CompanyOthings (Pty) Ltd

Embedded Business Strategy

Where Strategy Becomes a Real-Time Growth Engine

With

VALCURATE
THE REAL-TIME STRATEGY ENGINE

The 7 Questions Every Executive Should Ask Doing Operational Financial Management

Introduction

Most executives see finance as a reporting function — a mirror that reflects what happened. In reality, finance should be a **navigation system** that helps leadership steer toward maximum value creation.

Here are **seven financial levers** that turn management into *strategic performance control*:

1. Revenue Validity

Does your revenue make sense? In other words, do your products and services actually deliver what customers need — and do they pay you enough for that value?

2. Contribution Margin

Gross profit is your growth engine. Optimise pricing, cost structure, and product mix to ensure every sale contributes meaningfully to strategy.

3. Operational & Administrative Alignment

Are your teams and systems designed to enable value creation — or merely maintain the status quo? True optimisation links people, processes, and productivity.

4. Marketing & Sales Performance

Growth isn't just top-line expansion; it's profitable scalability. Measure the ROI on marketing spend and sales effectiveness — not just campaign volume.

5. Asset & Capability Utilisation

Fixed assets and human capabilities are capital. Ensure they're working as hard as your people do. Idle assets mean idle capital.

6. Cash Conversion Efficiency

Cash flow is the oxygen of execution. Managing receivables, payables, and inventory with precision is what keeps strategy alive.

7. Capital Structure & Funding Leverage

Finally, how you fund your business determines how much value you keep. Smart leverage amplifies shareholder returns — reckless funding erodes them.

🧭 **Using these seven questions, executives can pinpoint where they make the biggest impact — by seeing the whole system, not just their department, and driving the business toward total value optimisation.**