



# 100-day plan checklist

## Define & Enable Enterprise Vision & Strategy

Activity	Objective(s)	Timing
<input type="checkbox"/> <b>Understand growth and financing strategies</b>	<ul style="list-style-type: none"><li>• Understand the company's business model and growth strategy (e.g., organic versus inorganic) during your key stakeholder meetings.</li><li>• Analyze financial targets and strategy to achieve the targets.</li><li>• Become familiar with the company's portfolio of investments and other financing.</li></ul>	Days 1–20
<input type="checkbox"/> <b>Assess company health and historical performance</b>	<ul style="list-style-type: none"><li>• Review current and historical state of company's financial health (e.g., cash flow health, trends in revenue growth, profitability, liquidity, and debt levels).</li><li>• Conduct internal and external benchmarking to gain insights on performance and competitive positioning</li><li>• Identify company specific challenges that will be faced within first year.</li></ul>	Days 1–20
<input type="checkbox"/> <b>Evaluate the collaboration and value finance brings to the business</b>	<ul style="list-style-type: none"><li>• Assess the level of collaboration, partnership, and perception between each business unit and finance.</li><li>• Evaluate whether business leaders consult with finance leaders prior to making decisions or inform them after decisions are made.</li><li>• Examine the effectiveness of the strategic planning process and identify ways to actively contribute as an integral participant</li></ul>	Days 20–75
<input type="checkbox"/> <b>Address tax strategy</b>	<ul style="list-style-type: none"><li>• Conduct a comprehensive review of existing treasury processes, systems, and controls to understand current cash flow patterns, bank relationships, and exposure to financial risks.</li><li>• Assess the company's current treasury technology and identify potential upgrades.</li><li>• Review the company's current debt structure, including maturities, interest rates, and covenants.</li><li>• Ensure that treasury policies and procedures align with best practices and current business needs.</li></ul>	Day 45

Activity	Objective(s)	Timing
<input type="checkbox"/> <b>Address treasury strategy</b>	<ul style="list-style-type: none"> <li>• Conduct a comprehensive review of existing treasury processes, systems, and controls to understand current cash flow patterns, bank relationships, and exposure to financial risks.</li> <li>• Assess the company's current treasury technology and identify potential upgrades.</li> <li>• Review the company's current debt structure, including maturities, interest rates, and covenants.</li> <li>• Ensure that treasury policies and procedures align with best practices and current business needs.</li> </ul>	Day 45
<input type="checkbox"/> <b>Understand alignment with company strategy</b>	<ul style="list-style-type: none"> <li>• Test company incentives to ensure they drive the right behaviors and support the organization's financial and performance goals.</li> </ul>	Day 75

## Empower your A-Team

Activity	Objective(s)	Timing
<input type="checkbox"/> <b>Identify key stakeholders</b>	<ul style="list-style-type: none"> <li>• Prepare an inventory of key stakeholders, including the CEO and other top management, board, functional leaders, and business unit heads, as well as external ones such as institutional investors, earnings analysts, and activist investors.</li> </ul>	Days 1–15
<input type="checkbox"/> <b>Conduct initial stakeholder meetings</b>	<ul style="list-style-type: none"> <li>• Begin meeting with stakeholders to understand the company's business, challenges, and the role the finance department is currently playing in addressing challenges and opportunities.</li> </ul>	Days 15–45
<input type="checkbox"/> <b>Conduct follow-up stakeholder meetings</b>	<ul style="list-style-type: none"> <li>• Share with stakeholders your perspective on the role you see finance playing going forward and how it aligns to their needs. Gather and incorporate their feedback. Establish a regular meeting schedule, especially with the CEO and the board.</li> </ul>	Days 45–75
<input type="checkbox"/> <b>Assess business challenges and finance impact</b>	<ul style="list-style-type: none"> <li>• Document and prioritize your findings regarding the finance department's role, current talent, and resource capability to address the organization's key business challenges and changes needed.</li> </ul>	Days 45–75

## Manage Compliance and Risk Obligations

Activity	Objective(s)	Timing
<input type="checkbox"/> <b>Understand audit process and relationships</b>	<ul style="list-style-type: none"> <li>• Begin regular meetings with the audit committee chairman and auditor to understand risks, effectiveness of controls, and other issues raised in past audits; understand their expectations.</li> </ul>	Days 1–20
<input type="checkbox"/> <b>Assess fraud risk management</b>	<ul style="list-style-type: none"> <li>• Examine status and effectiveness of current fraud risk management programs, including cybersecurity.</li> <li>• Obtain a comprehensive understanding of the current training and preparation programs provided to employees to enhance their awareness of fraud.</li> </ul>	Days 20–50

Activity	Objective(s)	Timing
<input type="checkbox"/> <b>Conduct enterprise risk management assessment</b>	<ul style="list-style-type: none"> <li>During stakeholder meetings, understand the company's enterprise risk management history, practices, and plan. Assess the congruity with your expectations and experience.</li> <li>Conduct an assessment to evaluate whether current risk reporting mechanisms and mitigation plans meet expectations in identifying sources of risk.</li> </ul>	Days 20–50
<input type="checkbox"/> <b>Rationalize and monitor controls</b>	<ul style="list-style-type: none"> <li>Understand if the organization's controls environment is effective and efficient.</li> </ul>	Days 20–50
<input type="checkbox"/> <b>Assess regulatory reporting and compliance</b>	<ul style="list-style-type: none"> <li>Determine whether external reporting obligations are being met on a timely basis.</li> <li>Investigate the current state of internal financial controls (e.g., segregation of duties, financial close process, cash management practices, tracking of KPIs, etc.).</li> <li>Identify upcoming changes in external financial reporting requirements that could directly impact the organization.</li> </ul>	Days 30–50
<input type="checkbox"/> <b>Review tax compliance and dispute resolution</b>	<ul style="list-style-type: none"> <li>Understand tax filing deadlines and execution.</li> <li>Evaluate existing and potential disputes, examine historical filings, correspondence, and ongoing audits.</li> <li>Stay informed about tax law changes, proactively address issues, and collaborate with legal and financial teams to prepare for negotiations or litigation.</li> </ul>	Days 30–50
<input type="checkbox"/> <b>Manage and assess risk around AI adoption</b>	<ul style="list-style-type: none"> <li>Enhance current or develop a new responsible AI framework (e.g., foundational principles, commitments, and taxonomies) to account for the unique risks presented by generative and agentic artificial intelligence while sustaining scalability and flexibility.</li> </ul>	Days 30–50
<input type="checkbox"/> <b>Optimize Compliance and Risk with AI</b>	<ul style="list-style-type: none"> <li>Assess usage of AI integration for fraud &amp; operational risk management activities such as automated compliance monitoring and automated data anomaly &amp; fraud detection.</li> <li>Evaluate usage of AI integration for enterprise risk activities such as automated risk profiling and contract risk analysis and interpretation.</li> <li>Identify opportunities to improve control environment through AI automation and continued controls testing.</li> </ul>	Days 30–50

## Assess your Function

Activity	Objective(s)	Timing
<input type="checkbox"/> <b>Understand the cost and value delivered by the finance function</b>	<ul style="list-style-type: none"> <li>Review the most recent plan for the finance function (e.g., Cash Flow, Accounting practices, and Audit concerns). Understand how and where costs are incurred. During stakeholder meetings, inquire whether company leaders are aware of the value of finance and if costs are transparent for services provided.</li> <li>Evaluate impact and potential benefit of AI on enterprise strategy, business model, operations and workforce. Specifically, assess how AI can empower your vision by identifying areas where adoption can improve productivity &amp; increase profitability.</li> </ul>	Days 20–30

Activity	Objective(s)	Timing
<input type="checkbox"/> <b>Compare functions' performance to competitors</b>	<ul style="list-style-type: none"> <li>Benchmark function against peers across key efficiency metrics (e.g., total finance costs as a percentage of sales, # of manual journal entries, etc.).</li> </ul>	Days 20–30
<input type="checkbox"/> <b>Examine finance delivery model</b>	<ul style="list-style-type: none"> <li>Evaluate use of and opportunities for shared services, outsourcing, and centers of excellence; begin review of current state of IT solutions' capabilities to support delivery model.</li> <li>Determine whether scope of CFO role is expanding to cover any nonfinancial shared service functions.</li> </ul>	Days 20–30
<input type="checkbox"/> <b>Evaluate finance and accounting policies</b>	<ul style="list-style-type: none"> <li>Ensure finance and accounting policies and procedures are appropriate with compliance and regulatory requirements.</li> <li>Evaluate alignment with main business objectives and benchmark policies against industry best practices.</li> <li>Assess cash management and other treasury functions.</li> </ul>	Days 30–50
<input type="checkbox"/> <b>Assess staff skills and initiate talent management</b>	<ul style="list-style-type: none"> <li>Identify the modern skillsets you will need, now and in the future, to make finance a strategic partner to company leadership.</li> <li>Evaluate strengths (including high performers) and weaknesses against priorities and begin to plan how you will fill skills gaps.</li> <li>Identify opportunities to upskill your talent to meet current and future needs via L&amp;D curriculum (e.g., data &amp; analytics tools and AI trainings) or rotational programs.</li> <li>Review recruitment and retention capability; ensure there is a clear finance professional career path (in balance with outsourcing and automation).</li> </ul>	Days 30–50
<input type="checkbox"/> <b>Assess month-end / quarterly close and reporting</b>	<ul style="list-style-type: none"> <li>Identify inefficiencies observed during the recent financial closing cycle and prioritize AI use cases that streamline processes by automating data collection, reconciliations, reporting, and predictive analytics to enhance efficiency, reduce manual effort, and improve accuracy in financial close activities.</li> <li>Evaluate current levels of efficiency and effectiveness of transaction processing.</li> <li>Transact-to-report and plan-to-act: Is the close cycle reasonable?</li> <li>Are reports—to management and board—effective and distributed in a timely way?</li> </ul>	At Close
<input type="checkbox"/> <b>Conduct review of standard global automated processes</b>	<ul style="list-style-type: none"> <li>Conduct review to determine future-state IT solution strategy to support finance operating model, including opportunities in digital labor, mobile technologies, and cloud enterprise resource planning; begin to outline roadmap to execute the strategy.</li> <li>Determine if there are opportunities to lower costs and increase efficiency and effectiveness through standardization.</li> <li>Evaluate ongoing finance IT projects.</li> </ul>	Days 50–60

Activity	Objective(s)	Timing
<input type="checkbox"/> <b>Consider tax function transformations</b>	<ul style="list-style-type: none"> <li>Assess tax department capabilities and efficiency.</li> <li>Understand opportunities to strengthen performance, including outsourcing.</li> <li>Identify potential gaps in state of tax compliance, reporting and data management.</li> <li>Meet with tax department leaders, finance team members and other relevant stakeholders.</li> <li>Explore tax software and ERP systems to improve functionality.</li> </ul>	Days 60–70
<input type="checkbox"/> <b>Optimize Financial Operations with AI</b>	<ul style="list-style-type: none"> <li>Explore AI / bot opportunities to optimize function efficiency &amp; accuracy in the following areas: <ul style="list-style-type: none"> <li>Finance Control: Automation of financial close, intelligent reconciliation, and intelligent transaction processing through AI empowered GL analysis to increase efficiency, speed, and standardization of accounting processes and AR/AP functions.</li> <li>FP&amp;A: Intelligent forecasting analysis, anomaly detection, cost management optimization and predictive analysis, and peer analysis to gain enhanced trust in data, speed of analysis, and quality of content created by FP&amp;A team.</li> <li>FinOps: Development of RPAs for invoice matching, email monitoring for customer/vendor inquiries, and contract drafting to decrease repetition of manual tasks.</li> </ul> </li> </ul>	Days 45–75

## Understand Data to Drive Insights

Activity	Objective(s)	Timing
<input type="checkbox"/> <b>Assess alignment of operational systems with financial goals</b>	<ul style="list-style-type: none"> <li>Understand how the operating model, including the analytic and decision infrastructure, is aligned with financial targets.</li> <li>Ensure key performance indicators are defined based on the organization's vision and strategy.</li> </ul>	Days 20–40
<input type="checkbox"/> <b>Understand enterprise data management strategy</b>	<ul style="list-style-type: none"> <li>During stakeholder meetings with information technology (IT) function members, understand how the organization manages data so that you can assess the company's maturity and data integrity.</li> <li>Conduct a review of current data to ensure it is complete, accurate, and of high quality to drive outcomes with business ready data sets.</li> <li>Understand current Data Governance framework to ensure accuracy, security, and compliance are maintained.</li> </ul>	Days 20–40
<input type="checkbox"/> <b>Assess data gathering and analysis</b>	<ul style="list-style-type: none"> <li>Establish whether the finance department has the right processes and technology tools to aggregate data and facilitate analysis and decision support.</li> <li>Ensure tools are tracking appropriate financial and nonfinancial metrics to measure success toward financial targets.</li> <li>Evaluate the current utilization of AI within the organization, and the proficiency of team members in leveraging AI tools to identify gaps in skills or usage that may hinder productivity and innovation.</li> </ul>	Days 40–60
<input type="checkbox"/> <b>Analyze profitability</b>	<ul style="list-style-type: none"> <li>Understand the company's products, markets, customers, and pricing, including strengths, weaknesses, and trends.</li> </ul>	Day 60

Activity	Objective(s)	Timing
<input type="checkbox"/> <b>Assess sales, operations, and financial budgeting and forecasting</b>	<ul style="list-style-type: none"> <li>Evaluate whether forecasts and budgets are meaningful and accurate.</li> <li>Analyze the effectiveness of the operational planning and forecasting processes to help drive business performance.</li> </ul>	Day 75

## Drive your Vision

Activity	Objective(s)	Timing
<input type="checkbox"/> <b>Articulate vision</b>	<ul style="list-style-type: none"> <li>Refine the finance “vision” to clearly articulate the goals of your administration, establishing linkage to overall business strategy. Here are a few questions to keep in the back of your mind: <ul style="list-style-type: none"> <li>Who are the key individuals crucial to the organization’s future success, and who should be included in the finance leadership team?</li> <li>Which processes and activities have been digitized, and where is more technology needed?</li> <li>Where should change be actively pursued?</li> </ul> </li> <li>Identify and strategically link initiatives for measurable value.</li> </ul>	Day 75
<input type="checkbox"/> <b>Identify lieutenants</b>	<ul style="list-style-type: none"> <li>Recognize high performers who can help champion and drive your vision. Team members who are seen as leaders can support the transformation more efficiently than you can on your own.</li> </ul>	Day 75
<input type="checkbox"/> <b>Summarize areas for improvement</b>	<ul style="list-style-type: none"> <li>Develop your agenda, based on your learnings so far.</li> <li>List the output of your assessment, identifying inefficiencies, skills gaps, unmet goals, and other weaknesses as well as opportunities.</li> </ul>	Days 75–90
<input type="checkbox"/> <b>Prioritize agenda</b>	<ul style="list-style-type: none"> <li>Prepare for and guide finance leadership through strategic discussions – defining future state aspirations, desired capabilities, critical enablers and North Stars.</li> <li>Prioritize list of initiatives to enable future state aspirations by identifying roadmap of quick wins and longer- term initiatives.</li> </ul>	Days 75–90
<input type="checkbox"/> <b>Complete and prioritize roadmap</b>	<ul style="list-style-type: none"> <li>Complete the roadmap for transformation developed from previous steps and prioritize the actions to address challenges and opportunities; consider potential roadblocks and develop plans to address them.</li> <li>Engage people at all levels of finance and make them feel they are active partners in owning the vision, so they continue to be motivated to execute the roadmap.</li> <li>Consider change management strategy and plan to enable future state roadmap.</li> </ul>	Days 90–100