

Programme Introduction

VFD Pro Practice Development Programmes

**Helping Ambitious
Entrepreneurs Survive, Thrive,
Scale and Exit Successfully**



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This document is provided to support delegates on the VFD Pro Development Programmes.

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Overview of VFD Pro Development Programmes

The "Mastery" and "Mastermind" programmes offered by VFD Pro are designed to significantly enhance the capabilities of accountants, bookkeepers, and business advisors, providing them with the tools, knowledge, and support network they need to deliver high-value advisory services to SME (Small and Medium-sized Enterprises) business owners.

The programmes provide a structured pathway of continued professional development.

	Mastery Programme	Mastermind Programme
Frequency of Sessions	Weekly	Monthly
Duration of Programme	14 weeks	Continuing Development

Mastery Programme

The Mastery programme is focused on building deep technical skills and knowledge in financial analysis, forecasting, and business planning. It includes:

- **Platform Training:** Participants receive in-depth training on using VFD Pro's platform and tools to extract, analyse, and interpret financial data from cloud accounting platforms like Xero, QuickBooks, and Sage.
- **Financial Modelling:** Teaching participants how to build effective financial models that can help SMEs plan for the future, manage cash flow, and make informed decisions.
- **Best Practices:** Sharing industry best practices for financial management and advisory services, helping participants to add value to their SME clients beyond traditional accounting and bookkeeping services.

In addition, you will cover the crucial topic of **Client Engagement, Retention, and Acquisition** focused on building lasting client relationships through:

- **Effective Communication:** Use of VFD Pro's 'Client Discussion Framework' to facilitate impactful conversations. This framework is designed to help you engage clients in discussions that go beyond the numbers, addressing their goals, challenges, and opportunities.
- **Building Trust:** Strategies to build and maintain trust with clients, establishing yourself as not just an advisor but as a strategic partner in their business journey.
- **Client Retention:** Techniques and practices that ensure client satisfaction and loyalty, turning one-time engagements into long-term relationships.
- **Acquisition Strategies:** Leveraging your expertise and the outcomes of your financial analysis and planning services to attract new clients. This includes understanding how to effectively communicate the value of your services, using case studies, testimonials, and tailored proposals to demonstrate your impact.
- **Client Engagement Framework:** A deep dive into the Client Discussion Framework, which provides a structured approach to engaging clients. This includes understanding their needs, presenting your services in a way that resonates with their specific business objectives, and setting clear expectations for the advisory relationship.

In addition, you will receive hands-on guidance on implementing these strategies in real-world scenarios, ensuring that you are well-equipped to enhance client engagement, retention, and acquisition. Through practical exercises, role-playing sessions, and feedback, participants will refine their approach to client interactions, learning how to create meaningful connections that drive business growth and client satisfaction.

Mastermind Programme

The Mastermind programme is aimed at fostering a community among professionals, facilitating peer learning, and providing ongoing support. Key features include:

- **Peer Learning Groups:** Small, focused groups that allow participants to share experiences, challenges, and solutions with their peers, fostering a supportive community.
- **Expert Access:** Opportunities to interact with and learn from seasoned professionals and experts in the field of financial advisory and business growth strategies.
- **Continuous Learning:** Regular updates, workshops, and seminars on the latest trends, tools, and strategies in financial advisory, ensuring participants remain at the cutting edge of the industry.

Benefits for Participants

- **Enhanced Advisory Skills:** Professionals acquire skills to offer strategic business advice, helping SMEs navigate complex financial landscapes.
- **Increased Value:** By moving beyond compliance services into advisory, professionals can offer more value to their clients, deepening relationships and significantly increase their Revenue, their Profitability, their Cash Flow and the Value of their Business.
- **Networking Opportunities:** Professionals connect with a network of like-minded individuals, fostering opportunities for collaboration and mutual growth.

Target Audience

- **Primary Market:** UK-based accountants, bookkeepers, and business advisors looking to expand their services beyond compliance and into advisory roles.
- **Secondary Market:** Through its "Growing Your Numbers" brand, VFD Pro also engages directly with business owners, offering tools and insights to help them understand and manage their financials more effectively.

These programmes are part of VFD Pro's broader strategy to empower financial professionals and SME owners with the knowledge, tools, and support they need to thrive in a competitive business environment.

Programme Guide

Mastery Programme

**Helping Ambitious
Entrepreneurs Survive, Thrive,
Scale and Exit Successfully**



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Introducing the VFD Mastery Programme

The **VFD Mastery Programme** is designed to ensure comprehensive familiarity with all the tools in the VFD Pro toolbox. It equips participants with the knowledge of what these tools do and, importantly, how to use them effectively when the situation demands.

While it's unlikely that all tools will be used with a single client, it is almost certain that across a diverse client base, every tool will be essential at different stages of their business journey.

Programme Structure:

The Mastery Programme is organised into four core modules, each tailored to fundamental areas of financial management:

1. **Compliance+:** Every business owner needs a solid understanding of finance and financial management. Traditional compliance services, often backward-looking, fall short in equipping business owners for the future. Our approach integrates forward-looking discussions, underpinned by up-to-date financial data and regular management reporting, enhancing both service value and profitability.
2. **Management Reporting and Financial Review Meetings:** Tailored to meet diverse client needs, this module explores the depth and frequency of reporting and the roles advisors can play. From acting as a part-time financial controller to facilitating strategic discussions, the aim is to transition services from retrospective analysis to proactive management.
3. **Planning, Forecasting, and Part-Time FD/CFO Services:** This module encompasses a range of services from analysis and growth planning to strategic planning and forecasting. The goal is to bundle these into a continuous part-time FD/CFO service, providing robust financial support and strategic guidance to management teams and boards.
4. **Exit Planning, Valuations, and Financial Due Diligence:** Focused on the 'end-game' for business owners, this module prepares participants to conduct business valuations, execute financial due diligence, and develop strategic exit plans that maximise business value.

In summary:

The **VFD Mastery Programme** is designed not just to educate, but to transform the way financial advisory services are delivered, making them more strategic, proactive, and aligned with clients' ongoing and evolving needs.

Each module is crafted to provide the insights and tools necessary for financial advisors to elevate their practices and effectively support their clients throughout their business journey.



Key Topics & Modules Overview

Embark on a structured 14 week programme designed to transform your approach to the delivery of advisory services.

Module 1: Compliance +



Enhancing Client Engagement and Maximising Value

Module 1 focuses on strategic enhancements to your services, aimed at adding value, increasing client engagement, and boosting fee income. It outlines a systematic approach to upselling existing clients and effectively onboarding new ones, all through a seamless integration of additional services. This module is delivered in three comprehensive sessions, designed to equip you and your team with the necessary tools and strategies to implement your Compliance+ Strategy successfully.

Key Topics Covered:

- **Optimising the VFD Pro Portal:** Learn how to efficiently add clients and generate essential reports and models to facilitate proactive financial management and engagement.
- **Client Discussion Model:** Master the art of future-focused discussions, transforming client interactions into strategic advisory opportunities.
- **Financial Management for Business Owners (FiMBO):** An introduction to our training programme tailored for business owners, focusing on core financial management skills.
- **Exit Planning 101:** Equip business owners with foundational knowledge and strategies for effective exit planning.
- **Resource Overview:** Get acquainted with our comprehensive resources including the So What Guides, VFD Academy, and the Learning Management System (LMS).
- **Finding the Needles in the Haystack:** Identify clients with significant problems or opportunities using our CAAM (Client Advisory Assessment Model) methodology.
- **Engagement Tools:** Utilise the 'Switcher Survey' and the 'Advisory Conversation Starter' to engage both prospects and existing clients more effectively.
- **Client Journey Management:** Learn how to add value systematically, test new strategies, and measure outcomes to de-risk fee increases and ensure client satisfaction.

Module Sessions:

1.1 Elevate Your Impact: Mastering Valued Client Meetings and Entry-Level Reporting

Understanding your role in growth potential through highly valued client meetings and ongoing management reporting.

1.2 Enhancing Client Connections: Creating Awareness to Optimise Lead Generation

Assessing client needs, enhancing perception through targeted marketing communications and leveraging educational training programmes, to achieve effective lead generation.

1.3 Strategies for Growth: Client Selection and Action Planning

Identifying prime candidates for business growth discussions and crafting actionable growth strategies.

Module 2. Management Reporting and Financial Review Meetings



Elevating Client Services through Enhanced Reporting and Strategic Reviews

Expanding beyond basic compliance, Module 2 offers a strategic upsell pathway for clients through enhanced management reporting and more frequent financial review meetings. Delivered over four online sessions, this module is designed to equip you with the necessary skills and insights to provide comprehensive management reporting and engage in regular, meaningful financial discussions with your clients.

Key Topics Covered:

- **Revenue Analysis:** To gain a deeper understanding of revenue generation mechanisms.
- **Comprehensive Financial Analysis:** Detailed examination of costs of sales, overheads, balance sheet, and cash flow to understand financial health of the business.
- **Trend Analysis for Dynamic Environments:** Focus on startups and businesses with volatile trading, identifying trends and adjusting strategies accordingly.
- **Maximising Client and Supplier Relationships:** Identify and explore risks and opportunities within existing client and supplier bases.
- **Customer Exception and ROI Reporting:** Harness techniques to explore the impact on profitability of reducing customer numbers and understand the return on investment of marketing expenditure.
- **Scenario Planning and Growth Opportunities:** Analyse potential business growth scenarios and plan for various future outcomes.
- **The Deep Dive:** Use the Business Intelligence Dashboard for forensic financial analysis to uncover deeper insights.
- **Regular Reporting Meetings:** Implement effective monthly management reporting and quarterly planning meetings to keep clients informed, engaged and accountable.
- **Value-Focused Pricing:** Learn to agree on the value before price discussion, focusing on demonstrating tangible return on investment.
- **Pricing Strategies and Client Expectations:** Detailed guidance on crafting proposals, setting expectations, and managing resources.
- **Integrating Non-Financial KPIs:** Augment financial reports with non-financial KPIs to provide broader insights and add more value.
- **Clarifying Service Delivery:** Effective presentation and clarification of your scope of supply to ensure alignment with client expectations.

Module Sessions:

2.1 Performance Analysis: Recognising the impact of Business Growth Drivers

Techniques for interpreting business performance and identifying risks and opportunities including start-ups and volatile markets.

2.2 Keeping Score: Mastering Monthly and Quarterly Financial Reviews

Utilising performance dashboards for monthly reporting and conducting effective strategic quarterly business performance reviews.

2.3 Managing Risks and Rewards: Customer and Supplier Dynamics

Identifying and managing risks and opportunities with customers and suppliers, and understanding marketing ROI.

2.4 Financial Deep Dives: Advanced Reporting and Opportunity Analysis

Techniques for bespoke reporting, deep dive financial analyses, and strategic pricing options.



Module 3. Planning, Forecasting and Part-Time FD / CFO



Strategic Financial Direction and Forecasting Mastery

Module 3 is pivotal in equipping you with the skills needed to offer high-level financial direction and forecasting services, crucial for effective financial management and control. Delivered in five online sessions, this module expands on the foundations from Modules 1 and 2. It prepares you to effectively upsell and deliver advanced services like Business Growth Analysis, Planning, Forecasting, Generating Funding Proposals, and managing Performance vs Forecast reviews. Skills essential for roles such as Part-Time FD/CFO or within a fully outsourced Finance Department service.

Key Topics Covered

- **The Role of the Part-Time FD/CFO:** Understand what it takes to provide strategic financial direction and support as a Part-Time FD/CFO.
- **Strategic Planning for Growth and Recovery:** Techniques for assessing growth potential, strategic business planning, and managing business turnaround and recovery.
- **Comprehensive Forecasting:** Building robust forecasts for your clients, covering Profit & Loss, Balance Sheet, and Cash Flow for up to five years.
- **Funding Growth Strategies:** Learn to prepare CAMPARI compliant funding proposals and engage in effective scenario planning.
- **Exception Reporting:** Master the art of identifying critical issues and reporting by exception to maintain control over business processes.
- **Performance vs. Forecast Reviews:** Implementing and managing a regular monthly management cycle to compare actual performance against forecasts.
- **Efficient FD/CFO Workflow:** Detailing the workflow processes of a Finance Director/CFO including planning, execution, and timing.
- **Valuing Part-Time FD Services:** Establishing and communicating the value of part-time FD services.
- **Setting Client Expectations and Pricing:** Creating proposals, setting clear expectations, and considering resource implications for financial services.

Module Sessions:

3.1 Mapping the Future: Projecting Growth and Recovery Strategies

Tools for projecting growth, conducting gap analysis, and delivering turnaround services.

3.2 From Planning to Action: Strategic Processes and Accountability

Integrating capacity planning, prioritisation, and accountability into strategic planning and pre-forecast growth.

3.3 Precision Forecasting: Mastering the 5-Year 3-Way Forecast Model

Building and applying a robust three-way forecast model with scenario planning and sensitivity analysis.

3.4 Financial Foundations: Managing Working Capital

Strategies for managing working capital, improving credit ratings, and preparing funding proposals.

3.5 Driving Success: Reporting and Managing Financial Performance

Techniques for reporting and evaluating performance against plans as a part-time FD/CFO.

Module 4. Exit Planning, Valuations and Financial Due Diligence



Mastering Exit Planning, Valuations, and Financial Due Diligence

In Module 4, we emphasise the critical importance of 'starting with the end in mind' by preparing business owners to build an 'exit-ready' business. Delivered in two online sessions, this module builds on the foundational financial management skills developed in Modules 1 through 3, extending into specialised exit planning strategies. This preparation is essential for any business, enhancing the overall value and operational readiness of the business for eventual sale or transition.

Key Topics Covered

- **Exit Planning Fundamentals:** Understand the role and rewards of exit planning, and how to guide business owners in becoming exit ready.
- **Comprehensive Business Valuations:** Learn to establish a blended business valuation using seven different models, each with its relevant assumptions.
- **Financial Due Diligence Preparation:** Master the preparation of a comprehensive financial due diligence pack for potential buyers or sellers.
- **Exit Forecasting Tools:** Build detailed exit forecasts for your clients, including Profit & Loss, Balance Sheet, Cash Flow, and Rolling Valuation for up to five years.
- **Valuation Reporting:** Implement reporting mechanisms to compare current business value against target exit values as part of the regular management cycle.
- **Special Advisory Services for Exit:** Prepare both the owner and the business for exit, utilising a Special Advisory Services (SAS) team.
- **Valuing Exit Planning Services:** Establish and communicate the value of your exit planning and support services to prospective clients.
- **Client Engagement and Pricing:** Strategies for creating effective proposals, setting expectations, and managing resource considerations in exit planning.

Module Sessions:

4.1 Valuation Insights: Establishing Business Value and Conducting Due Diligence

Methods for adjusting business valuations and conducting thorough financial due diligence.

4.2 Crafting the Exit: Maximising Value Through Strategic Planning

Developing, scoping, pricing and implementing an exit plan focused on performance maximisation and strategic reporting.

Every Business Needs Your Support From Birth to Exit

- Exit Planning
- Building Equity
- Plan & Review Progress
- Financial Direction & Management
- Management Information / Financial Control
- Bookkeeping, Compliance & Statutory Accounts

Survive, Thrive, Scale & Exit Successfully

Typical Fee Income Range

- Exit Planning
- Building Equity
- Strategic Planning
- Financial Direction
- Management Information
- Compliance & Accounts

£48k

£6k

£2k to £5k

The infographic features a central graphic of three stylized human figures standing on a white line graph that trends upwards. A dashed horizontal line is drawn across the graph, with the text '£2k to £5k' positioned below it. The text '£6k' is placed above this dashed line, and '£48k' is placed at the top right of the graph area.



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VFD MASTERY PROGRAMME

Module 1.1

Compliance+

Highly Valued Client Meetings

Entry Level Management Reporting

Module 1.1 Compliance+

Elevate Your Impact: Mastering Valued Client Meetings and Entry-Level Reporting

In this session, you'll learn how to transform traditional transaction-based compliance interactions into dynamic, future-focused client relationships that significantly increase fee income, remuneration for team members, and the overall value of your practice. The Compliance+ Strategy and its related tools are designed not only to strengthen your client relationships but also to reposition your practice in the market as a forward-thinking financial advisory service.

Purpose:

The Compliance+ strategy is crafted to provide comprehensive benefits, including:

- Preparing for impactful future-focused client meetings in under 5 minutes.
- Demonstrating additional value that your practice can offer.
- Accurately valuing businesses today and projecting their future worth.
- Assessing growth potentials and their impacts on cash flow.
- Automating management reporting to enhance client value effortlessly.

Topics covered:

- **Portal Utilisation:** Instructions on how to log into your VFD Portal, access the Client Discussion Model, and generate the Business Overview Report.
- **Client Discussion Model:** Guidelines on using the model to pre-populate the agenda for discussions, creating a structured and efficient client meeting experience.
- **Valuation Techniques:** Detailed walkthrough on refining input assumptions for generating accurate business valuations.
- **Meeting Delivery:** Strategies to deliver meetings that not only inform but impress, ensuring clients see the tangible value provided.
- **Automation of Value:** How to automate the delivery of ongoing value to clients, enhancing client engagement and satisfaction.
- **Engagement Without Access:** Maximising every opportunity to engage with prospects who have not provided access to their accounting software.
- **Academy Access:** Instructions on how to log into your VFD Academy to access training material that will support and enhance your learning experience.

Learning outcomes:

Upon completing this module, you will:

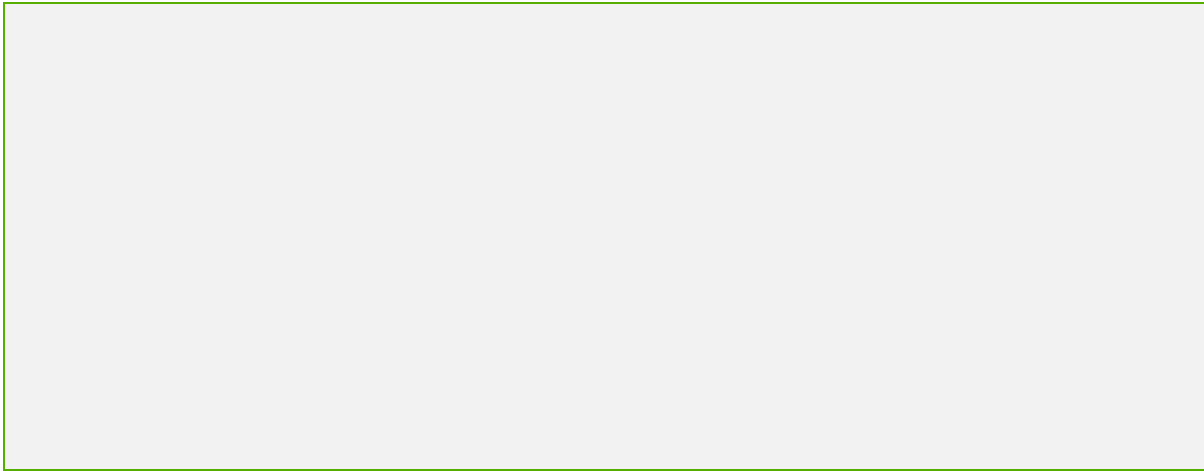
- Be able to comfortably logon, access and use the Client Discussion Model and prepare a pre-populated Meeting Agenda quickly and efficiently ready for discussion with clients and prospects.
- Be confident you can deliver a powerful, future focussed 'Client Meeting' that highlights the importance and the value of Financial Management Information and how you can help clients achieve and exceed their goals, successfully building the equity value in their business.
- Be able to explain why a combination of valuation techniques are needed to value a business, and how this can only ever be a guide to business valuation, establishing the minimum expected selling price for an exit ready business and the strategies used to augment the potential exit valuation.
- Be clear on how you can use the Business Overview Report to deliver practical ongoing support for clients who are not ready to pay for more comprehensive reporting and support and be clear on the additional value generated by providing monthly reporting in a totally automated fashion.

Content and resources you will need:

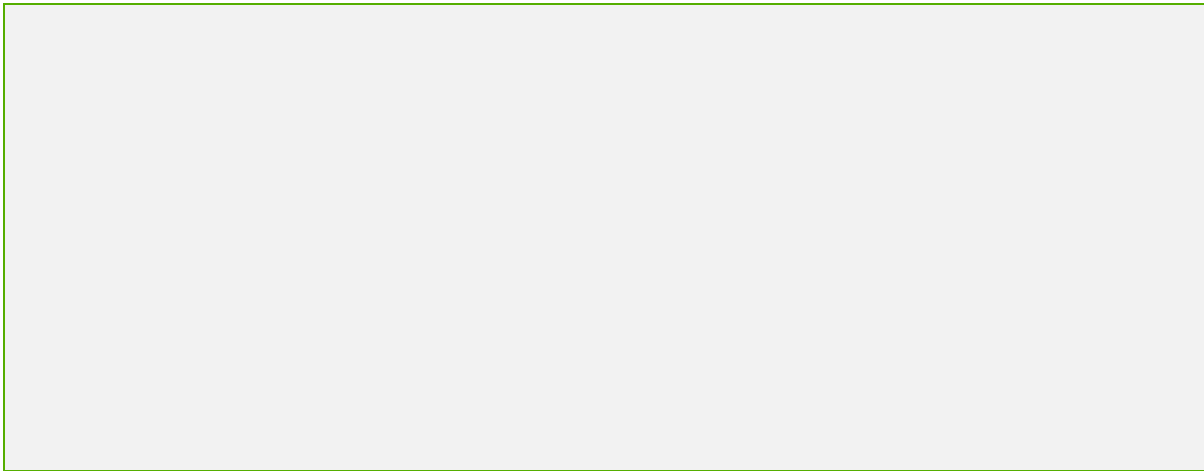
- Access credentials for your VFD Portal.
- The Client Discussion Model (accessed via your VFD Portal logon)
- The Business Overview Report (accessed via your VFD Portal logon)
- Your logon access to the VFD Academy

Why Mastery?

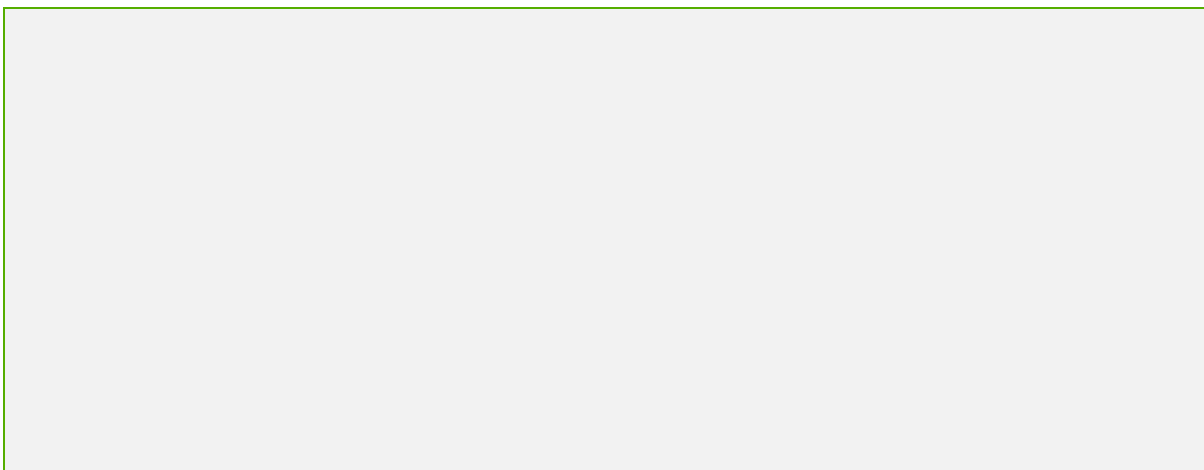
What is your motivation for joining the Mastery Programme, what do you want to achieve?



What will success look like for you in the next 14 weeks?



What do you see as the barriers to achieving this outcome?



Session Support Resources

Session Recording:

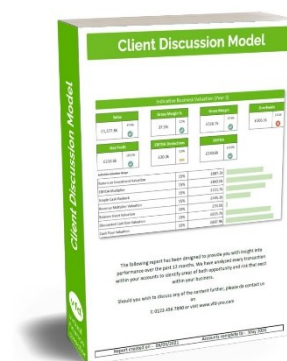
Approximately 48 hours after the training session a recording will be available on the VFD.Academy for logged in users under: **My Academy>Training Notes**

VFD Reports / Models covered in this session

Client Discussion Model

The **Client Discussion Model** helps you identify ‘opportunities’ and ‘issues’ and enables you to build a tailored meeting agenda with supporting management information, all designed for you to deliver higher value client discussions.

Typical Use: The **Client Discussion Model** and related Agenda / Management Information, is primarily used when first discussing Business Growth, Valuation and issues related to possible Exit Planning. It is therefore the perfect tool to transform compliance led ‘Year End’ meetings to create a ‘Wow’ client experience with a strong focus on the future potential of the business and the additional services and support you can offer.



Efficient and Effective Client Meetings: There is nothing worse than a poor meeting, but as a busy, professional advisor, you cannot afford to invest excessive non-charged for time on analysis and preparation for client meetings. Preparing the Client Discussion Model takes less than 5 minutes resulting in a professional agenda backed up by Management Information which means your clients are guaranteed a highly productive, effective, and efficient meeting.

Available with [connection types](#):

- Compliance+, Advisor Lite, Advise & Grow, Grow & Exit
-

So What? Guide: [click here](#)

Example model and video instruction: [click here](#)

There is an example Client Discussion Model on your VFD Pro portal for a fictional company. *This is always updated to reflect the most recent released version of the model.*

For a more detailed explanation of how to use the Valuation Models in the Client Discussion Model please see the overview of the [EVA Valuation Model](#).

Business Overview Report

The **Business Overview Report** is a simple yet incredibly detailed two-page overview of business performance, trends, and growth drivers over the last two years, detailing sales, margins, overheads, net profit and net worth.

Look to the future: In addition to history, the **Business Overview Report** provides a concise summary of the key drivers of revenue and the underlying trends with regards to customer retention and customer acquisition and their impact, as well as tracking the Current Ratio, Debtor Days, Creditor Days, Cash Movement and more.



Available with all **connection types**.

VFD Academy: [click here](#)

So What? Guide: [click here](#)

Example model and video instruction: [click here](#)

Test your Mastery of the Business Overview Report at any time by taking a short multi answer test using the VFD Academy online Learning Management System: [click here](#)

Exit Planning

Building Equity

Plan & Review Progress

Financial Direction & Management

Management Information - Financial Control

Bookkeeping, Compliance & Statutory Accounts

50% of clients
Interested in business development, education and simple reporting

Survive, Thrive, Scale & Exit Successfully

Session Reflections

As you conclude each session of the VFD Way Mastery Programme, we invite you to pause and engage in a moment of reflection. This practice is more than a simple exercise; it is a powerful tool for personal and professional growth. Reflection allows you to internalise the learnings of the day, recognise your progress, and identify areas for further exploration or improvement.

What are the priority actions you will take as a result of today's session?

Clearly define one key goal you want to achieve within the next month.

What barriers to do you need to remove to achieve this?

Certification

All delegates successfully completing the Mastery programme will be awarded certification to recognise attendance and support certifiable CPD.



The certificate is enclosed in a thin black border. On the left side, there is a vertical green bar. In the top right corner, the VFD logo (a green circle with 'vfd' in white) is followed by the text 'virtual finance director' in a grey sans-serif font. The main title 'CERTIFICATE OF COMPLETION' is in large, bold, black capital letters. Below this, the name 'Gaye Prime' is written in a large, green, sans-serif font. Underneath the name, it says 'successfully completed 28 hours of the VFD Pro' in a smaller grey font, followed by 'Managerial Finance Mastery Course' in bold black font. The date 'Awarded 31st March 2024' is in a bold black font. At the bottom, the name 'Steve Darnell' is written in a black cursive font, underlined with a thin green line. Below the signature, 'VFD Pro Training & Development' is written in a grey sans-serif font, also underlined with a thin green line. A decorative green flourish is centered below the signature line.

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CERTIFICATE OF COMPLETION

Gaye Prime

successfully completed 28 hours of the VFD Pro

Managerial Finance Mastery Course

Awarded 31st March 2024

Steve Darnell

VFD Pro Training & Development

Programme Guide

Mastermind Programme

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Introducing the VFD Mastermind Programme

The **VFD Mastermind Programme**, a comprehensive support structure designed to transform your expertise into a robust 'Finance as a Service' offering. This workbook serves as your roadmap and learning journal, guiding you through each step of the programme.

Having already completed the VFD Mastery course, you are now ready to deepen your advisory skills, refine your service offerings, and elevate your value to clients as a Virtual Finance Director / CFO.



Refine Your Strategic Plan

Develop your practice plan, identify your 'ideal client' and be held accountable for delivery within a supportive peer group environment.



Professional Network

Monthly peer group online meeting to overcome practice challenges, benefit from expert speakers and early access to VFD Pro developments.



Growing Your Numbers

Enhance your profile as part of the GYN delivery team, with the option to support delivery of the business education programme (FiMBO)



Improve Your Prospecting

Access the full suite of business education and marketing material available to the Growing Your Numbers team.



Work 'On' Your Practice

121 meeting each month to refine your practice development plan. Additional ad hoc support to help prepare for those important client / prospecting meetings.



CAAM Process

Full access to the 'Client Advisory Assessment Model' to identify those clients who will be most receptive to additional advisory support.

The VFD Way Mastermind is structured to ensure you gain everything necessary to implement, market, and deliver exceptional financial management and advisory services.

This programme is not just about enhancing your technical skills; it's about a transformational shift in how you approach your role as a trusted advisor and guide.

Through a combination of in-depth learning, practical application, and hands-on support, you will emerge with a comprehensive toolkit and the confidence to deploy it effectively.



Your journey will encompass:

- 1. Advisory Approach Transformation:** This initial phase is about evolving your mindset and methodology from traditional accounting to strategic advisory. You will refine your personalised advisory proposition, enabling a seamless transition for your clients to your new, value-added services.
- 2. Strategic Business Analysis:** Dive deeper than the numbers to understand the core drivers of each business. This knowledge allows you to tailor your advisory services, making them as impactful as possible.
- 3. Proactive Advisory Planning:** With a strategic foundation in place, you will learn to develop actionable plans that align with your clients' goals. This includes crafting strategic forecasts, setting up tracking mechanisms, and preparing funding proposals.
- 4. Advisory Review and Optimisation:** Continuous improvement is key to maintaining relevance and delivering value. This phase teaches you to regularly review and optimise business strategies, fostering sustained growth and success.
- 5. Strategic Exit Advisory:** Finally, you will focus on exit strategies, preparing comprehensive plans that cater to various scenarios to maximise business value and ensure smooth transitions.

Programme Structure:

Adaptable Schedule: Driven by Your Needs

Your current reality and desired outcomes are unique to you. The Mastermind programme is built on the principle of structured flexibility. While we have a robust framework in place, the monthly schedule is dynamically crafted around your specific needs, challenges, and priorities.

This approach ensures that while you progress through the programme's core pillars, there's ample room to tailor discussions, workshops, and support sessions to address the immediate and evolving needs of your practice and clientele.

Monthly Engagements: Blending Group and Individual Learning

The programme unfolds through a blend of group meetings and one-on-one check-ins, ensuring a comprehensive learning experience:

- **Online Group Meetings:** Engage in up to four hours of education, practice, and support tailored to the collective needs of the group, offering a platform to overcome common challenges.
- **One-on-One Check-ins:** Dive deeper into individual challenges and opportunities, providing personalised support and guidance.
- **Ad Hoc Support:** Benefit from additional support as needed, ensuring you have the resources to excel.

This flexible yet structured approach is designed to empower you and your team to confidently market and deliver exceptional services. As you navigate through the Mastermind programme, you'll learn to identify quick wins and apply a rigorous, repeatable system that enhances both your service delivery and equity value—without becoming solely dependent on you.

Welcome to a journey of transformation, growth, and success. Let's embark on this path together, shaping a future where your advisory services not only meet but exceed the expectations of your clients and your aspirations.

VFD Academy

Throughout the programme you will have access to the VFD Academy which holds all the support materials and session recordings. Guidance on how to access the secure area Academy will be provided during the first session.

www.vfd.academy

Key Topics & Modules Overview

Embark on a structured yet flexible journey designed to transform your practice and develop your business acumen. Below is an overview of the foundational topics and modules we'll cover in the first year. Following this structured path, we'll tailor future sessions to address the specific needs and interests of the group, ensuring relevance and maximum impact.

Topic: Practice Transformation & Business Development

Module 1.1: Engage & Upsell Existing Clients, Onboard New Ones

Learn to showcase your offerings and build your Business Development Infrastructure to attract and retain ideal clients.

Module 1.2: From Initial Conversation to Effective Implementation

Master your routes to market, systemising client engagement to streamline the upselling process and ensure seamless onboarding.

Topic: Analysis for Growth

Module 2.1: Laying the Foundations for Growth

Initiate a strategic planning process to set a solid foundation for achieving tangible results.

Module 2.2: Identifying Risks & Seizing Opportunities

Dive into identifying risks and opportunities using Enhanced Performance Reports to inform your strategy.

Module 2.3: Strategies for Continuous Improvement

Embrace continuous improvement through risk mitigation tools and the integration of Non-Financial KPIs.

Topic: Strategic Planning

Module 3.1: Quick Wins & Strategic Targets

Utilise the Strategic Planning Model for quick wins and targeted efforts to foster growth.

Module 3.2: Reflecting on Strategic Implementation

Reflect on the challenges and successes of your strategic planning implementation and your business development journey.

Module 3.3: Exploring the Strategic Planning Model

Harness the power of a 3-way, 5-year forecast as a tool for driving business success.

Module 3.4: Building Your Planning Model

Gain insight into funding from a lender's perspective and how to optimise your funding applications with the Funding Forecast and Proposal.

Topic: Delivering Service & Accountability

Module 4.1: Systemising Management Pack and Meeting Structure

Establish a process for management meetings that delivers actionable financial direction and accountability.

Module 4.2: Crafting an Efficient Finance Department

Define the roles and functions of an efficient, cost-effective Finance Department.

Module 4.3: Perfecting Your Finance Function

Utilise the Finance Function Assessment Framework to align your Business Development Assets with your ideal Finance Function.

Future Topics: Shaped by You

As we progress, the direction of our journey together will be shaped by the collective needs and priorities of the group. Potential future topics include:

- Preparing your business for Exit
- Preparing yourself for Exit
- Creating your plan for Exit
- Consolidation and Benchmarking
- Customising Profit & Loss / Balance Sheets
- Weekly Reporting Enhancements
- Understanding Capital Allowances
- Utilities claim backs
- Navigating Insolvency and Directors' Responsibilities
- Implementing ERP/MRP Systems Successfully
- Exploring EIS/SEIS, Tax-Efficient Business Structures
- Advanced Management & Cost Accounting
- Human Resources, including TUPE Transfer of Undertakings (Protection of Employment)
- Pensions, Wealth Management and building Whole of Life Client Relationships
- Mergers and Acquisitions

This programme is not just about learning; it's about applying, reflecting, and adapting. Together, we will ensure that the content remains relevant and impactful, helping you to not just meet but exceed your professional development goals.



virtual
finance
director

VFD MASTERMIND PROGRAMME

Module 1.1

**Engage/Upsell Existing
& Onboard New Clients**

Module 1.1: Engage/Upsell Existing & Onboard New Clients

Purpose	Desired Outcome
<p>Understand and clarify What you want to Deliver, to Who, and How.</p> <p>Understand your current business development assets, how they need to be improved, and what is required to create and communicate the message that will enable you to engage more successfully with existing and new clients.</p>	<p>Clarity on the scope of services you are prepared to deliver and how the delivery will be achieved.</p> <p>You will understand the need to be focused on identifying the ideal client who will be willing to invest in the value-added services you will be providing.</p>

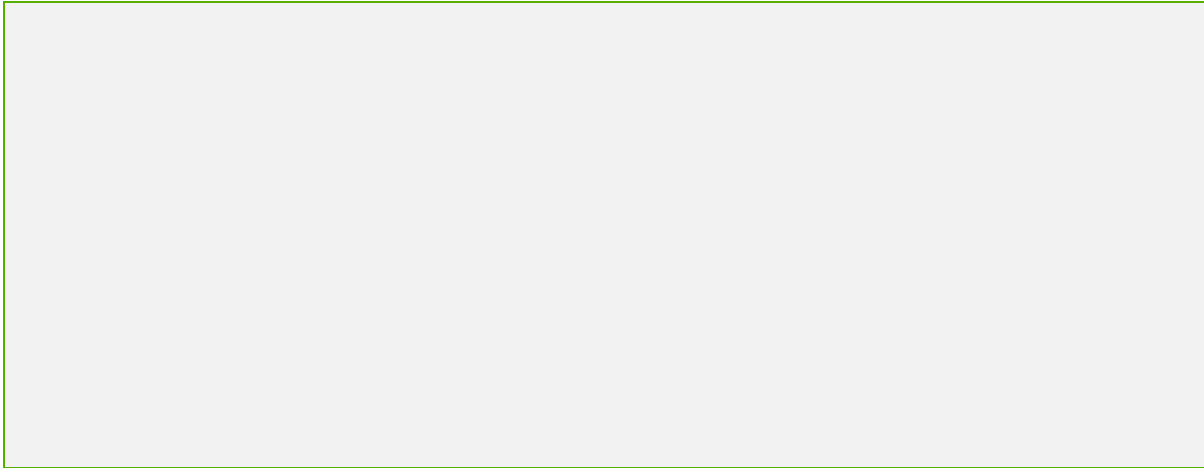
Pework Checklist

Have you completed the following tasks:

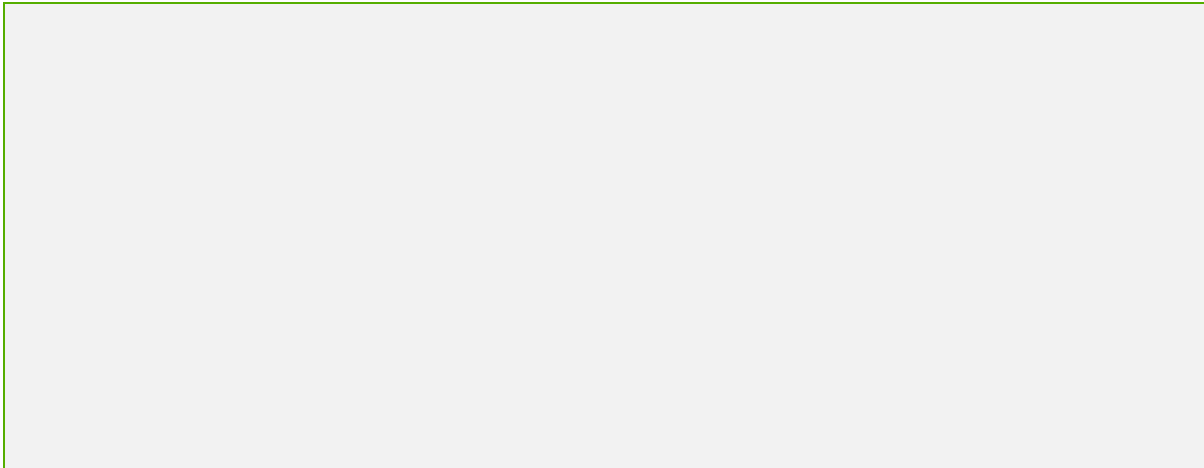
- Personal & Business Introduction: provide a personal and corporate introduction to yourself and your practice. (e.g. LinkedIn) please include a profile photo.
- Familiarise yourself with other delegates.
- Familiarise yourself with the programme structure.
- Read 'Rules of Engagement' – available via 'My Academy' on www.vfd.academy.

Why Mastermind?

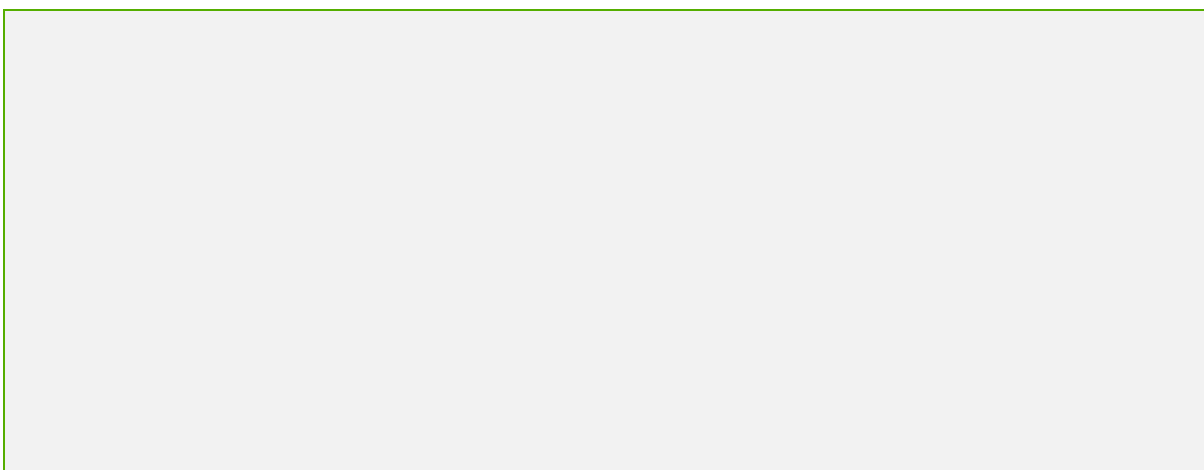
What is your motivation for joining the programme, what do you want to achieve?



What will success look like for you in the next 12 months?



What are the greatest challenge(s) you want to overcome?



Website Services (& Other Marketing Collateral)

Understand the need to demonstrate the impact of incremental gains and the need to moderate expectation to ensure it is realistically achievable.

Highlight the services to be included within your website and other marketing.

Services you plan to offer	Tick
Business Growth Potential <ul style="list-style-type: none"> • Client Discussion Model • Business Growth Model • Misc. Analysis & Reporting 	
Financial Reporting (Historic)	
Business Growth Planning <ul style="list-style-type: none"> <input checked="" type="checkbox"/> Strategic Planning Process <input checked="" type="checkbox"/> Business Growth Model <input checked="" type="checkbox"/> Customer Segmentation Model <input checked="" type="checkbox"/> Customer Targeting Model 	
Forecasting and Funding <ul style="list-style-type: none"> <input checked="" type="checkbox"/> Forecasting & Cash Flow <input checked="" type="checkbox"/> Funding Proposal <input checked="" type="checkbox"/> Reporting Actual vs Plan 	
Quarterly Planning Meeting	
Monthly Management Meeting	
Ad Hoc Financial Support	
Turnaround and Recovery	
Educational Programmes <ul style="list-style-type: none"> <input checked="" type="checkbox"/> Financial Management for Business Owners (FiMBO) <input checked="" type="checkbox"/> Exit Planning 101 	

Purpose, Niche, Target Market & Core Messaging

Understand the importance and benefits of knowing and defining your Purpose, Niche, Target Market and the need to be crystal clear in your messaging around the problems you solve and how you solve them.

Consider the following	Note for further action
What is your key purpose? (<i>Think to the future rather than reflecting on the past</i>).	
What is your 'Ideal client' profile?	
Which niche market sectors do you intend to target?	
What are your plans to build your Referral Network?	
What third-party(ies) can independently endorse you?	
What are the key problems you overcome for business owners?	
What range of services do you offer?	
What plans do you have in place to raise awareness of your offer and communicate to your target niche?	

Communications - Core Tools Required to Support Your Process

Opportunity for members to raise with the group any burnings issues.

Core Collateral	In Place	Needs Attention	Not Required
Website / Marketing Analysis			
- Testimonials and Case Studies			
- Video Hosting behind log-in			
- LMS to support Education			
- Embedded Surveys			
- Other Engagement Tools			
Social Media Posts			
Email			
Other Key Assets			
-Diary Management Software			
- Zapier for systems integration			
- Client Needs Assessment			
- Client Feedback			
- Meeting software			
Prospecting Needs Assessment			

Changing Hearts and Minds

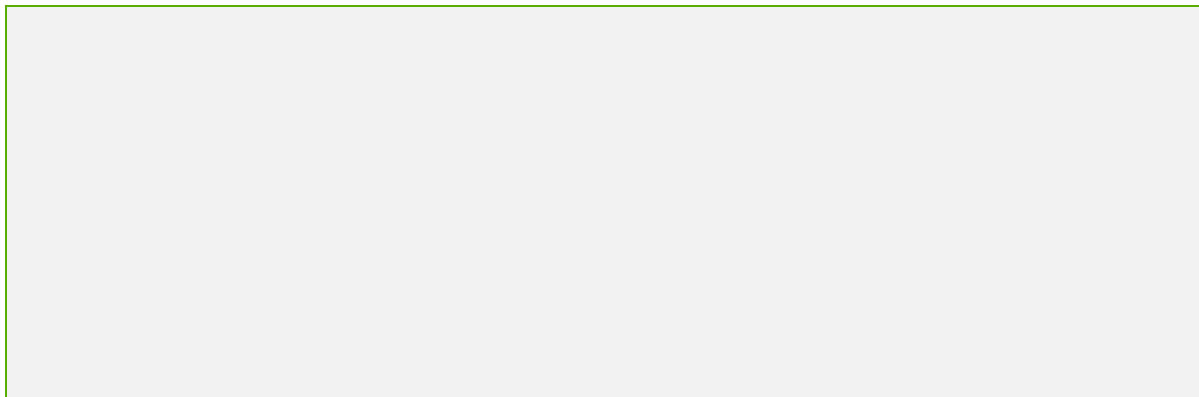
How will you change the Hearts & Minds of Team Members, Clients, Prospects, and Introducers.

Key Activity	In Place	Needs Attention	Not Required
In person and online meetings - Brief the team - Agendas: for a consistent, scalable experience - buy-in for upsell / cross sell targets			
Communication Plan - Email Marketing Objectives - Social Media Posts - Website news / blog - Website 'conversion / squeeze pages'			
Financial Management for Business Owners			
Exit Planning 101			
Referral Networks - solutions to problems			

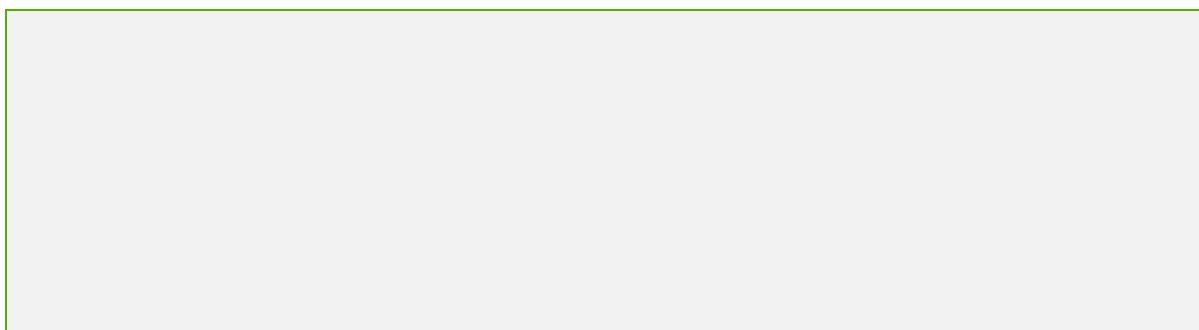
Business Development Recap

Check understanding of the need to define Purpose & Niche & Clarify Target Market and Core Messaging

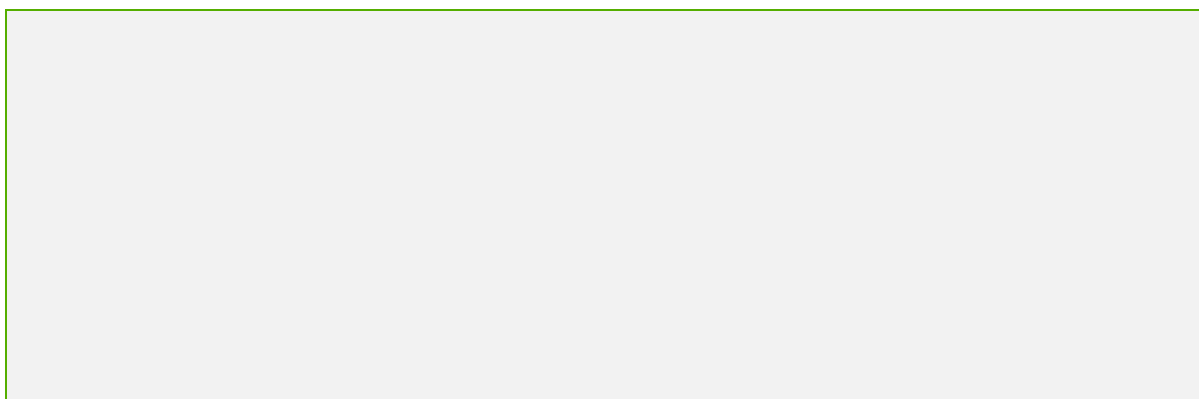
What action is required to improve your Business Development to ensure your success?



Would you make any changes to your introduction as a result of what we have covered in today's session?



TASK: Review and update your introduction



Session Reflections

As you conclude each session of the VFD Way Mastermind Programme, we invite you to pause and engage in a moment of reflection. This practice is more than a simple exercise; it is a powerful tool for personal and professional growth. Reflection allows you to internalise the learnings of the day, recognise your progress, and identify areas for further exploration or improvement.

Why Reflect?

- **Consolidation of Learning:** Reflection helps transform experience into knowledge. By taking the time to think about what you've learned, you're allowing these new insights to take root in your understanding.
- **Awareness of Progress:** It's easy to overlook how far you've come. Reflective practice offers you the lens to see your journey, acknowledging the steps you've taken and the hurdles you've overcome.
- **Clarity of Thought:** Writing down your reflections can clarify your thoughts, helping you to define actionable steps for your ongoing development and the implementation of your learnings.
- **Enhanced Problem-Solving:** Reflecting on challenges and how you approached them can sharpen your problem-solving skills, making you more adept at navigating future obstacles.

How to Reflect Effectively

As you embark on your reflective journey, consider the following prompts to guide your thoughts:

- What are the key takeaways from this session?
- How do these insights apply to my current role or the challenges my clients face?
- What actions can I take to implement these learnings?
- Are there any areas I feel require further clarity or exploration?
- How has my perspective or approach changed as a result of today's session?

Capture Your Journey

We encourage you to capture your reflections in this workbook. Each page dedicated to your reflective practice is a stepping stone towards a deeper understanding of your professional path and a testament to your growth. This is your space to ponder, question, and dream—embrace it fully.

Remember, the act of reflection is not a one-time task but a habit to cultivate, enriching your Mastermind experience and empowering you as an advisor. Let this workbook be your companion on this journey, a mirror to your evolving story of mastery and success.

Book Recommendation:

Atomic Habits – Tiny Changes, Remarkable Results (James Clear, 2018)

Capture Your Notes

Pework for next session

- Reflect on Session 1.1 - Take a moment to ensure you have identified the key actions you wish to take to support your desired objectives.
- Prepare for the next session by working on your business to familiarise yourself with material and concepts that will be discussed during the next session.
- Review the 'Client Discussion Framework' which can be accessed here:
 - www.vfd.academy/7-step-framework/
 - www.vfd.academy/resources/client-discussion-model/

Date of 121 Review Meeting(s)

Have you scheduled your 121 meetings?

Extensive Support Programmes



Support for you
& your clients

**Financial Management
for Business Owners**



**Exit
Planning 101**



Support for you
& your practice

**Mastery
Programme**



**Mastermind
Groups**



**Helping Ambitious Entrepreneurs Survive,
Thrive, Scale and Exit Successfully**