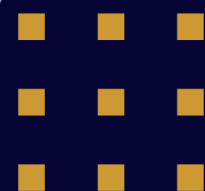


The CFO Performance Playbook - 1



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Building a high-trust, high-
impact Finance & Accounting
(F&A) performance regime
with Suppliers



Accounts Payable (AP) SLAs - Outsourced

SLA	Target*	Penalty if Missed	Why It Matters
Invoice Processing Turnaround	95% within 3 business days	Per invoice delayed	Delays affect vendor relationships and risk supply chain disruption
Duplicate Payments	Zero tolerance	Cost recovery + fixed fine	Avoids direct financial leakage and rework
Supplier Query Response	90% within 2 business days	Flat deduction per delay	Ensures vendor confidence and reduces escalation noise
Payment Accuracy	>99.8%	Per incident deduction	Prevents trust breakdown and costly reversals
Early Payment Discounts Captured	≥90% of eligible	% penalty of missed opportunity	Missed discounts = lost free money

***Typical & Illustrative**



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Accounts Receivables (AR) SLAs - Outsourced

SLA	Target*	Penalty if Missed	Why It Matters
Cash Application Timeliness	95% within 1 day	Per transaction delayed	Direct impact on cash visibility and working capital
DSO Reporting	Weekly, by EOD Tuesday	Per missed report	Enables faster credit control and decision-making
Dispute Resolution	90% within 5 business days	Fixed fee per delay	Poor handling delays payments and strains relationships
Unapplied Cash	<2% of receipts	Invoice % Deduction on excess	Ties up usable cash and indicates poor matching process

***Typical & Illustrative**

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Record to Report (R2R) SLAs - Outsourced

SLA	Target*	Penalty if Missed	Why It Matters
Journal Entry Timeliness	100% within deadline	Per JE delayed	Delays affect financial close and integrity
Reconciliation Completion	100% by close + 2 days	Fixed deduction per missed account	Unreconciled accounts lead to audit flags and misstatements
Close Process Completion	≤5 business days	Fee reduction per day overrun	Enables timely reporting, decision-making, and compliance
Financial Statement Accuracy	Zero material errors	Deduction per error	Regulatory and reputational risk if wrong data gets published

***Typical & Illustrative**

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Procure to Pay (P2P) SLAs - Outsourced

SLA	Target*	Penalty if Missed	Why It Matters
PO Cycle Time	95% within 24 hours	Fixed fee per late PO	Delays stall purchases and operations
Invoice-to-PO Match Rate	≥98%	Per mismatch charge	Ensures compliance and prevents rework
Catalog Usage Compliance	≥90% of spend	% penalty on non-compliant spend	Off-catalog spend = lost control and increased cost
GRN Exceptions Closure	95% within 2 days	Per exception delay	Avoids invoice hold-ups and vendor complaints

***Typical & Illustrative**

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Treasury Operations SLAs - Outsourced

SLA	Target*	Penalty if Missed	Why It Matters
Daily Liquidity Reporting	Before 10 AM daily	Flat fee per late report	Liquidity insights drive key cash decisions
FX Deal Accuracy	100% accuracy	Cost of error + fine	FX mistakes cost real money and damage risk management credibility
Cash Forecast Submission	On time every week	Per missed submission	Poor forecasts lead to poor decisions and idle or trapped cash

***Typical & Illustrative**

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Financial Planning & Analysis (FP&A)

SLAs - Outsourced

SLA	Target*	Penalty if Missed	Why It Matters
Forecast Accuracy	± 3%-5% variance for rolling 3-month forecasts	% of invoice fee reduction per variance point beyond threshold	Drives trust in forward visibility
Month-End Close Analysis Delivery	Within 2-3 business days after close	Fixed deduction per day of delay	Impacts speed of decision-making
Budget Cycle Timeliness	Budget draft delivered within agreed timeline	% penalty on invoices for delay beyond deadline	Budget drives investment and resource planning
Scenario Planning Turnaround	High-priority scenario response within 48 hrs. 24 hrs in draft.	Fixed fee deducted per delayed response	Business continuity relies on fast what-if analysis
Critical Error Rate	<1% in financial reports	Fixed fee deduction per error	Avoids embarrassing or damaging inaccuracies

***Typical & Illustrative**

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ValueKnox® as a Performance Advisor

- **Performance Advisory Workshops for clients & suppliers**
 - We compare proposed SLAs to market norms by process and industry
 - *Why? This gives clients a solid basis to negotiate with supplier*
- **SLA-to-Outcome Performance Mapping**
 - We show how each SLA links to business goals (e.g., forecast accuracy EBIT decisions)
 - *Why? This cuts out noise metrics and focuses on results*
- **Performance Maturity Models**
 - We define what “good” looks like at different stages
 - *Why? This sets realistic expectations post-transition*
- **Tiered Performance Frameworks**
 - We evolve phased performance bands (Baseline, Stretch etc.,)
 - *Why? This creates alignment between ambition and capability*
- **Neutral Governance Workshops**
 - ValueKnox runs QBR workshops for clients and suppliers with joint scorecards, issue escalation paths, QBR data
 - *Why? This makes supplier performance review objective and standardised*
- **SLA-linked Incentive Structures**
 - Bonus/penalty structures tied to composite performance scores
 - *Why? This incentivises proactive supplier behaviour*

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We're not your typical consultancy...

And we never will be.

ValueKnox was built for leaders who are tired of the old game – bloated proposals, endless PowerPoint decks and senior expertise who vanish after the pitch.

We're the firm you call when you need challenges fixed or require insights, **fast**.

We show up, go deep, fix fast – and we don't bring ten people to take notes. Instead, we work in the trenches *with you and your people*.

We built ValueKnox to be everything the big firms aren't: **Lean, sharp, trusted and obsessed with outcomes.**

