



CFOTHOUGHTLEADER

Accelerating Your Finance Growth Engine:

New Tactics for Growth- Minded CFOs

November 19, 2015

Housekeeping:

- ⦿ This Event is Designed to be Interactive
- ⦿ Take Advantage of Real Time Q&A
- ⦿ Follow Us on LinkedIn



Who We Are: CFO Thought Leader

“Elevating the Voice of CFO Leadership”

- ◉ **MISSION:** To bring you personal firsthand accounts of CFOs who are driving change within their organization.
- ◉ **Selected A Top 50 Influencer In New Business Podcasts March 2015** By Driven to Better



Speakers

Vince Burchianti

CFO

Firehouse Subs



Ethan Carlson

CEO

Carlson Mgmt Consulting



Bob Davenport

Director of Finance

Transformation

BlackLine



CFO Debrief: **Establishing Your Growth Engine**

**A Talk with Vince Burchianti,
CFO of Firehouse Subs**

A Look Back: A Prelude to Growth

- ◎ The Systems Quandary
- ◎ Debt: Under \$1 Million
- ◎ Cash: Under \$1 million
- ◎ Key Hires: Asst. Controller, plus Franchise Sales, Supply Chain, etc

Adopting a Cloud Mindset

- ⦿ Bureaucratic Purchasing Hurdles
- ⦿ Moving to the Financial Cloud
- ⦿ 24/7 Secure Data
- ⦿ Accounts Payable Targets 90% ACH
- ⦿ G&A % of Revenue Continues to Drop

Keeping Tabs on Growth: Metrics

- ⦿ Custom Dashboard Rates Health of Business
- ⦿ Performance of Each Restaurant Closely Monitored
- ⦿ Critical Factors: People & Locations
- ⦿ Day of Discoveries

Identifying Growth Opportunities

- ⦿ An Appealing Franchise Offer
- ⦿ Lends Between \$2 - \$3 MM per year for franchisee restaurant growth
- ⦿ 2000 Restaurants Strong

Collaboration & The Growth Mind-set

- ⦿ Finance Sales Collaboration
- ⦿ A Brand Must Grow or it Dies
- ⦿ A C-Suite That Exudes Growth Energy

Prepping Your Growth Engine

A Talk with Ethan Carlson,
CEO, Carlson Management Consulting

Navigating A Year of Rapid Growth

- ① Identify: Key Drivers Impacting the Business
- ② Addressing challenges before they become crises
- ③ Customer-Centric Growth

Key Characteristics of Growth Cultures

- ⦿ Team members strive to do what is right for the customer and company
- ⦿ Finance provides timely, accurate information to support better decision-making throughout the firm
- ⦿ Firms have the technology infrastructure that enables them to scale while having real-time data and insights into performance

Translation to Cash

- ① Understand the flow of funds in your business
- ① A fully integrated financial model should always include the impact on Cash!
- ① Identify and act on opportunities to improve your cash cycle

When Tactical Milestones Trump Projections

- ⦿ 5 year projections are optimistic and rarely realistic
- ⦿ Milestones are easier to focus on and achieve with proper effort and tactics
- ⦿ Milestones should align with broader strategic goals

Establishing A Growth Culture

- ① Delegate responsibility and accountability to team members
- ① Provide them with tools and data to measure their performance
- ① Reward them for their successes and mentor them through their failures

The Pursuit of Sustainable Growth

- ⦿ Recognize that not all growth is sustainable
- ⦿ Have the performance indicators that identify future pressures early
- ⦿ Balance opportunity vs. cost of rapid growth

Beyond the Back Office

With Bob Davenport, Director of Finance
Transformation BlackLine

BENEFITS OF SaaS

- No capital outlay
- Rapid deployment
- Seamless integration
- Easy availability
- Painless upgrades
- Lower Total Cost
- Eliminate infrastructure investment
- No software or hardware to purchase, install or maintain

WORRY-FREE SECURE SaaS SERVICE



- ◉ Database Security
- ◉ Disaster Recovery
- ◉ Data Center Security
- ◉ Reliability and Backup
- ◉ Data Encryption



ROI & CUTTING COSTS

- ⦿ Auto-certification
- ⦿ Increased staff productivity
- ⦿ Reduced paper, printing, storage overhead, auditor fees
- ⦿ Improved process management
- ⦿ Faster close

“Using BlackLine software alongside SAP applications has greatly increased the visibility, efficiency and accuracy surrounding our account reconciliation process. We now have a completely electronic and paperless process for how we review reconciliations.”

Laura Darbro, Zurich
VP of Close Operations and General Accounting



MeadWestVaco Corporation

ROI: **495%** Payback: **2 Months**



Cox Communications

ROI: **227%** Payback: **6 Months**



Education Management Corporation

ROI: **138%** Payback: **10 Months**



Return on investment is one of the most important indicators of value







Account Reconciliations & the Close: Highlights & Benefits of Using Technology

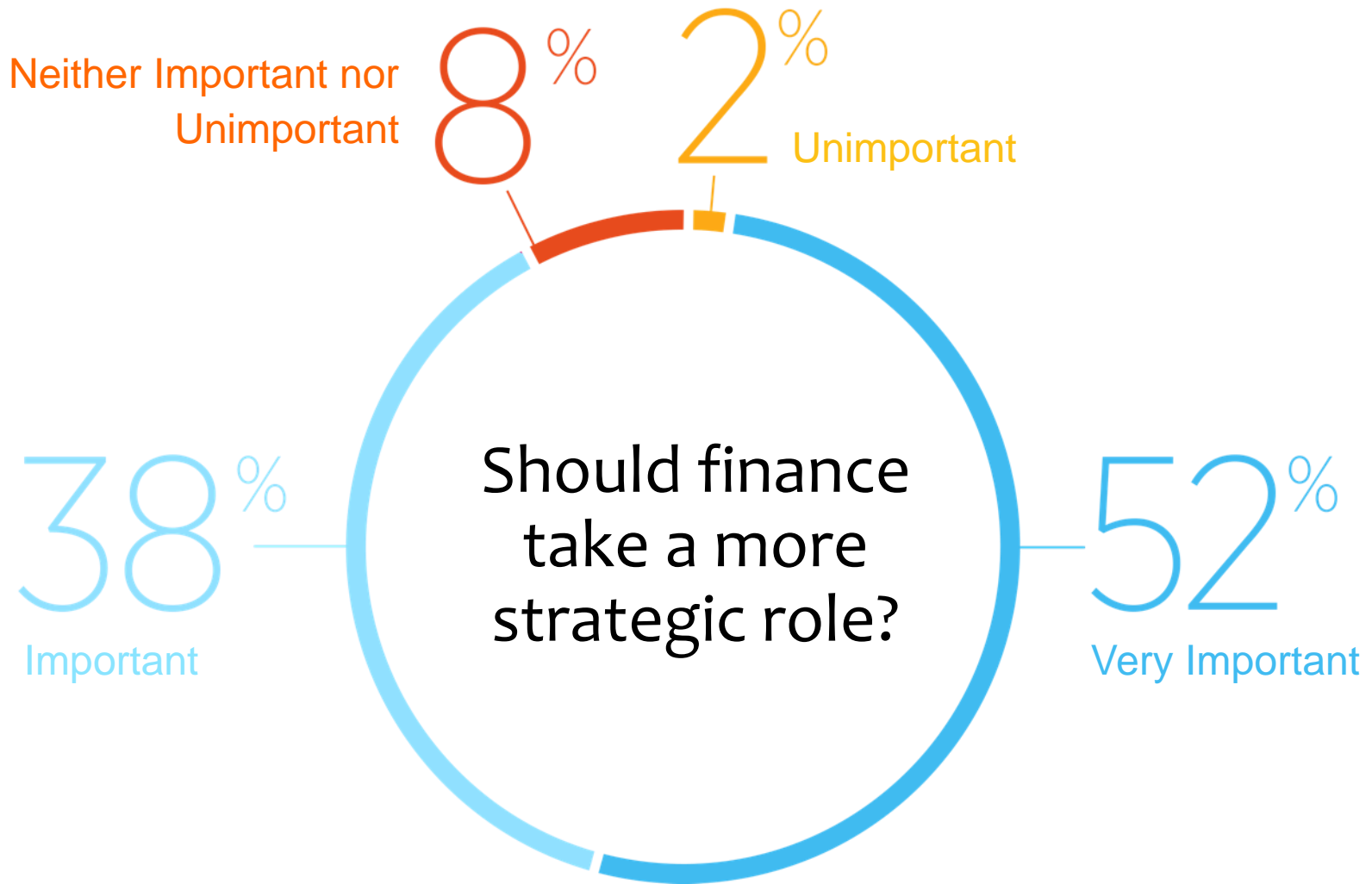
- Auto-certification of low risk reconciliations
- Templates-based process for standardization and quality
- Supporting documents – can be saved/accessed from within the system
- Approval workflow – multiple levels with flexible scheduling
- Automated e-mail alerts for proactive notification/monitoring
- Reporting for real-time status updates
- Easy integration with existing ERP, GL systems

Thoughts for consideration.....

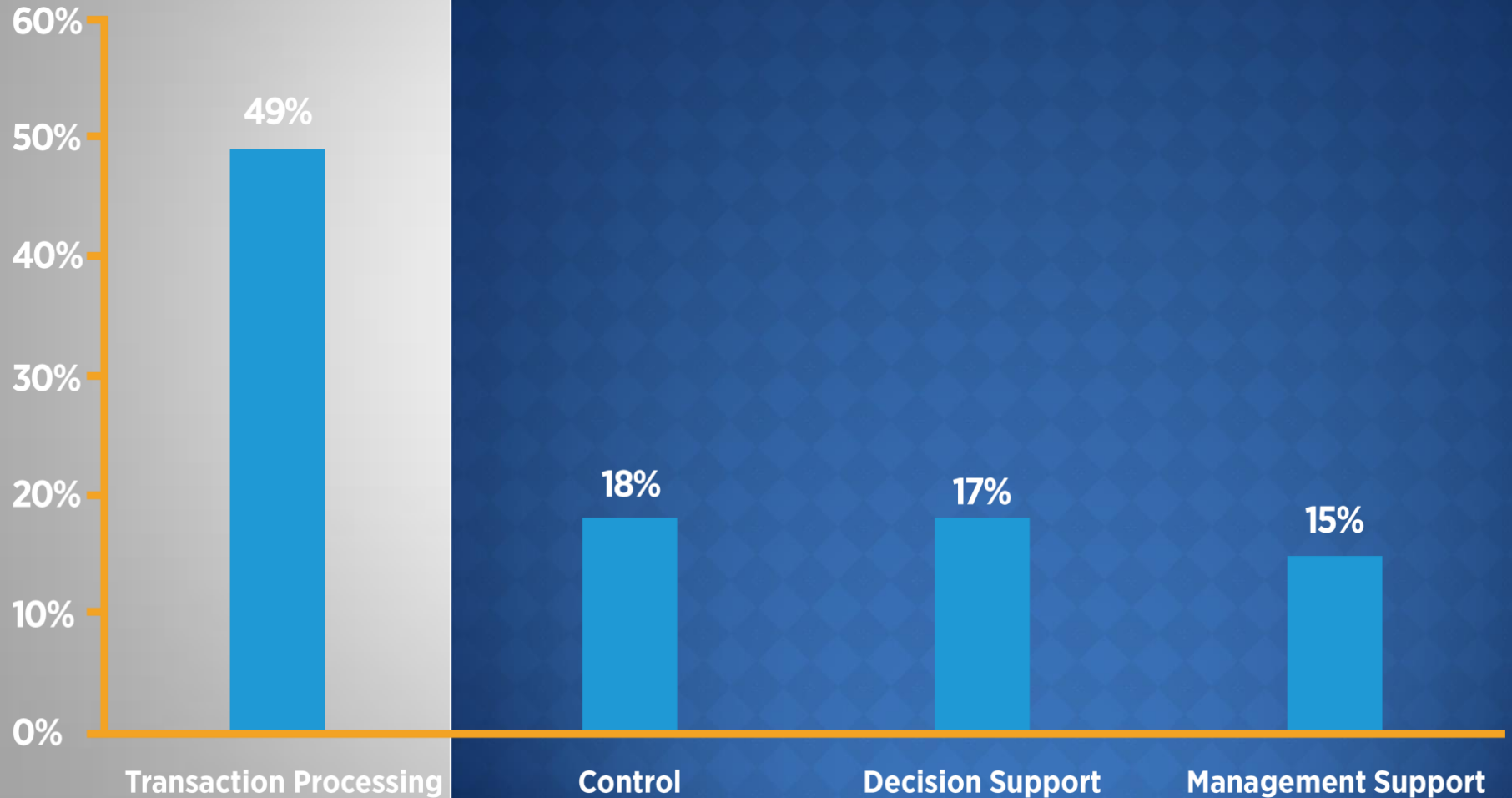
- Vendor responsible for upgrades that include latest technology to address new rules and regulations
- Consulting vs configuration
- Ease of use/user adaption
- What does the cost include?
- Cost of complacency vs cost of risk

INCREASING DEMANDS

-  Operational Complexity
-  Shift to Real-Time
-  Compliance Creep
-  Expectation Of Accuracy



Transaction Processing



Modern Finance & Accounting

- Utilizing automation to perform routine processes Reducing risk by strengthening internal controls
- Reducing costs
- Adding value to the organization as a whole
- Contributing to strategic business decisions
- Developing new skill sets

Q&A

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Thanks for Participating

And don't forget to

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