



virtual  
finance  
director

Your financial scorecard has been designed to identify the focus areas that will enable you to improve the financial performance of A Fictional Software Company. It represents a rounded view of overall performance and progress should be measured on a monthly basis.

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	2 of 5 KPIs improved	3 of 4 KPIs improved	3 of 5 KPIs improved	8 of 14 KPIs improved
<b>May 2020</b>	40.0%	75.0%	60.0%	57.1%
	2 of 7 KPIs improved	4 of 6 KPIs improved	1 of 5 KPIs improved	7 of 18 KPIs improved
<b>Financial Year To Date</b>	28.6%	66.7%	20.0%	38.9%

The percentage displayed represents the number of KPIs improved out of the total number measured

	May vs Previous Year	YTD vs Previous Year	KPIs Improved YTD vs Previous Year
<b>Sales</b>			<b>28.6%</b>
Revenue generated (£)	82.8k <span style="color: red;">✗</span>	411.5k <span style="color: red;">✗</span>	
Invoices raised (#)	98 <span style="color: red;">✗</span>	500 <span style="color: red;">✗</span>	
Average Invoice Value (£)	844 <span style="color: green;">✓</span>	823 <span style="color: green;">✓</span>	
Unique Customers Acquired (#)	9 <span style="color: red;">✗</span>	92 <span style="color: red;">✗</span>	
Average Customer Purchase Value (£)	3,183 <span style="color: green;">✓</span>	2,540 <span style="color: green;">✓</span>	
New Customers Acquired (#)		76.0 <span style="color: red;">✗</span>	
Customers Retained from Previous Year (%)		51.6% <span style="color: red;">✗</span>	
<b>Operations</b>			<b>66.7%</b>
Gross Margin % of Revenue	37.4% <span style="color: green;">✓</span>	40.9% <span style="color: green;">✓</span>	
Overheads % of Revenue	24.5% <span style="color: red;">✗</span>	27.3% <span style="color: green;">✓</span>	
Net Profit % of Revenue	12.9% <span style="color: green;">✓</span>	13.6% <span style="color: green;">✓</span>	
Months Generating a Profit (#)	1 <span style="color: green;">✓</span>	4 <span style="color: orange;">▬</span>	
Average Debtors Days (last 12 months)		71.8 <span style="color: red;">✗</span>	
Average Creditor Days (last 12 months)		24.1 <span style="color: red;">✗</span>	
<b>Financial</b>			<b>20.0%</b>
Cash Balance (£)	(54k) <span style="color: green;">✓</span>	(82k) <span style="color: red;">✗</span> *	
Cash Received (£)	134k <span style="color: green;">✓</span>	587k <span style="color: green;">✓</span>	
Cash Paid Out (£)	93k <span style="color: green;">✓</span>	564k <span style="color: red;">✗</span>	
Current Ratio <i>(current assets / current liabilities)</i>	1.0 <span style="color: red;">✗</span>	1.0 <span style="color: red;">✗</span> *	
Net Worth (£) <i>(total assets - total liabilities)</i>	33k <span style="color: red;">✗</span>	9k <span style="color: red;">✗</span> *	

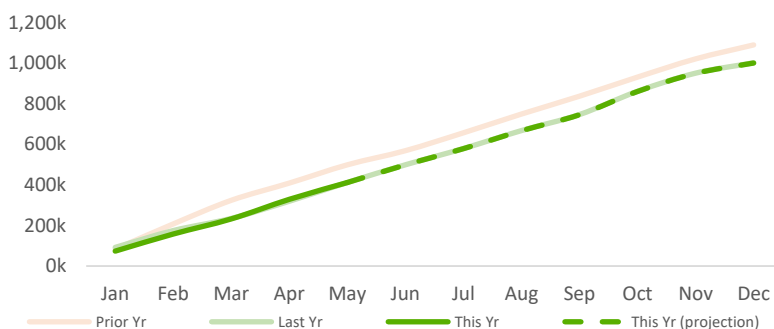
\* represents the average per month in each month of the current financial year

A total of 7 out of 18 KPIs have improved in the current financial year compared to last year (38.9%). The best performing area of the business is Operations with 66.7% of KPIs performing better than last year. This is followed by Sales achieving 28.6%, with Financial achieving just 20.0%.

**38.9%**

**Revenue Performance Trend**

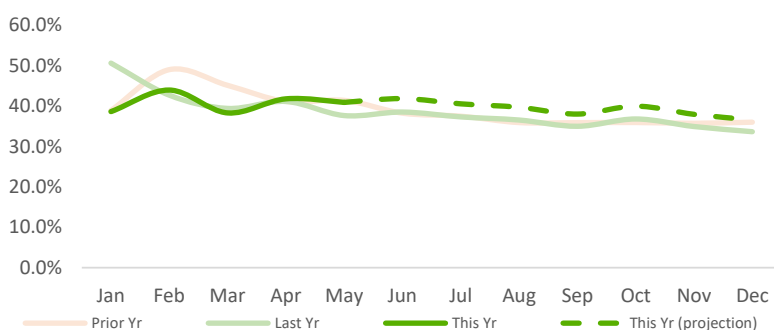
Revenue achieved so far this financial year of £411.5k is (£.5k) below the level achieved last year and (£87.4k) below the level in the previous year. If we were to project the current financial year to date performance against last year forward, revenue for the full year would be £1,000.6k, (£1.1k) or (.1%) lower than the revenue achedived last year.



YTD		Projection	
412k		1,001k	
vs Last Year		vs Last Year	
(0.5k)	(0%)	(1.1k)	(0%)
vs Prior Year		vs Prior Year	
(87.4k)	(17.5%)	(89.3k)	(8.2%)

**Gross Margin % Performance Trend**

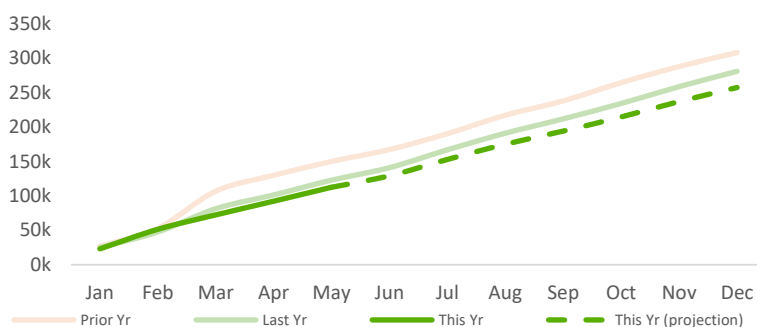
So far this financial year, gross margin achedived of 40.9% is 3.3% above the level achieved last year and (.5%) below the level in the previous year. If we were to project the financial year to date gross margin £ performance against last year forward, gross margin % for the full year would be 36.6%, 2.9% higher than the gross margin % achedived last year.



YTD		Projection	
40.9%		36.6%	
vs Last Year		vs Last Year	
	3.3%		2.9%
vs Prior Year		vs Prior Year	
	(0.5%)		0.6%

**Overheads Performance Trend**

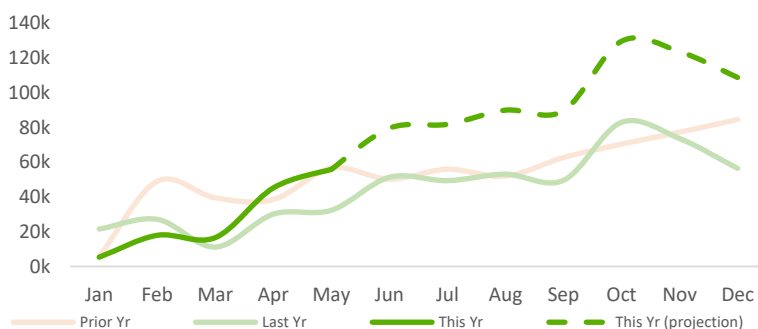
So far this financial year, overhead expenditure of £112.5k is (£10.3k) below last year's expenditure and (£37.4k) below expenditure in the previous year. If we were to project the current financial year to date performance against last year forward, overheads for the full year would be £257.3k, (£23.5k) or (8.4%) lower than last year's expenditure.



YTD		Projection	
113k		257k	
vs Last Year		vs Last Year	
(10.3k)	(8%)	(23.5k)	(8%)
vs Prior Year		vs Prior Year	
(37.4k)	(25.0%)	(50.8k)	(16.5%)

**Net Profit Performance Trend**

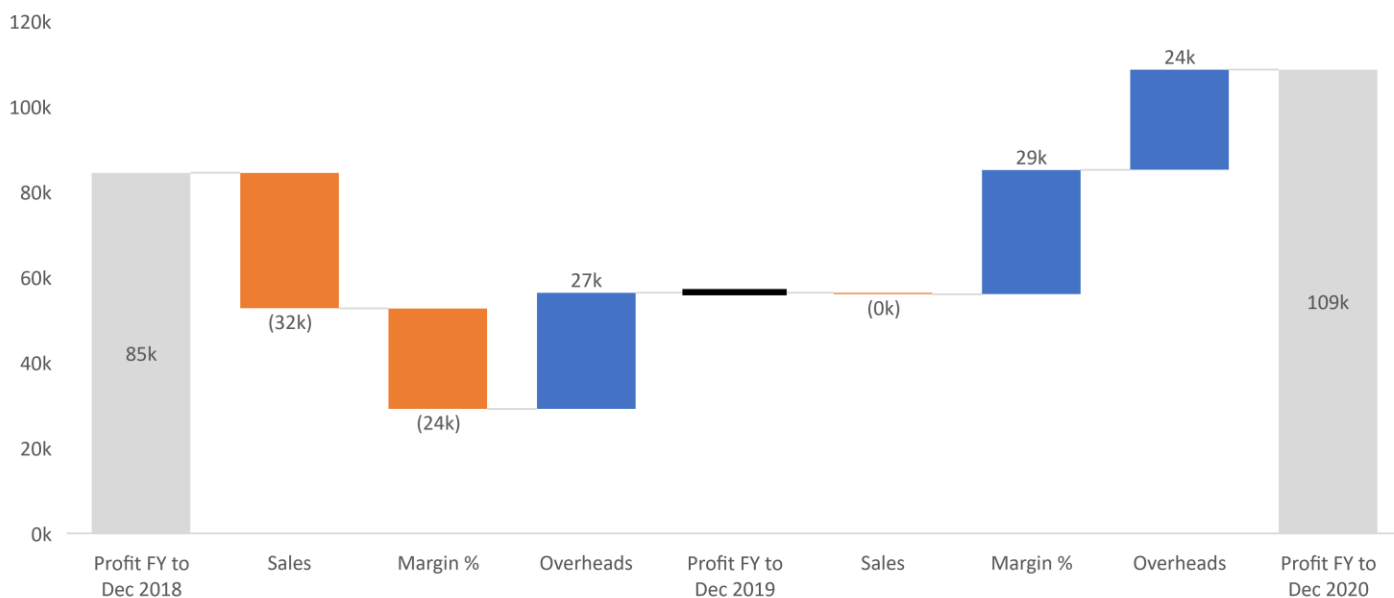
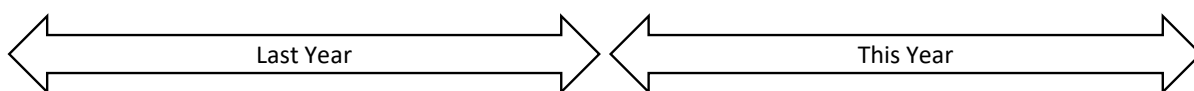
So far this financial year, net profit of £55.8k is £23.5k above the level achedived last year and (£.8k) below net profit in the previous year. If we were to consolidate the above projections, net profit for the full year would be £108.7k, £52.3k or 92.7% higher than last year's net profit.



YTD		Projection	
55.8k		108.7k	
vs Last Year		vs Last Year	
23.5k	73%	52.3k	93%
vs Prior Year		vs Prior Year	
(0.8k)	(1.4%)	24.1k	28.6%

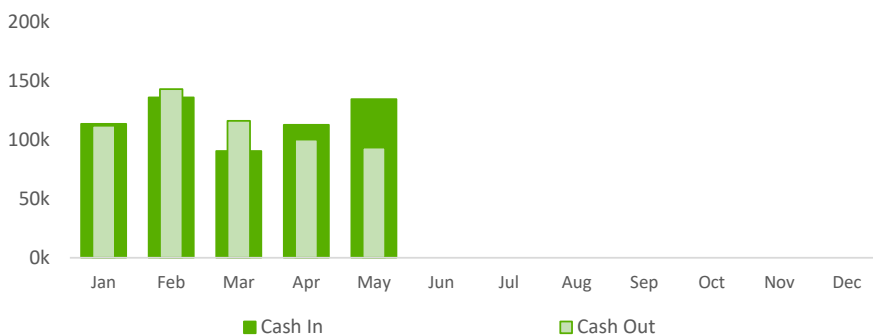
If we project the current performance against last year forward, profit is expected to increase compared to the previous year by £52.3k. An adverse sales variance will decrease profit by (£.4k), margin % will increased by +2.9% points which in turn will increase profit by £29.1k, overheads will reduce compared to last year which will increase profit by £23.5k.

		FY to Dec 2020	Mvmt	Mvmt %	Profit Impact
<b>Revenue</b>	Revenue movement (past 12 months)	1,001k	(£1k)	(0.1%)	(£0k)
<b>Gross Margin</b>	Gross Margin £ movement (past 12 months)	366k	£29k	8.5%	Profit Impact £29k
	Gross Margin % movement (past 12 months)	36.6%		2.9%	
<b>Overheads</b>	Overheads £ movement (past 12 months)	257k	(£24k)	(8.4%)	Profit Impact £24k
	Overheads % sales movement (past 12 months)	25.7%		(2.3%)	
<b>Net Profit</b>	Net Profit £ movement (past 12 months)	109k	£52k	93%	
	Net Profit % movement (past 12 months)	10.9%		5.2%	



**Cash Performance Trend**

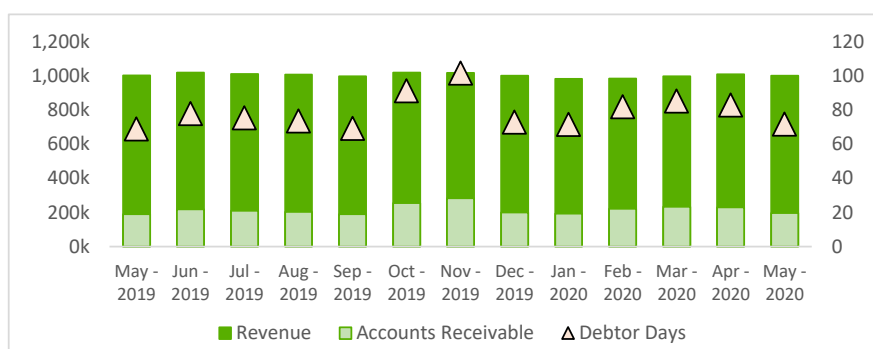
Net cash & cash equivalents for May was £41,027, with £134,416 coming in and £93,389 being paid out. Since the start of the financial year £586,880 has been received and £564,435 paid out, a net increase of £22,444. The Cash Ratio now stands at (.3), the ratio at the start of the financial year was at (.3).



<b>Cash May vs Last Year</b>	<b>Cash YTD vs Last Year</b>
27k	35k
<b>Cash Balance Dec</b>	<b>Cash Balance May</b>
(76k)	(54k)
<b>Cash Ratio Dec</b>	<b>Cash Ratio May</b>
(0.3)	(0.3)

**Debtor Days Performance Trend**

Accounts receivable currently sits at 196,930 which is an increase on the same time last year (189,427). The average number of days it takes to receive payment has increased from 68.9 to 71.8.

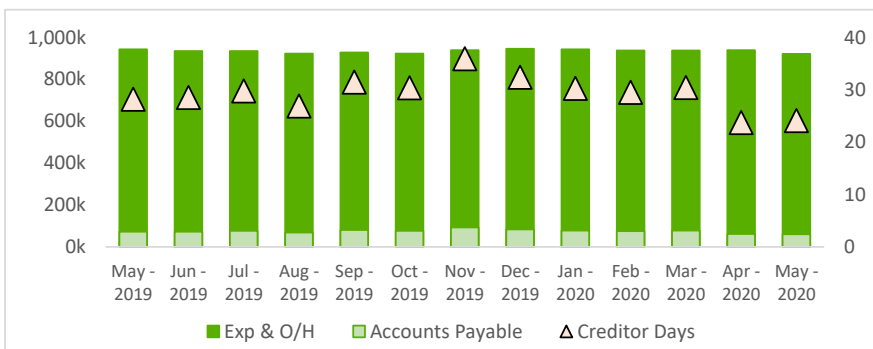


<b>Receivables Dec</b>	<b>Receivables May</b>
200k	197k
<b>Debtor Days Dec</b>	<b>Debtor Days May</b>
72.9	71.8

The decrease in debtor days compared to the position at the start of the year has led to £3,169 more cash in your bank.

**Creditor Days Performance Trend**

Accounts payable currently sits at 60,859 which is a decrease on the same time last year (72,892). The average number of days it takes to pay suppliers has decreased from 28.2 to 24.1.

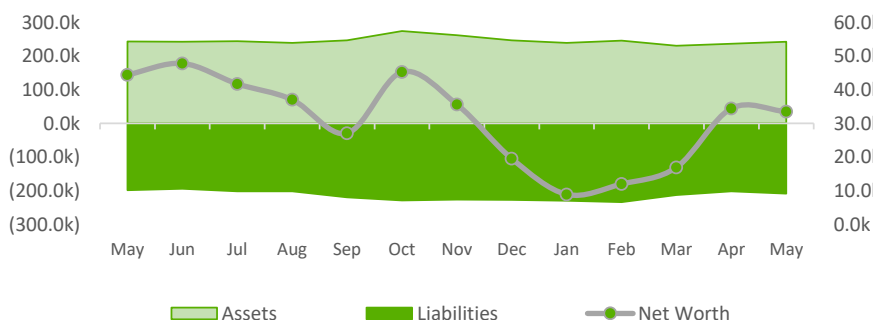


<b>Payables Dec</b>	<b>Payables May</b>
84k	61k
<b>Creditor Days Dec</b>	<b>Creditor Days May</b>
32.4	24.1

The decrease in creditor days compared to the position at the start of the year has led to £20,866 less cash in your bank.

**Net Worth Performance Trend**

The company's Net Worth has decreased since this month last year by (£11k), (from £44k to £33k). This has been driven by a (£22k) reduction in Fixed Assets, a £21k increase in Current Assets, a £39k increase in Current Liabilities and a (£30k) reduction in Long Term Liabilities.



<b>Assets Dec</b>	<b>Assets May</b>
246.6k	242.2k
<b>Liabilities Dec</b>	<b>Liabilities May</b>
(227.1k)	(208.7k)
<b>Net Assets Dec</b>	<b>Net Assets May</b>
19.5k	33.5k

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