

EMBEDDED CFO + OPERATING PARTNER

# VALUE, BUILT FROM THE INSIDE OUT.

*Investor-grade clarity. Operator-level execution.*

Indiana's embedded CFO and Operating Partner firm for owners building toward \$3M to \$30M in revenue. The next decade in the lower middle market belongs to operators, not financial engineers; corporate playbooks don't run businesses this size. Two operator-partners inside your business, driving the value creation plan and building the leadership team that runs it after we leave.

*Most operating systems get installed. Few get driven. We drive the value creation plan, install the operating system, and stay until your internal leader can own the seat. Compatible with Scaling Up, Pinnacle, or any operating framework you've already chosen.*

# THREE SEATS INSIDE THE BUSINESS.



CFO Partner and Operating Partner are the recurring monthly engagement. Acquisition Partner is project-based, engaged when you're sourcing, diligencing, financing, or integrating a deal. Two operator-partners cover all three seats and quarterback the rest. When the work needs an expert we don't carry in-house (fractional CMO, AI deployment, tax planning, M&A counsel), we bring in vetted partners from our network. The owner gets one accountable seat running the field, not a panel of contractors running in different directions.

## 01

### CFO PARTNER

**Operators who do finance, not accountants who explain it.** Most fractional CFOs come from accounting backgrounds; they report what already happened. The real value is taking financial results and applying them to the operation. Most owners we work with got to \$2M, \$5M, even \$10M on instinct, and the instinct is real, but the CFO Partner is the seat that makes the instinct accountable when the business hits a covenant call or a buyer's diligence. Monthly close coordination, KPI dashboards, 13-week cash forecasting, lender and board reporting, capital raise prep, exit prep. Financial and operational data flow through the CFO seat so analytics run on real information, not estimates. *We work alongside your CPA, not around them. Tax, audit, and bookkeeping stay with the firms you already trust.*

## 02

### OPERATING PARTNER

**Operators who drive the value creation plan.** Strategy ownership, KPI dashboard, leadership meetings and operating rhythm, leadership team build (right people in right seats, hiring, upgrades), commercial levers (pricing, sales effectiveness, customer concentration), operational levers (working capital, process, productivity), owner / CEO coaching, and outside accountability that gets things moving and documented. *Replaceable by design. Early on we lead the meetings and run the cadence. Over time we coach your team to own them, and step back. Sometimes that means being the bad guy when the team needs a kick.*

## 03

### ACQUISITION PARTNER

**Operators who do deals.** Deal sourcing, buy-side diligence, capital coordination, 100-day plans, and post-close integration that extends into a full Embedded engagement until the acquired business is stable. *Optional add-on for owners pursuing buy-side growth or tuck-ins.*

# 5 CONCRETE SHIFTS.



Embedded engagements move the business in measurable ways inside the first two quarters. We listen before we prescribe; deliverables begin by week three. By the end of the first month, we typically find the cost of the engagement in cash freed, margin recovered, or working capital unlocked. The same shifts we've delivered through a \$200M strategic sale and 100+ Quality of Earnings engagements.

## MONTHLY FINANCIALS CLOSE BY DAY 12

Close calendar published, ownership clear, variance review before the next month starts. The leadership team makes decisions on this month's data, not last quarter's.

## KPI DASHBOARD: 5 TO 7 PER FUNCTION

Each function has 5 to 7 leading and lagging indicators tied to the value creation plan. Reviewed weekly with the leadership team. Owner sees the whole business on one page.

## 13-WEEK ROLLING CASH FORECAST

Cash by week, by source, by use. Refreshed weekly. The owner stops asking "can we afford this?" and starts asking "is this the right use of capital?"

## MONTHLY OPERATING RHYTHM

Weekly leadership meeting, monthly business review, quarterly value creation plan refresh. Documented, repeatable, owner not required to drive it. We lead it early, your team owns it later.

## LENDER PACKAGE READY

Reporting package the bank actually wants: trailing financials, covenant compliance, 13-week cash, updated forecast. We run lender conversations with you, not for you.

## LEADERSHIP BENCH IN VIEW

Right people in right seats audit. Gaps named. Hiring or upgrade plan in motion. Owner-dependency reduction is the long-arc metric.

## VALUE CREATION. THREE PILLARS, ONE PLAN.

Most fractional firms specialize in one lane: finance or operations. We do both, integrated under one team. Our finance work sits on the **strategic side**, where value creation lives. Accounting and bookkeeping are different disciplines; we work alongside your CPA on those. We add a third pillar: **AI and data systems**, delivered through trusted partner firms. The **Value Creation Plan** is the written, quarterly-updated operating plan that defines what we drive together over the engagement. Value isn't created chasing revenue or EBITDA in the abstract; it's created by working specific levers: customer concentration, gross margin, product expansion, geographic expansion, sales capacity, leadership-bench depth. We name the top two-to-four levers for your business and drive them in priority order. Limestone is paid for outcomes worth multiples of the engagement cost; the work pays back early, or we're not the right fit.

THE PEOPLE BEHIND THE WORK

## MEET THE TEAM.



### JARED LUEGERS, CFA

FOUNDER & OPERATING PARTNER



Builder by instinct, operator by track record, investor by training. Grew the CFA Society of Indianapolis forum from ~120 to 350+ members at the Speedway and served two terms as president. Has run operations through a \$200M strategic sale and separately helped acquire a small Indiana operating business. Founder of OWN Indiana (The Indiana Owner-Operator Network). From Jasper, Indiana.

### RYAN ANOSKEY, CPA

CFO PARTNER



Finance-first operator. Builds the systems and runs them with you. 13+ years in transaction due diligence, valuation, audit, and corporate finance, including roles at Roche and Blue & Co. 100+ Quality of Earnings engagements and valuations delivered. From Evansville, Indiana.

### NEXT STEP

# START WITH YOUR BEDROCK SCORE.

Take the free, scored Foundation Check on our website. You get your Bedrock Score across five dimensions in under 10 minutes. We respond within 24 hours with a recommended next step: a Cornerstone Session with both partners, the Capstone Diagnostic, or a direct engagement. Advisory or Embedded, every engagement is driven by a written Value Creation Plan.

### CONTACT

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BUILT IN

**INDIANA**

BEDFORD LIMESTONE COUNTRY