

Chief Financial Officer

Senior Strategy and Execution Leader

Leading high-growth companies to profitable growth with organizational systems, discipline and flexibility

Finance ♦ Operations ♦ Information Technology

- An innovative and passionate leader, bringing proven expertise and creative solutions to complex strategy and execution issues.
- Entrepreneurial passion combined with strong process orientation and discipline, thriving on helping high-growth companies grow profitably.
- Highly analytical, with strong communication, management discipline and people development skills.

Key Skills & Experience

- ❑ **Strategy, Planning & Execution:** Positioning high-growth companies for flexibility and profitable growth (including organization, systems, processes, infrastructure).
- ❑ **Enterprise Transformation:** Skilled at defining next generation operations strategies for profitability & growth, translating strategic objectives into practical and measurable plans, and leading and managing large-scale change initiatives to achieve lasting success.
- ❑ **Data-Driven Insights:** Using data, analytics and modeling to enable new insights, and shortening cycle time from analysis to implementing revised metrics and seeing realized benefits.
- ❑ **Information Technology:** Wide-ranging experience defining, implementing and using cost-effective technology to enable business objectives. Vast experience guiding end-to-end initiatives from strategy & planning through design, implementation and global roll-outs. Extensive ERP experience.

Significant Roles & Accomplishments

- ❑ Led the effort to transform a manufacturing plant of a global supplier to a stand-alone enterprise. Developed stand-alone Finance, Procurement, Quality and IT functions in a period of six months. Company had first-year sales exceeding US\$130MM. Served as acting CFO after successful transition.
- ❑ For a global manufacturer, led program to create standardized processes and systems for three distinct companies of a common ownership group. Achieved scale efficiencies and capabilities which resulted in lowering SG&A costs 13% and improved customer service rate from 92 to 97%.
- ❑ For a transportation services provider experiencing rapid growth, led the definition of a new shared services finance organization. Reduced overall finance department costs 21% while improving overall timeliness and decreasing monthly close from 8 to 3 days.
- ❑ For a high-growth consumer products company, developed a new supply chain strategy and infrastructure to support significant growth, while maintaining an expense structure consistent with current revenues. Reduced total supply chain costs as a percentage of revenue from 26% to 22%, thereby improving realized margins by 4 percentage points.
- ❑ For a rapidly growing health services company, improved the company's labor management processes and practices, which drove a 10% increase in gross margin within six months.
- ❑ Led Joint Venture creation. Led the planning, design, implementation and global rollout of systems, processes and organizational resources for a new Japanese-American joint venture with global operations. Included was the creation of a new culture and way of doing business for the new company, unique from that of either corporate parent.
- ❑ Created decorative garden products company from scratch, including product development process & launches. Built company to \$1M+ annual revenue.
- ❑ Winner of ComputerWorld Smithsonian Award for innovative use of Artificial Intelligence in a manufacturing application.



Employment Summary

MEADOWLARK ADVISORS – Turnaround and Restructuring firm.	Austin, TX
Director	2017 - Present
Restructuring and Financial Advisory engagements including healthcare services, hospitality and retail industries.	
PRINCIPIA21, LLC – Organizational Effectiveness and Operations Strategy consulting firm.	Austin, TX
Managing Director	2011 – Present
Co-founded firm, developed all intellectual property and lead all assignments.	
DELL – Provider of integrated technology solutions worldwide.	Austin, TX
Executive Director, Strategy & Planning	2010-2011
Directed development of the initial global services strategy for \$8B division, after Dell's acquisition of Perot Systems. Included identification of strategic imperatives and key business goals. Guided competitive landscape analysis and thought leadership.	
Director, Business Consulting	2007-2010
Overall accountability for the global Business Design and Operations Effectiveness practice. Directed consulting assignments, prepared and presented business development presentations and proposals, and contributed to the firm's intellectual capital.	
DABRAAD ASSOCIATES – Organizational Effectiveness and Operations Strategy consulting firm.	Cleveland, OH.
Founder and Managing Director	2002 – 2007
Founded firm, developed all intellectual property and led all assignments.	
OLIVER WYMAN – A premier global strategy consultancy.	Cleveland, OH
Partner	1998 - 2002
As a Partner in the Supply Chain Strategy practice, responsibilities included directing consulting assignments, preparing and presenting business development presentations and proposals, contributing to the firm's intellectual capital, developing practice staff members and cultivating broad client relationships.	
STATE INDUSTRIAL PRODUCTS – Privately held manufacturer and distributor of specialty chemicals and maintenance products, throughout North America and Europe.	Cleveland, OH
Vice President, Supply Chain	1996 - 1998
Directed all supply chain management activities, including inventory and distribution management, sourcing, purchasing, and product data management. Improved customer service and in-stock rates from 92% to 97% and simultaneously decreased finished goods inventory investment by 43%.	
ARTHUR ANDERSEN & CO. – Global accounting and consulting services company.	Cleveland, OH
Associate Partner	1982 - 1996
Progressed from Staff to Associate Partner. Primary focus was in the Supply Chain Management, Distribution/Logistics and Customer Service functions, and included extensive experience with Business Process Reengineering, Business and Technology Strategy Planning, as well as Systems Design and Implementation. Clients included several long-term relationships with clients in the Industrial Products as well as Consumer Products industries, throughout the U.S., Asia and Europe.	

Formal Qualifications

- BSIE in Industrial Engineering from Purdue University.
- Certified Public Accountant, State of Ohio.

Next Steps

-  512-284-1025
-  cbd@craigbdelano.com