

*Working With
The Executive
Team To Grow
The Company
And Eventually
Develop An
Exit Strategy.*

Mike Dansby
VP of CFO Services
Consero
CFOLC Member, Austin Chapter

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12:00pm-1:00pm ET

Your team needs a direction and a plan. What is your role as CFO?

- Process owner
- Taskmaster
- Integrator
- Facilitator
- Mediator
- Challenger
- Voice of reason

Define and follow a process

There are essential components and they should happen in a particular order such as:

- Analysis → Strategy Development → Business Plan → Implementation OR
- Vision → Strategy → Goals → Objectives OR
- Plan → Implement → Measure → Adjust OR
- Where are we now? Where do we want to go? How are we going to get there?

Challenge
your team to
think
exponentially,
not
incrementally

- Need a BHAG
 - Big, Heavy, Amazing Goal (or Vision)
- Be transformative
- Think outside the box
- Bring values/principles into the discussion
- Consider how this goal might influence your exit strategy
- Make it public

Establish long term goals and principles as your guideposts; then assess your near term objectives in light of how they help you achieve those long term goals

- What are the 3 to 5 big things you need to do over 1 to 3 years to achieve your BHAG (and maybe drive a meaningful exit)
- What do you need to do this year to go down the path of meeting those goals
- What do you need to do this quarter in support of your annual objective

Identify risks and opportunities to your plan; update regularly

- What are the risks to success of your plan?
- What opportunities do you have to accelerate and/or beat your plan?
- What are your risk mitigation and/or opportunity attainment plans?

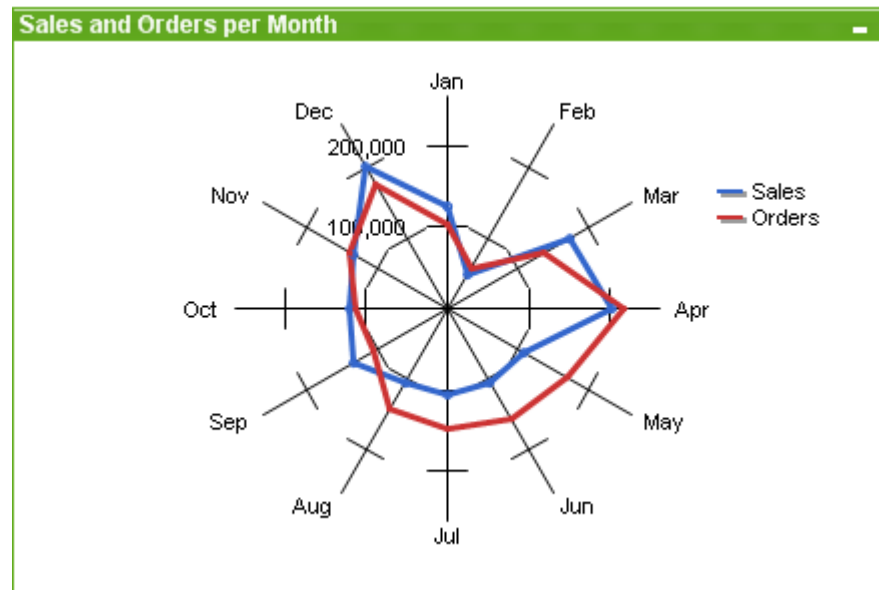
SWOT Analysis

SWOT Analysis for _____ Date _____

	Positive	Negative
Internal	<p><u>Strengths</u></p> <ul style="list-style-type: none"> • Strength 1 • Strength 2 • • • • • • 	<p><u>Weaknesses</u></p> <ul style="list-style-type: none"> • Weakness 1 • Weakness 2 • • • • • •
External	<p><u>Opportunities</u></p> <ul style="list-style-type: none"> • Opportunity 1 • Opportunity 2 • • • • • • 	<p><u>Threats</u></p> <ul style="list-style-type: none"> • Threat 1 • Threat 2 • • • • • •

Caption xxx

Measure your
progress in a visible
way



Financing vehicles
for growth i.e. VC,
PE, Debt, Vendor
financing,
Customer financing

- Once you have your plan, what investment will you need?
- How much control are you willing to give up?
- Evaluate the need for an investment banker or other similar advisors
- Evaluate different vehicles depending on the nature of your financing needs

Build a great company and the exit will follow, but keep a few things in mind i.e. returns to common, seeding a strategic exit, risks of IPO

- How do you *measure* success?
- How do you get the whole company on board with the plan?
- How do you know when it is time to exit?
- What are your options for exit?



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Mike Dansby
Consero Global
mobile: 512.917.0143
Mike.d@conseroglobal.com
www.conseroglobal.com



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