Craig B. DeLano

Interim CFO / Fractional CFO / Finance and operations projects

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Accounting is taillights. Finance should be headlights.

I step into growth-stage companies as a fractional or interim CFO and build what a business needs to scale, or to get through a gap without losing ground: financial clarity, forecasting discipline, and management reporting that connects plans to results and results to decisions. Thirty years leading finance and operations across venture-backed, private-equity-owned, and middle-market businesses.

30+	4	$9M to $35M	CPA + BSIE
Years leading finance and operations	Interim CFO engagements, two extended into the permanent seat	Revenue growth in two years, most recently as CFO	Public accountant and industrial engineer: finance with an operator's view

How I work

Interim CFO

Full-time, three to nine months

I take the seat, produce trustworthy numbers on the owner's cadence within 60 days, and own the lender relationship and the board package while the operating fixes take hold.

Fractional CFO

Two to four days a month, ongoing

Board and lender reporting, forecasting, pricing and margin discipline, cash management, and an operating cadence that holds between meetings.

Projects

Scoped and finite

13-week cash forecasting and covenant compliance. Close and audit remediation. Costing and channel profitability. ERP selection and implementation (NetSuite, SAP, Oracle). Carve-out stand-up and acquisition integration.

Where I help most

- Growth has outrun the finance function, and the numbers arrive too late to run the business on.
- Cash is unpredictable, and there is no forecast anyone trusts.
- A covenant has been breached, or the lender has lost confidence in the reporting.
- A CFO has left, and the board or sponsor still expects its book on cadence.
- Revenue is growing but margin is not, and good performance has never been defined.
- A carve-out or acquisition needs Finance, Purchasing, and IT stood up.
- A sale is coming, and the financials need to hold up under diligence.

Selected results

Full credit restored	2.1 to 4.3	$40M	$65M+
Exited an inherited forbearance, negotiating covenant cures	Inventory turns at a PE-owned consumer products business	Recurring savings from a finance transformation and cost visibility program	Series C completed as CFO, through diligence and materials

Experience

Emerald Cloud Lab	CFO, entered as interim. VC-backed cloud laboratory serving global pharma. 2024–2026.
Zero Foxtrot	CFO and COO, entered as interim. PE-owned consumer products. 2022–2024.
Principia21	Co-founder and managing director. Operations strategy and performance improvement, including interim CFO and restructuring engagements. 2011–2021.
Dell	Executive Director, Strategy and Planning. Global leader, Business Design and Operations Effectiveness consulting practice.
Dabraad Associates	Founder. Interim CFO for a Tier One manufacturing carve-out, building Finance, Purchasing, and IT to support $130MM in first-year sales.
Oliver Wyman	Partner, Supply Chain practice.
State Industrial Products	Vice President, Supply Chain.
Arthur Andersen / Accenture	Associate Partner. Supply chain and technology strategy across the U.S., Asia, and Europe.

CPA, State of Ohio. B.S. Industrial Engineering, Purdue University.