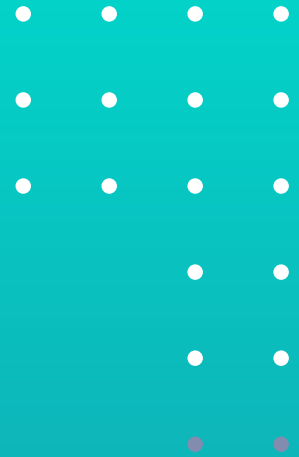




# Playbook to financial peace of mind.





## Introduction

It's a Monday morning at the helm of your scale-up, the kind of morning where your coffee needs a coffee. Your workspace is alive with the hum of ambition and the occasional laughter over shared weekend tales. But as you settle into your day, you're greeted not just by your eager team but by a mountain of financial reports that seem to have taken root on your desk overnight.

Your finance lead, who's also the unofficial office barista, hands you a cup of coffee with a knowing smile. It's going to be another day of financial gymnastics. Just as you brace yourself to dive into the numbers, your phone lights up. A major client is on the line with questions about their bill—questions you wish were as straightforward as their asking.

Juggling calls and emails becomes your morning exercise, each notification a reminder of the delicate dance between growing your business and managing its finances. You're navigating through projections that seem optimistic on one hand and bewildering on the other, all while trying to stay engaged with the creative buzz that fills your office.

In these moments, you're not just the founder; you're the captain of a ship sailing through foggy financial waters, trying to keep a steady course while dreaming of clear skies. Your team looks to you for direction, their faith a testament to your shared journey, yet you can't shake off the feeling that there must be a smoother path to financial clarity.

This is the reality for many scale-up founders: a constant balance between driving innovation and deciphering the financial web that weaves itself around your business. But imagine a world where financial management isn't a chore but a tool for empowerment. Where clarity replaces confusion, and you can lead your team forward, not as a juggler of tasks, but as a visionary with a clear financial compass.



## The scale-up founder's dilemma

Your journey as a scale-up founder started with a spark—an innovative idea and the drive to bring it to life. Each day, you navigate through strategic decisions, lead your team, and push the boundaries of what's possible. Yet, amidst the thrill of growth and innovation, the task of managing your business's finances demands more attention than you'd like, often overshadowing your core mission.

### Facing the financial challenges head-on

**Complex financial management:** As your business grows, so does the complexity of its financial management. Tasks such as forecasting, budgeting, and managing cash flow require a level of detail and precision that can be both time-consuming and mentally exhausting.

**Diverted focus from core activities:** The need to manage financial tasks can divert your focus from the activities that are crucial for your business's growth. Innovation, team leadership, and customer engagement often take a backseat to financial administration, impacting your ability to drive the business forward.

**The stress of financial decision-making:** Making significant financial decisions comes with its own set of pressures. The fear of making the wrong choice, whether it involves investments or resource allocation, can lead to stress and uncertainty, affecting not just the growth of your business but also your personal well-being.

### The unsustainable status quo

Continuing to manage your scale-up's finances without a streamlined process or clear strategy is not just inefficient; it is unsustainable. As your company grows, the complexity and workload of managing finances intensify significantly. Without a structured approach, the founder or founding team can become overwhelmed, consuming valuable time that should be directed towards value- and growth-generating activities. This oversight can lead to missed opportunities and a reactive rather than proactive stance on financial challenges.



Moreover, delaying strategic financial management can lead to severe consequences—operations can become disrupted, growth may be heavily delayed, and the resulting complications can cause a massive headache for the founder and the entire team. It's crucial to act before these challenges escalate to a critical point where the cost of resolution skyrockets and severely impacts your business.

### **Charting a new course: achieving Financial Peace of Mind**

Navigating the choppy waters of scale-up finances requires more than just resilience; it demands a clear, actionable plan that transforms challenges into stepping stones towards stability and growth. As you steer your business through the complexities of financial management, it's time to shift from reactive measures to proactive strategies. The next section of our playbook introduces six plays, each crafted to equip you with the necessary tools and insights. These are designed to turn the daunting task of financial management into a powerful lever for business success, ultimately leading you towards **Financial Peace of Mind**.

Ready to change how you handle your finances? Let's delve into these plays and set the course for clarity and control.



## Play 1: Participate in finance

### Understanding the importance of founder involvement in finance

In the complex and fast-paced world of scale-ups, finance often becomes a segregated domain, handled exclusively by a dedicated team or individual. However, for founders, taking a hands-on approach to their company's financial matters is not just beneficial; it's essential for sustainable growth and success. Participating actively in the finance sector enables founders to fully understand the financial health of their business, making informed decisions that steer the company in the right direction.

### Bridging the gap between leadership and finance

The journey begins with bridging the gap between leadership roles and financial management. Founders should view finance as a vital part of their daily decision-making process. This involvement fosters a deeper understanding of how every operational action impacts the financial stability and growth prospects of the business.

### Empowering founders through financial insights

Empowering founders to take control of their financial destiny is not just about involvement; it's about integrating financial insights into every facet of the business strategy. This empowerment comes from a thorough comprehension of how financial decisions impact both the short-term operations and the long-term vision of the company. By demystifying finance, founders become adept at navigating the complexities of financial management, turning potential obstacles into opportunities for growth and innovation.



## Play in action

1

**Regular finance meetings:** Commit to attending and actively participating in regular finance meetings. This routine ensures that founders are not only up-to-date with the financial status of their company but also engaged in the financial decision-making process. These meetings offer a platform for collaborative discussion, where insights are shared, and strategic decisions are made.

2

**Financial education:** Embark on a journey of financial education. Understanding the fundamentals of finance, from reading balance sheets to interpreting cash flow statements, is crucial. This knowledge enables founders to grasp the financial implications of their decisions and communicate more effectively with their finance teams.

3

**Implement financial KPIs:** Identify and implement key financial performance indicators (KPIs) that align with the business's goals. Monitoring these KPIs regularly allows founders to track progress, identify trends, and make adjustments as necessary. This proactive approach to financial management ensures that the company remains on track towards achieving its strategic objectives.

By focusing on these strategies, founders can ensure they are actively involved in their company's financial management, leading to more informed decision-making and a stronger, more financially stable business.

## Play 2: Check the numbers

### **The critical role of accurate financial reporting**

In the dynamic environment of a scale-up, accurate and timely financial reporting is the cornerstone of sound financial management. The phrase “I don’t trust these numbers” can signify a foundational crack in the financial integrity of a business. It’s essential for founders to ensure that their financial reports are accurate, comprehensive, and reflective of the true financial state of their company. This strategy emphasizes the necessity of a rigorous monthly financial check-up to prevent and address any discrepancies, ensuring that the financial data you base your decisions on is reliable and complete.

### **Ensuring financial integrity through diligent oversight**

Accuracy in financial reporting is not merely about avoiding errors; it’s about fostering a culture of transparency and accountability within the financial management team. Founders must advocate for and implement a systematic approach to financial oversight. This means not only reviewing numbers periodically but also understanding and questioning them. When founders actively engage with their financials, they encourage a meticulous financial management practice that benefits the entire organization.



## Play in action

1

**Monthly financial reviews:** Instantiate a mandatory monthly financial review process. This involves a comprehensive check of all financial activities including, but not limited to, invoices, revenue reporting, and expense tracking. The goal is to catch and rectify any discrepancies or omissions, ensuring that the financials accurately reflect the company's performance.

2

**Establish a verification process:** Work closely with your financial team to establish a robust verification process for all financial data. This process should include cross-checking invoices with payments, verifying revenue entries, and reconciling bank statements. By institutionalizing these checks, you create a safety net that captures inaccuracies before they can impact your decision-making.

3

**Financial transparency and team training:** Promote financial transparency within your team. Ensure that everyone involved in financial management understands the importance of accurate reporting and is trained to identify and report discrepancies. Empowering your team with the knowledge and tools to maintain financial integrity is a proactive step towards safeguarding your business's financial health.

By adopting these strategies, founders can significantly reduce the risk of financial inaccuracies and build a strong foundation of trust in their financial reports. This proactive approach not only enhances the reliability of financial data but also strengthens the overall financial management framework of the company.

## Play 3: Understand the past

### The value of reflective financial analysis

Understanding the financial history of your business is not about dwelling on the past but learning from it to inform future decisions. This strategy underlines the importance of a retrospective financial analysis that scrutinizes monthly performance against set budgets and benchmarks. By regularly reviewing how the business has performed, what outcomes were achieved, and how these align with the budget and forecasts, founders can gain invaluable insights into their operational efficiency, financial health, and areas needing adjustment.

### Leveraging financial data for strategic insight

Reflective financial analysis is a powerful tool for strategic planning. It allows founders to identify patterns, assess the effectiveness of past decisions, and adjust strategies accordingly. The goal is to develop a deep understanding of the business's financial trajectory, enabling more informed, strategic decision-making that propels the business forward.



## Play in action

1

**Implement a comprehensive dashboard:** Create or refine a financial dashboard that provides an immediate, visual representation of your business's financial performance. This dashboard should highlight key financial and non-financial KPIs relevant to your industry, making it easier to assess your company's health at a glance. Simplicity is key; ensure that the dashboard focuses on metrics that directly inform business strategy and operational adjustments.

2

**Set and review industry-specific KPIs:** Identify a concise set of financial and non-financial KPIs that are most indicative of your business's performance within your industry. Regularly review these KPIs to ensure they remain relevant and reflective of your business goals and industry standards. This focused approach helps avoid the complexity and distraction of tracking too many indicators, allowing for a clearer understanding of your business's financial health.

By successfully implementing this strategy, founders can transform their approach to financial management from reactive to proactive. Understanding the past through a clear, concise, and consistent financial review process not only illuminates the path travelled but also lights the way forward, enabling smarter, strategic decisions that drive sustainable growth.

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## Play 4: Plan for the future

### **The imperative of forward-looking financial planning**

Planning for the future is a critical component of strategic financial management for scale-ups. This strategy emphasizes the importance of not just understanding your current financial position but also forecasting future scenarios. Scenario planning and cash flow forecasting are essential tools that allow founders to anticipate and prepare for various financial futures, from the impact of hiring new employees to the consequences of changes in customer behaviour.

### **Strategically navigating future financial landscapes**

Effective future planning enables founders to make informed decisions about investments, growth opportunities, and risk management. By integrating forward-looking financial planning into the monthly financial agenda, companies can ensure they are not just reacting to the present but are also proactively preparing for the future.



## Play in action

1

**Comprehensive cash flow forecasting:** Develop a dynamic cash flow forecasting model that reflects both your current financial status and future financial scenarios. This model should account for regular operational costs, anticipated revenue changes, significant upcoming expenses (like holiday allowances), and potential strategic investments. Regularly updating this forecast helps maintain visibility into your financial future and prepares you for various outcomes.

2

**Scenario planning:** Engage in scenario planning to understand the potential financial impact of various business decisions and market conditions. This includes analyzing how hiring additional employees, increasing marketing spend, or experiencing a downturn in customer retention would affect your cash flow and overall financial health. Scenario planning helps identify vulnerabilities and opportunities, enabling more resilient strategic planning.

3

**Integrate financial forecasting with strategic decisions:** Make your financial forecast a central part of strategic decision-making. For instance, if analyzing past performance reveals a high return on investment for marketing spend, use your cash flow forecast to assess the feasibility of increasing your marketing budget. Similarly, consider the timing of significant expenditures, like holiday allowances, when planning for new hires or other big investments, ensuring that you maintain financial stability.

By implementing this strategy, founders can achieve a holistic understanding and control over their financial future, eliminating uncertainties and enabling strategic, data-driven decision-making. Combining this approach with the insights gained from understanding the past, businesses can navigate their growth with confidence, knowing they are prepared for a range of financial futures.

## Play 5: Report the financials to stakeholders

### Embracing transparency in financial reporting

In the journey of scaling up, transparency in financial reporting to stakeholders – including team members, investors, and financial institutions – is paramount. This strategy revolves around the belief that finance should not be an isolated domain nor the sole purview of the founder. By sharing financial information openly, you foster a culture of collective responsibility and drive towards continuous improvement.

Properly structured and communicated financial reports not only showcase your company's financial hygiene but also build trust and confidence among your stakeholders, potentially unlocking new opportunities for growth and support.

### Crafting effective and insightful financial reports

Effective financial reporting goes beyond the numbers; it tells the story of your business's financial journey, highlighting achievements, learning from challenges, and setting the stage for future goals. The aim is to balance transparency with simplicity, ensuring that reports are accessible and meaningful to all stakeholders.



## Play in action

1

**Simplify financial data presentation:** Develop financial reports that are clear, concise, and visually appealing. Use graphs, charts, and executive summaries to convey key financial metrics and trends. This approach makes it easier for stakeholders to understand the financial health and performance of the business at a glance.

2

**Highlight key achievements and areas for improvement:** Structure your reports to not only present data but also to celebrate successes and identify areas where performance can be enhanced. By contextualizing financial results – for instance, linking marketing spend to revenue growth – you help stakeholders understand the effectiveness of different strategies and the rationale behind financial decisions.

3

**Customize reporting for different stakeholder groups:** Recognize that different stakeholders may have different interests and needs when it comes to financial information. For internal teams, focus on metrics that relate to their work and how it impacts the company's financial performance. For investors and banks, emphasize financial health, growth metrics, and strategic financial planning to demonstrate the company's potential and financial discipline.

4

**Ensure regular and timely communication:** Establish a routine schedule for financial reporting to ensure stakeholders are consistently informed. Regular updates foster a sense of involvement and engagement, making stakeholders feel more connected to the company's financial journey and strategic direction.

By adhering to these strategies, companies can ensure that their financial reporting process is not just an exercise in compliance but a vital tool for building trust, encouraging collaboration, and driving collective efforts towards financial improvement and success.



## Play 6: Business partnering with a CFO (occasionally)

### Optimizing financial leadership without full-time commitment

The notion of a full-time Chief Financial Officer (CFO) might not be the most efficient or necessary arrangement for many scale-ups, particularly those navigating the delicate balance of growth and resource management. This strategy advocates for a more flexible, impactful approach: engaging with a CFO on an occasional basis. By partnering with a CFO who possesses a deep understanding of your industry and business, you gain access to high-level financial expertise without the overhead of a full-time position. This occasional engagement allows for targeted, strategic financial guidance and insight, ensuring that founders have the support they need to navigate complex financial landscapes.

### Leveraging expertise for strategic financial management

An occasional CFO can act as a valuable sparring partner, offering fresh perspectives on the company's financial performance, strategies, and forecasts. This partnership is especially beneficial in addressing complex financial topics, validating forecasts, and refining financial strategies based on industry-specific knowledge and experience.



## Play in action

1

**Monthly check-ins with the CFO:** Establish a routine of monthly meetings with your CFO partner. Use these sessions to review financial results, discuss forecasts, and tackle any financial challenges or opportunities that have arisen. These check-ins ensure that the business stays on track financially and benefits from expert advice on a regular basis.

2

**Strategic financial guidance:** Utilize the expertise of your CFO partner to navigate complex financial decisions and strategies. Whether it's exploring new funding opportunities, evaluating financial risks, or planning for long-term financial sustainability, an experienced CFO can provide invaluable guidance tailored to your business's specific needs and industry context.

3

**Building a financial support network:** Beyond the individual expertise of a CFO, this partnership can also serve as a gateway to a broader network of financial professionals and resources. A well-connected CFO can introduce you to industry experts, potential investors, and other valuable contacts, further enhancing your company's financial strategy and opportunities for growth.

4

**Flexibility and scalability:** As your business evolves, the role and involvement of your CFO partner can adapt accordingly. This flexibility allows you to scale financial leadership and support up or down based on your current needs and future ambitions, ensuring that you always have access to the right level of expertise.

Engaging with a CFO on an occasional basis offers a practical, impactful solution for scale-ups seeking to strengthen their financial management without committing to the cost and commitment of a full-time executive. This strategic partnership empowers founders with the expert advice and support needed to make informed financial decisions, steer their business toward success, and navigate the complexities of financial growth and sustainability.



## Advancing towards Financial Peace of Mind with Ebitwise

Throughout this playbook, we've explored various plays that empower you as a founder to take a proactive stance in managing your scale-up's finances. From ensuring accurate financial reporting to engaging directly in financial planning, these plays are designed to transform challenges into opportunities, enhancing your understanding and control over your financial landscape. As we prepare to close this chapter, it's clear that while the plays outlined offer a robust framework for financial management, the journey towards financial peace of mind can be further streamlined.

In our final chapter, we introduce our innovative solution—a plug-and-play finance team tailored to your needs. This service is crafted to complement the strategic groundwork you've laid, offering the expertise and support to ensure that financial management becomes not just manageable but a strategic advantage for your business. Let's explore how partnering with Ebitwise can elevate your financial operations and help you focus more on what you do best—innovating and growing your business.





# Plug 'n play finance teams for scale-ups.

At Ebitwise we specialize in guiding scale-ups through their financial challenges on the road to success. You get peace of mind as we pave the path towards a secure, predictable and profitable financial future together. Our personal and transparent approach, tailor-made solutions, and strategic methods make us a unique partner for smaller forward-thinking companies with a wish to grow.

## The four most common financial challenges for scale-ups

The first step is to understand the four most common financial challenges faced by scale-ups.

1. **Lacking financial insights:** Many company owners struggle with gaining a clear understanding of their financial history. This leads to missed cost-saving opportunities, difficulty in evaluating past expenditures, and challenges in measuring the returns on investments accurately. Decisions are often made based on guesswork rather than solid data, risking financial stability.
2. **Uncertain financial forecasting:** Often business owners face difficulties in forecasting their financial future confidently. Planning becomes a challenge, especially when estimating the financial implications of hiring new employees or the potential impact of losing customers. This uncertainty hampers the ability to make well-informed decisions alongside.
3. **Complex financial reporting:** Financial reports can be overwhelmingly complex or missing at all, making it hard for business owners to understand their company's financial health. The complexities of financial data often leave owners confused, unable to grasp the full picture or the implications of their financial standing. This leads to uninformed decision-making.
4. **Lack of financial partnership:** A common problem is the absence of a dedicated financial guide. Many company owners navigate the complexities of finance alone, without strategic advice or dedicated support. This isolation can prevent them from effectively moving their business forward, as they are bogged down by financial management instead of focusing on growth and development.

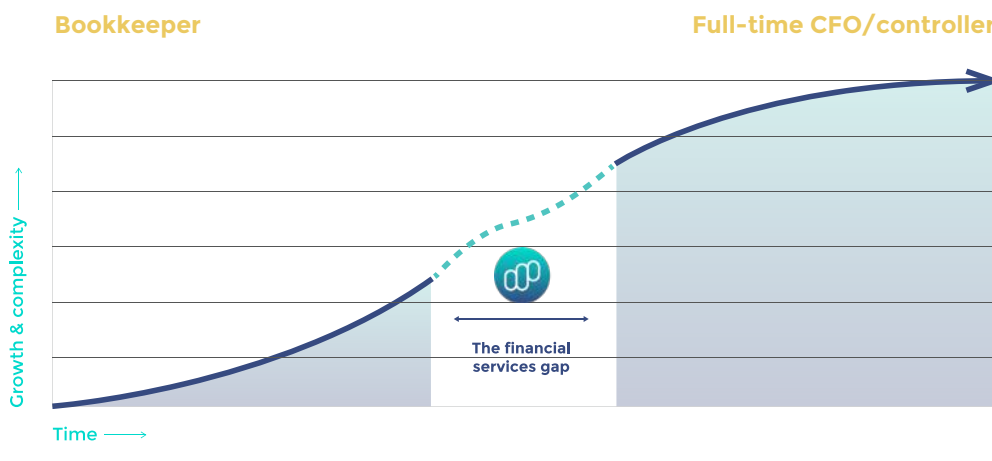


### Bridging the financial services gap

The goal is to transition from scale-up to established and revered business in your sector. However, these challenges can get in the way. Scale-ups going it alone often get stuck in the dreaded Financial Services Gap.

This Gap appears when the services of your bookkeeper have become insufficient, but you are not (financially) ready to replace them by a full-time CFO or a controller yet. Your bookkeeper does not provide full financial insights beyond tax returns. They might not have the capacity for your growing demands, or they are unable to handle the level of complexity your financial situation has reached. At the same time, hiring a CFO and/or a controller is expensive. You cannot provide them with a full-time workload yet. As a result, they might create more work instead of taking it away from you.

The controllers and CFOs of Ebitwise will help you bridge this gap.



### Get peace of mind with the services offered by Ebitwise

At Ebitwise we understand the financial struggles of scale-ups like no other, and we have the tools to guide you through them. By letting us manage your finances professionally, worries about making mistakes or going bankrupt belong to the past. Your decisions become data-driven and not based on instinct.

We give you peace of mind by:

1. Helping you take control of your finances
2. Closely communicating, so you always know exactly what your figures are
3. Freeing up your time, so you can focus on generating growth



## How do we do this?

We offer several services which will bring your finances back in order.

### FinOps

FinOps is your on-demand finance team. You will get a customized FinOps package that exactly fits your business' needs and its size. We provide you with a trained in-house Controller and a Chief Financial Officer (CFO), for the required number of hours every month.

From that moment on, you will begin to experience financial peace of mind. Your financial team will start working on everything that is necessary, from financial planning to risk mitigation.

Our FinOps services include:

- An in-house controller and CFO
- Optimized finance processes
- Monthly presentations of the progress
- Budgeting and forecasting
- KPI analysis specific for your industry
- Internal & investor reporting

### AdminHub

Our AdminHub team will make sure that your books are clean, up-to-date, and compliant at all times. They take away time-consuming tasks, such as VAT declarations, so you have more time to run your growing business.

The AdminHub services include:

- Booking of bank transactions, purchase invoices, and reimbursements
- VAT submissions
- Sales and project administration

Note: This service is only available as an add-on to our FinOps service. Should you already have a solid finance team with in-house or external bookkeepers in place, there is no need to change. We will gladly integrate our FinOps team with your current admin colleague or partner.



## Other Ebitwise services

Apart from the FinOps and AdminHub services, we can support you with...

1. **DashWise:** a real-time financial dashboard add-on available for you to access at all times, and
2. **FinAssist:** on-demand controller and CFO services on an hourly basis (e.g. M&A or exit deal support, strategic fundraising support including financial modeling).

### Our services are tailored to your industry

We adapt our services to your needs and the needs of your industry. Not one customer is the same and that shines through in our approach. What we do, how we do it, who executes it, and how long it takes is fully customized.

In order to make sure our initiatives match your unique situation, we:

1. organize a **free audit**, to set the correct goals and define necessary steps, to get to know your people, and to get familiar with your processes, systems, and tooling;
2. take time for extended **onboarding** with a specialized team, so that we can connect to your internal stakeholders, provide a timetable, gain access to all relevant systems and set up a communication plan:



start a **financial health checkup**, focusing on the sales cycle, the expenses cycle, and the reporting cycle;



create a detailed **playbook** to gain control over all recurring financial processes, like project planning, responsibilities and monthly activities; and

3. do focused **sprints**, like admin cleanup, automation, or task implementation to optimize your financial processes.





HOW TO USE: Enter your budget for each category. Enter transactions on the Transactions sheet to see ACTUAL SUMMARY.

Category	Actual	Target
Contributions	THB14,064	THB14,064
Monthly contribution	THB1,172	THB1,172
Total amount you will save	THB11,508	THB11,508
Annual Percentage	5.00%	5.00%
Number of years	5	5
Number of months you can save	THB1,000	THB1,000

### SAVINGS GOAL

HOW TO USE: This sheet calculates how much you will save on the number of years you specify based on the amount you want to save each month. Enter your contribution on the Savings Calculator sheet. The amount you can see your total savings and how it will be affected if you save more or less each month.



## The benefits for start-ups and scale-ups

What do you take away from the services that we offer?

1. With Ebitwise you get a streamlined, custom-made and scalable finance department,
2. Exercising balanced financial management that you can rely on.
3. This results in financial peace of mind, more time for founders to spend on running the business, and a realistic and reachable goal at the end. With Ebitwise your scale-up plans are in good hands.

## We commit ourselves to your growth

We do not see ourselves as a partner that knows everything. Our successes come from working together with our clients, not by dictating them, but by sparring with them. We are committed to your success and growth, but without your impact as a founder we are stabbing in the dark.

Therefore, we offer ongoing support and expert consultation so that we can reach successful conclusions and groundbreaking targets together.

## Clients' success stories

By doing exactly that and excelling in what we are good at, we coached many businesses through their scale-up journey.

**CIPHIX**

**Ciphix:** Ciphix is a Dutch agency which grew from a local start-up to one of the leaders in the market, because together we created the financial backbone for them to do so. In the end, Ciphix outgrew us, so we successfully on-boarded an in-house finance team.

Instant  Commerce

**Instant Commerce:** When Instant Commerce successfully secured their Series A round, Ebitwise swiftly deployed a seasoned financial team to navigate their rapid growth trajectory and fulfil their monthly reporting requirements.

 **GADETA**

**Gadeta:** Gadeta, a trailblazer in innovative cancer treatments, sought the expertise of Ebitwise. Ebitwise streamlined Gadeta's financial processes, providing them the control needed to navigate their industry's swift changes, positioning Gadeta for a confident ascent as a Series-A scale-up.

## Let us show what we can do

Has what you read here sparked your interest? Are you the founder of a scale-up who knows they can do more? Are you stuck in the Financial Services Gap or do you finally want peace of mind and controlled, secure growth for your company? Contact Ebitwise to share your ideas with us and to schedule a free audit. We are excited to show you how we can take your company to the next level together.



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