    - Days to financial close

- Efficiencies
    - Periodic reviews to identify and gain efficiencies

(Source: CFOLC)