



A1 Dummy Limited  
Monthly Reporting Pack  
March 2021

John Smith  
Your Part-time Finance Director

[The contents of this report are completely fictitious and are for demonstration purposes only to show the type of content a monthly reporting pack should or could contain]



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## 1 Executive Summary

March has been a difficult trading month with supply issues still affecting our ability to fulfil sales orders. Margins have been lower than expected as extra discounts have had to be given to ensure customer retention.

On a positive note we seem to be over the worst and are looking for a better sales cycle in the next few months.

### **Sales**

Apart from the supply issues stated above we have also been slow in rolling out our ecommerce platform. The marketing plan developed at the back end of last year has not gone according to plan and we probably need to review where we are and take corrective action.

The sales supply channel is actually looking quite good so it is hopeful that our sales will improve in the next couple of months as business and consumers come out of lockdown.

### **Margins**

Extra discounts have had to be given to our warehouse supply partners and this has affected margins in the month. This should be a better picture for the remainder of the year.

Focussing on our ecommerce platform will improve our overall margin position.

### **Costs**

We are still benefitting from some furloughed staff within our events team which is having a positive impact, although we have incurred a large cost this month in Other costs to cover the stand costs at the annual Circus trade show later this year.

### **Balance Sheet**

Stock is higher than we would want however this is being managed down.

Debtors will be discussed later however we are having some collection issues with our largest client that has led to an increase in debtor days. Our sales director has a meeting scheduled this month in an effort to improve this position.

### **Cash**

Cash is looking OK at the moment, however we will have to ensure we have the impact of any pre-Christmas purchases factored in.



## 2 Profit and Loss Account

	<u>Month</u> <u>Actual</u> £	<u>Month</u> <u>Budget</u> £	<u>Month</u> <u>Last Year</u> £	<u>YTD</u> <u>Actual</u> £	<u>YTD</u> <u>Budget</u> £	<u>YTD</u> <u>Last Year</u> £
<b>Sales</b>						
Product Sales	351,553.35	455,000.00	373,265.25	1,051,274.23	1,255,000.00	1,051,278.26
<b>Purchases</b>						
Cost of Sales	272,154.23	341,250.00	263,258.36	796,865.87	941,250.00	786,356.14
<b>Gross Profit/(Loss):</b>	<b>79,399.12</b>	<b>113,750.00</b>	<b>110,006.89</b>	<b>254,408.36</b>	<b>313,750.00</b>	<b>264,922.12</b>
<b>Gross Profit %</b>	<b>22.6%</b>	<b>25.0%</b>	<b>29.5%</b>	<b>24.2%</b>	<b>25.0%</b>	<b>25.2%</b>
<b>Overheads</b>						
Gross Wages	39,745.28	50,000.00	37,652.35	129,235.84	150,000.00	112,957.05
Training	255.00	500.00	1,578.25	1,762.00	1,500.00	4,734.75
Rent	4,500.00	5,500.00	5,250.00	13,500.00	16,500.00	15,750.00
Energy Costs	1,174.67	1,250.00	1,058.36	3,524.01	3,750.00	3,175.08
Motor Expenses	1,258.32	4,500.00	4,456.25	3,774.96	13,500.00	13,368.75
Advertising	1,255.65	3,750.00	2,659.89	3,766.95	11,250.00	7,979.67
Marketing and Website	5,140.65	7,750.00	6,512.32	15,421.95	23,250.00	19,536.96
Travelling and Entertainment	2,056.89	3,750.00	3,856.25	6,170.67	11,250.00	11,568.75
Printing and Stationery	407.86	500.00	1,245.65	1,223.58	1,500.00	3,736.95
Telephone and Computer charges	1,041.64	1,000.00	1,523.65	3,124.92	3,000.00	4,570.95



Professional Fees	2,334.55	750.00	852.32	7,003.65	2,250.00	2,556.96
Depreciation	1,373.64	1,750.00	1,251.36	4,120.92	5,250.00	3,754.08
Other costs	19,587.26	11,200.00	10,986.32	38,765.32	33,600.00	32,958.96
<b>Total Overheads</b>	<b>80,131.41</b>	<b>92,200.00</b>	<b>78,882.97</b>	<b>231,394.77</b>	<b>276,600.00</b>	<b>236,648.91</b>
Bank Charges and Interest	340.81	500.00	324.52	865.32	1,500.00	963.25
Corporation Tax						
<b>Net Profit/(Loss):</b>	<b>-1,073.10</b>	<b>21,050.00</b>	<b>30,799.40</b>	<b>22,148.27</b>	<b>35,650.00</b>	<b>27,309.96</b>

### Key Highlights

A slight loss for the month as we have incurred the full stand cost for the Circus show later in the year. We could move this to prepayments however we will incur the cost anyway so have just highlighted this.

We continue to benefit from both furloughed staff and a reduction in business rates.

We have incurred higher professional fees this month due to our continued legal fees exploring our new operation in Belgium.



### 3 Balance Sheet

	<u>Actual</u> £	<u>Budget</u> £	<u>Last Year</u> £
<b>Fixed Assets</b>			
Office Equipment	23,586.00	22,500.00	215,796.00
Plant and Machinery	15,000.00	0.00	0.00
Intangible Assets	0.00	0.00	0.00
Investments	0.00	0.00	0.00
<b>Total Fixed Assets</b>	<b>38,586.00</b>	<b>22,500.00</b>	<b>215,796.00</b>
<b>Current Assets</b>			
Debtors	1,133,648.05	1,020,000.00	981,577.07
Bank Account	175,625.43	196,650.00	66,370.60
Stock	268,954.23	200,000.00	215,632.58
Prepayments	5,600.00	5,000.00	5,150.50
<b>Total Current Assets</b>	<b>1,583,827.71</b>	<b>1,421,650.00</b>	<b>1,268,730.75</b>
<b>Assets Due More than One Year</b>			
Loans	0.00	0.00	0.00
<b>Total Assets Due More than One Year</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
<b>Total Assets</b>	<b>1,622,413.71</b>	<b>1,444,150.00</b>	<b>1,484,526.75</b>
<b>Current Liabilities</b>			
Creditors : Short Term	846,326.84	650,000.00	736,984.81
Payroll Taxation	17,561.54	22,500.00	19,563.25
Credit Card (Creditors)	3,651.14	5,000.00	2,458.63
VAT Liability	75,463.23	95,000.00	98,326.75
Accruals	25,980.00	25,000.00	21,856.20
<b>Total Current Liabilities</b>	<b>968,982.75</b>	<b>797,500.00</b>	<b>879,189.64</b>
<b>Liabilities Due More than One Year</b>			
Finance / Loans	350,000.00	350,000.00	350,000.00
Warranties	45,263.00	40,000.00	41,563.90
<b>Total Liabilities Due More than One Year</b>	<b>395,263.00</b>	<b>390,000.00</b>	<b>391,563.90</b>
<b>Capital &amp; Reserves</b>			
Share Capital	1,000.00	1,000.00	1,000.00
Share Premium Account	0.00	0.00	0.00
Reserves	235,019.69	220,000.00	185,463.25
P & L Account	22,148.27	35,650.00	27,309.96
<b>Total Capital and Reserves</b>	<b>258,167.96</b>	<b>256,650.00</b>	<b>213,773.21</b>
<b>Total Liabilities</b>	<b>1,622,413.71</b>	<b>1,444,150.00</b>	<b>1,484,526.75</b>



## 4 Profit and Loss Account Detail

### 4.1 Sales and Margins

#### By Product

	<u>Month</u> <u>Actual</u>	<u>Month</u> <u>Budget</u>	<u>Month</u> <u>Last Year</u>	<u>YTD</u> <u>Actual</u>	<u>YTD</u> <u>Budget</u>	<u>YTD</u> <u>Last Year</u>
<b>Sales</b>	£	£	£	£	£	£
Clowns	175,865.23	225,000.00	193,568.25	498,532.65	615,000.00	512,713.83
Noses	27,659.89	55,000.00	0.00	82,979.67	165,000.00	0.00
Hoses	42,365.24	55,000.00	41,598.35	166,950.64	140,000.00	144,268.53
Twickets	56,794.52	70,000.00	55,963.25	159,635.24	185,000.00	167,889.75
Brellas	31,270.26	35,000.00	52,261.19	93,810.78	105,000.00	156,783.57
Other	17,598.21	15,000.00	29,874.21	49,365.25	45,000.00	69,622.58
<b>Product Sales</b>	<b>351,553.35</b>	<b>455,000.00</b>	<b>373,265.25</b>	<b>1,051,274.23</b>	<b>1,255,000.00</b>	<b>1,051,278.26</b>
<b>Gross Profit</b>	£	£	£	£	£	£
Clowns	40,435.68	56,250.00	59,586.25	118,624.74	153,750.00	139,829.05
Noses	5,898.32	13,750.00	0.00	17,694.96	41,250.00	0.00
Hoses	17,568.30	22,000.00	17,596.10	71,232.20	56,000.00	51,025.59
Twickets	5,599.26	10,500.00	8,871.78	18,994.96	27,750.00	24,615.34
Brellas	5,632.24	8,750.00	15,378.86	17,396.72	26,250.00	36,136.59
Other	4,265.32	2,500.00	8,573.90	10,464.77	8,750.00	13,315.55
<b>Product Gross Profit</b>	<b>79,399.12</b>	<b>113,750.00</b>	<b>110,006.89</b>	<b>254,408.36</b>	<b>313,750.00</b>	<b>264,922.12</b>



	<u>Month</u> <u>Actual</u>	<u>Month</u> <u>Budget</u>	<u>Month</u> <u>Last Year</u>	<u>YTD</u> <u>Actual</u>	<u>YTD</u> <u>Budget</u>	<u>YTD</u> <u>Last Year</u>
<b>Gross Profit</b>	%	%	%	%	%	%
<b>Product</b>						
Clowns	23.0%	25.0%	30.8%	23.8%	25.0%	27.3%
Noses	21.3%	25.0%	0.0%	21.3%	25.0%	0.0%
Hoses	41.5%	40.0%	42.3%	42.7%	40.0%	35.4%
Twickets	9.9%	15.0%	15.9%	11.9%	15.0%	14.7%
Brellas	18.0%	25.0%	29.4%	18.5%	25.0%	23.0%
Other	24.2%	16.7%	28.7%	21.2%	19.4%	19.1%
<b>Product</b>						
<b>Gross Profit</b>	<b>22.6%</b>	<b>25.0%</b>	<b>29.5%</b>	<b>24.2%</b>	<b>25.0%</b>	<b>25.2%</b>

### By Sales Channel

	<u>Month</u> <u>Actual</u>	<u>Month</u> <u>Budget</u>	<u>Month</u> <u>Last Year</u>	<u>YTD</u> <u>Actual</u>	<u>YTD</u> <u>Budget</u>	<u>YTD</u> <u>Last Year</u>
<b>Sales</b>	£	£	£	£	£	£
<b>Sales Channel</b>						
Ecommerce	40,428.64	75,000.00	20,136.98	121,285.91	225,000.00	50,410.94
Wholesale	293,547.05	365,000.00	338,495.69	880,641.15	990,000.00	961,969.58
Other	17,577.67	15,000.00	14,632.58	49,347.17	40,000.00	38,897.74
<b>Total Sales</b>	<b>351,553.35</b>	<b>455,000.00</b>	<b>373,265.25</b>	<b>1,051,274.23</b>	<b>1,255,000.00</b>	<b>1,051,278.26</b>

	<u>Month</u> <u>Actual</u>	<u>Month</u> <u>Budget</u>	<u>Month</u> <u>Last Year</u>	<u>YTD</u> <u>Actual</u>	<u>YTD</u> <u>Budget</u>	<u>YTD</u> <u>Last Year</u>
<b>Gross Profit</b>	£	£	£	£	£	£
<b>Sales Channel</b>						
Ecommerce	11,966.88	22,500.00	5,557.81	34,809.05	67,500.00	14,215.89
Wholesale	63,108.14	87,500.00	100,703.14	207,114.47	236,250.00	241,176.29
Other	4,324.11	3,750.00	3,745.94	12,484.83	10,000.00	9,529.95
<b>Total Gross Profit</b>	<b>79,399.12</b>	<b>113,750.00</b>	<b>110,006.89</b>	<b>254,408.36</b>	<b>313,750.00</b>	<b>264,922.12</b>



	<u>Month</u> <u>Actual</u> %	<u>Month</u> <u>Budget</u> %	<u>Month</u> <u>Last Year</u> %	<u>YTD</u> <u>Actual</u> %	<u>YTD</u> <u>Budget</u> %	<u>YTD</u> <u>Last Year</u> %
<b>Gross Profit</b>						
<b>Sales</b>						
<b>Channel</b>						
Ecommerce	29.6%	30.0%	27.6%	28.7%	30.0%	28.2%
Wholesale	21.5%	24.0%	29.8%	23.5%	23.9%	25.1%
Other	24.6%	25.0%	25.6%	25.3%	25.0%	24.5%
<b>Sales</b>						
<b>Channel</b>						
<b>Gross Profit</b>	<b>22.6%</b>	<b>25.0%</b>	<b>29.5%</b>	<b>24.2%</b>	<b>25.0%</b>	<b>25.2%</b>

### Key Highlights

Margins on Clowns at 23% is lower than our expected 25% budgeted gross margin. This is primarily due to extra discounts having to be given due to supply channel challenges. On you sounds line on noses is doing better than we is not doing as well as we expected at just less than 50% of our month budget this is primarily due to the late start of the product line being finalised and we're expecting sales to be to pick up in coming months.

Sales through our Ecommerce are below where our expectations but again with our additional marketing expected in the next few a few months we expect a better take up through this channel. At 29.6% we're getting good margins from our E Commerce platform and it would be very good to expand our offering through this platform in the coming months this compares to 21 percent 21.5% from our wholesale channel.



## 4.2 Costs

Here are 4 keys highlights relating to our costs in the month of March:

Gross Wages - £39,745.28 – This is lower than we would normally expect due to some staff being furloughed within our events team however they will be returning soon.

Marketing and Website - £5,140.65 – We may have to invest in more marketing expenses to increased sales through our ecommerce channel. We will provide a cost benefit analysis of this next month.

Professional Fees - £2,334.55 – Again higher fees than normal as we explore opening a branch in Belgium.

Other costs - £19,587.26 – There are costs in here of £12,500 relating to stand space at the annual Circus show to be held later in the year. We could defer these costs until then, however they will still have to be expensed. If we continue to attend this show in future years we will set up an accrual account and charge a set amount every month.

## 4.3 Future Orders

We have a reasonably strong order book:

<b>Orders Product</b>	<b>April £</b>	<b>May</b>	<b>June £</b>	<b>July</b>	<b>August £</b>	<b>Future</b>
Clowns	161,183.17	144,387.99	108,290.99	54,145.50	40,609.12	32,487.30
Noses	27,659.89	22,127.91	16,595.93	8,297.97	6,223.48	4,978.78
Hoses	28,365.24	20,692.18	15,519.14	5,208.61	3,906.46	3,125.17
Twickets	23,695.23	18,956.18	14,217.14	7,108.57	5,331.43	4,265.14
Brellas	14,256.36	11,405.09	5,009.36	2,504.68	164.54	379.97
Other	2,500.00	0.00	0.00	0.00	0.00	0.00
<b>Total Orders</b>	<b>257,659.89</b>	<b>217,569.35</b>	<b>159,632.56</b>	<b>77,265.32</b>	<b>56,235.02</b>	<b>45,236.36</b>

We are however still expecting some orders from a new distribution partner.



## 5 Balance Sheet

### 5.1 Cash and Cashflow

	<u>Month</u> <u>March</u> £	<u>Forecast</u> <u>April</u> £	<u>Forecast</u> <u>May</u> £	<u>Forecast</u> <u>June</u> £	<u>Forecast</u> <u>July</u> £	<u>Forecast</u> <u>August</u> £
<b>Opening Cash</b>	<b>158,675.23</b>	<b>175,625.43</b>	<b>230,125.43</b>	<b>61,470.43</b>	<b>122,970.43</b>	<b>189,970.43</b>
<b>Receipts</b>						
Debtors	360,311.53	385,000.00	395,000.00	415,000.00	400,000.00	425,000.00
Online sales	14,360.26	14,500.00	15,000.00	17,500.00	17,500.00	17,500.00
Other						
<b>Total Income</b>	<b>374,671.79</b>	<b>399,500.00</b>	<b>410,000.00</b>	<b>432,500.00</b>	<b>417,500.00</b>	<b>442,500.00</b>
<b>Regular Expenditure</b>						
Salaries	-39,745.28	-42,000.00	-42,000.00	-43,000.00	-42,000.00	-45,000.00
PAYE & Pension	-15,502.63	-15,000.00	-15,500.00	-15,000.00	-15,500.00	-15,000.00
VAT	0.00	0.00	-205,655.00	0.00	0.00	-208,500.00
Suppliers	-261,268.05	-255,000.00	-282,500.00	-255,000.00	-260,000.00	-275,000.00
Other expenses	-41,205.63	-33,000.00	-33,000.00	-33,000.00	-33,000.00	-33,000.00
<b>Total Regular Expenditure</b>	<b>-357,721.59</b>	<b>-345,000.00</b>	<b>-578,655.00</b>	<b>-346,000.00</b>	<b>-350,500.00</b>	<b>-576,500.00</b>
<b>Non Regular Expenditure</b>						
Fixed Assets				-25,000.00		
Corporation Tax						
Investments						
Other						
<b>Total Non-Regular</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>-25,000.00</b>	<b>0.00</b>	<b>0.00</b>



<b>Closing Cash</b>	<b>175,625.43</b>	<b>230,125.43</b>	<b>61,470.43</b>	<b>122,970.43</b>	<b>189,970.43</b>	<b>55,970.43</b>
<b>Cash Change In Month</b>	<b>16,950.20</b>	<b>54,500.00</b>	<b>-168,655.00</b>	<b>61,500.00</b>	<b>67,000.00</b>	<b>-134,000.00</b>

### **Key Highlights**

There are no upcoming challenges with cash however there does need to be focus on our debtors and credit control as this would significantly improve our cash position .



## 5.2 Debtors

<b>Debtor Days</b>	<b>Actual 82</b>	<b>Target 62</b>					
<b>Contact</b>	<b>Current</b>	<b>&lt; 1 Month</b>	<b>1 Month</b>	<b>2 Months</b>	<b>3 Months</b>	<b>Older</b>	<b>Total</b>
A Retailer	33,698.87	48,325.36	47,263.25	45,236.52	6,895.36	5,632.57	<b>187,051.93</b>
A Farm	19,754.25	27,986.32	23,968.74	35,987.25	0.00	0.00	<b>107,696.56</b>
A Mine	22,957.69	35,987.26	33,698.74	1,056.97	263.56	128.57	<b>94,092.79</b>
A Clown	0.00	0.00	0.00	48,632.59	30,259.87	3,863.85	<b>82,756.31</b>
A Horse	18,886.58	17,537.54	14,839.45	14,164.93	2,023.56	0.00	<b>67,452.06</b>
A Dog	18,727.87	19,396.72	14,714.75	14,045.90	0.00	0.00	<b>66,885.23</b>
A Cat	18,093.02	18,739.20	14,215.95	13,569.77	0.00	0.00	<b>64,617.94</b>
A Mouse	17,775.60	15,871.07	13,966.54	13,331.70	2,539.37	0.00	<b>63,484.29</b>
A Cheese	13,649.12	12,186.72	10,724.31	10,236.84	1,949.87	0.00	<b>48,746.87</b>
A Moon	13,014.28	11,619.89	10,225.51	9,760.71	1,859.18	0.00	<b>46,479.57</b>
A Planet	12,379.44	11,053.07	9,726.70	9,284.58	1,326.37	442.12	<b>44,212.27</b>
A Star	12,062.02	10,769.66	9,477.30	9,046.51	1,292.36	430.79	<b>43,078.63</b>
A Car	11,427.17	10,202.83	8,978.49	8,570.38	1,224.34	408.11	<b>40,811.33</b>
A Van	7,935.54	7,085.30	6,235.06	5,951.65	850.24	283.41	<b>28,341.20</b>
A House	7,300.69	6,518.48	5,736.26	5,475.52	782.22	260.74	<b>26,073.91</b>
A Garden	6,348.43	5,668.24	4,988.05	4,761.32	680.19	226.73	<b>22,672.96</b>
A Shed	4,443.90	3,967.77	3,491.64	3,332.93	476.13	158.71	<b>15,871.07</b>
A Roof	3,015.50	2,692.41	2,369.32	2,261.63	323.09	107.70	<b>10,769.66</b>
A Tile	2,920.28	2,607.39	2,294.50	2,190.21	312.89	104.30	<b>10,429.56</b>
Others	17,394.69	15,530.98	13,667.26	13,046.02	1,863.72	621.24	<b>62,123.91</b>
<b>Total</b>	<b>261,784.94</b>	<b>283,746.20</b>	<b>250,581.83</b>	<b>269,943.93</b>	<b>54,922.32</b>	<b>12,668.83</b>	<b>1,133,648.05</b>



### **Key Highlights**

Our largest customer, A retailer, is still struggling with their payment schedule. Our sales director will be visiting them in the next month to try and resolve the issue and reduce their overdue outstandings.

We do also have challenges with other customers and will be implementing an action plan to reduce our overall debtors to our normal expected level of around 60 to 62 days in the next two to three months. We will be focused on improving the credit control function going forward and implementing new procedures and processes to ensure this does not slip in the future.



### 5.3 Stock

We will be undertaking further reviews on stock in the next couple of months as there are some stock lines in there that will need to be further discounted to ensure that they don't become obsolete.

In general terms our stock turnover is good at 9.5 however we want to implement further procedures and processes to improve this which will have a positive impact on cash flow and a reduction in our annual obsolescence charge.

### 5.4 Fixed Assets

There are no major plans to make large fixed asset purchases in the next six months.

### 5.5 Suppliers

As we're all aware we've had some supply issues due to Brexit over the last few months but these are now beginning to resolve themselves. We are not expecting any supply issues going forward and in general terms our suppliers are being paid within their terms and were not aware of any issues with any outstanding payments.

### 5.6 Provisions

We are keeping our warranty provision under review and we do not believe it at this time that there are any further provisions that need to be made.

### 5.7 Other

|There are no other major financial items that need to be brought to senior management attention.

## 6 Employees

At the current time we have 25 employees and we expect to have a number returning from furlough in the next couple of months. We will review our resourcing at this time.

We are expected to increase sales in the next 6 to 12 months so we need to ensure that we have adequate staff available to carry out all our customer service duties effectively.

In future versions of this report we will introduce a payroll to profit and loss reconciliation so it is clear but all our salaries are being properly accounted for.



## 7 Optional Section – Business Specific

### 7.1 Foreign Exchange

Within this section we would expect some reporting on our foreign currency activities if this is relevant for a business that has large foreign currency requirements.

There should be an element of a foreign exchange management strategy involving hedging and potentially options to ensure that large variations in in currency do not adversely affect the bottom line particularly if there is not the ability to pass currency fluctuation margins onto clients and customers.

## 8 Optional Section – Business Specific

### 8.1 Work in Progress

Many project based businesses and businesses that provide services will have an element of work in progress (WIP) accounts and these will be on the balance sheet as an asset.

How WIP is accounted and released can have a large variation in impact on the profit and loss performance a good reconciliation and understanding of what's in WIP, how long it has been there, what has been costed, what has been released and what profits are potentially contained within working progress are key in many companies.

We would expect an analysis of working progress with differences between opening closing balances to be reported on a monthly basis with any large concerns in terms of the ability to recover or charge out costs that would be incurred that haven't been reflected in the profit and loss account.

## 9 Optional Section – Business Specific

### 9.1 Risk review

We will be developing and implementing a risk index for the business within the next few months



## 10 How FD Executive Solutions Can Help

You might not want, need or have the budget for a fulltime FD. But your business will benefit enormously from being able to access the expertise of a part-time FD of the highest calibre with decades of experience for less than it costs to employ a junior staff member.

You can work with a part-time FD on an ongoing basis or for particular situations as they arise. Your part-time FD will provide you with the strategic and financial guidance your company needs to overcome your immediate challenges (such as a cash flow crisis or an impending VAT bill) and build a strong foundation for future growth. You can use your part-time FD as an independent 'sounding board', something that's rarely possible with even your most senior managers.

If you would like specific help in putting together a meaningful and insightful management information pack please contact us below.

Contact us at: <https://fdexec.co.uk/outsourced-finance-director-services-blog/>