



## CFO Spotlight: Dana Mariano, Former CFO of Invoicea

June, 2017



- 1. What advice do you have for other technology-minded CFO's?**  
Make a decision. Don't let yourself get paralyzed with thinking that there is another "better" option out there "somewhere". Most companies move at light speed and your team will need you to be able to evaluate the options that are in hand and move FORWARD. You can always pivot and change course with another decision down the road.
- 2. What are the 1-3 things that anyone who aspires to be a CFO should know about the role that they may not have considered?**
  - You will wear MANY hats, including Finance, HR, legal, and therapist. My favorite is "Chief Fun Officer".
  - People don't like to bring you bad news. As a result, you have to work extra hard to keep an open door policy and be able to keep a level head when these things happen. By keeping the communication door open, and not over-reacting, you will be more informed. As such, you can be involved at an earlier stage of any crisis that may be brewing.
- 3. A CFO is typically a confidante of the CEO, how did you gain their trust?**  
Most importantly, you have to listen. You also have to have integrity and actually do what you say you will do. By completing the tasks at hand on time and in line with expectations, trust is built over time. Most times, you are the bearer of bad news. Bringing it to their attention, while handling the situation, also builds trust. At Invoicea, Anup our CEO bought a strobing red light for when I came into the office and closed the door to discuss the latest issue. In his own way, it helped alleviate the tension of what topic was about to be raised. Once it was discussed and an action plan was agreed to, the light would go off.
- 4. Name an "inflection point" experience that prepared you for your current position as Chief Financial Officer.**  
My first day at CareFusion was in January and the CEO announced that the auditors would be in our office the following week for the prior year audit. I had five days to scrub the financials that he had been managing with an AP specialist and needed to have a few "accounting adjustments". In Q2, the company went to the largest tradeshow for the industry and by July we had an LOI for the sale of





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the company. I spent that summer pulling all information into a data room in a diligence format that could easily be reviewed by what seemed 100 lawyers. We executed the stock purchase agreement in October that same year.

As a result of that experience, I now use a diligence checklist from the attorneys to ensure that I have scanned all relevant contracts and information into an online database that can easily be copied and/or have separate access controls. This preparation allowed for the RSA/NetWitness transaction to be completed in less than 6 weeks from LOI to Purchase Agreement execution.

One of my mottos is: “you sign it, you scan it”.

**5. What was your first (or favorite) job you’ve had?**

My very first job was at the age of 15 as a cashier/retail associate at Kids R Us. I learned that I absolutely LOVE counting money... albeit, other people’s money, but have found a way to incorporate this love of cash into my daily role in every job since.

