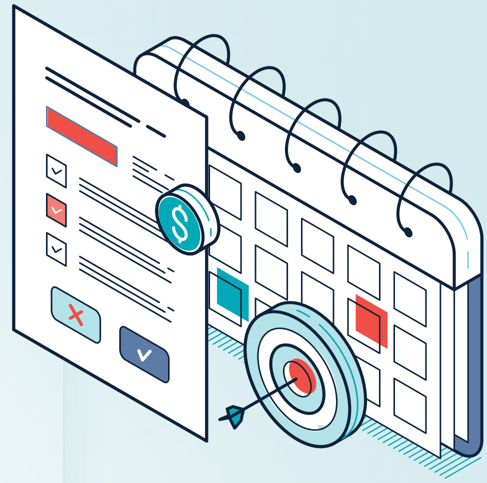
The CFO's 100-day checklist after PE investment:



Start fast, scale smart and focus your time on creating long-term value.

Days 1-30: Foundation and assessment

- [ ] **Clarify expectations with your CEO, sponsor and board:** Get clear on deliverables and metrics in your first quarter – and how they want you to measure progress.
- [ ] **Review the deal model, investment thesis and value creation plan:** Walk through what the firm is betting on. What assumptions were baked into the deal? Any changes?
- [ ] **Map key stakeholders across Sales, Operations, Marketing, IT and other teams:** You'll need people to get things done – and systems to get the data. Find out who owns what and watch for friction points that could slow things down.
- [ ] **Assess your finance team's skills, org design and scalability:** Evaluate roles against what scale will require. Identify T-shaped talent, spot single-person dependencies and look for work that's outgrown the person doing it.
- [ ] **Audit your chart of accounts structure and financial reporting accuracy:** If your coding or roll-ups are inconsistent, your reporting will be too. Better to fix that now.
- [ ] **Review revenue recognition, compliance and cost structure:** Look for red flags such as ASC 606 issues, audit risks or expense lines that don't match the business model.
- [ ] **Evaluate integration between CRM, billing and ERP:** If data isn't flowing cleanly between systems, your revenue probably isn't either. Watch for manual workarounds. They're usually hiding in plain sight.
- [ ] **Identify immediate risks and early wins:** Anything threatening a covenant, delaying close or burning cash unnecessarily? Flag it and fix what you can fast.

> "In my first PE-backed CFO role, I was buried in board asks, broken systems and fire drills. A checklist like this would've saved me weeks of guesswork."
>
> **– Chad Wonderling,**
> CFO at Zone

Reminder: Don't keep this checklist to yourself. Turn it into a shared tracking doc. Use it to run your weekly syncs. Assign owners. Log blockers. Adjust the details to fit your systems, team and board dynamic.

Days 31-60: Infrastructure and cash command

- [ ] **Map and analyze the full lead-to-cash workflow:** Document every handoff between systems and teams. What's automated, what's manual and what's slowing things down?
- [ ] **Segment DSO and audit customer data quality:** Break out DSO by customer and deal type. Then pressure-test the **CRM-to-billing** handoff, especially where collections drag.
- [ ] **Build a 13-week rolling cash flow forecast:** You'll need one sooner than you think. Make it a habit now – with inputs from AR, AP and Sales – and build in room for covenant buffer.
- [ ] **Calculate the working capital cycle and evaluate terms:** DSO, DPO, inventory turns – get the full picture. Then compare stated payment terms to what actually happens.
- [ ] **Tighten up vendor payment strategy:** Look for timing advantages, missed early-pay discounts or fragmented spend across vendors you could consolidate.
- [ ] **Audit subledger reconciliation practices:** Validate how AR and AP are reconciled. If aging is off or timing breaks under pressure, now's the time to fix it.
- [ ] **Establish an operating cadence for the finance org:** Launch a weekly finance sync. Align board prep with close timelines. Standardize KPI definitions.

If a process dies when someone's out – or lives entirely in Excel – it's a risk. Flag it early. Tie it to a system, a skill or a role that needs to grow.

61-100: Growth enablement and team scaling

- [ ] **Build financial models that support decisions, not just decks:** Develop unit economics by segment, pricing sensitivity, sales capacity and what-if scenarios that actually help you steer.
- [ ] **Tie forecasts to what's really happening:** If your model ignores pipeline, headcount or delivery capacity, it's not ready for prime time. Pressure-test it now.
- [ ] **Operationalize partnerships with Sales, Marketing and CS:** Set a regular sync. Lock in shared KPIs. Align on what's being measured – and how.
- [ ] **Link spending to outcomes with clear ROI models:** Build CAC payback, churn impact and product ROI frameworks that show what's working and where to double down.
- [ ] **Build your team's next 90-day growth plan:** Set individual goals, create a skills development path and put a delegation plan in place that frees you up to lead.
- [ ] **Make the right hire, not just the next one:** Whether it's Controller, FP&A or RevOps – choose based on the gaps, near-term load and what your sponsor expects.
- [ ] **Close out your first 100 days with strategic clarity:** Share your wins, discuss the issues and align with the CEO and sponsor on what comes next.

Dive deeper: Our 100-day playbook for CFOs provides frameworks, red flags and smart sequencing to help you make the right moves after PE investment.

Read it here.