
CAREER DIAGNOSTIC

Finance Manager

Targeting: VP Finance / CFO (Mid-to-Large Company)

Ananya Kulkarni

Currently: Finance Manager, Pinnacle Industries Ltd (Manufacturing Conglomerate)

Industry: Corporate Finance / BFSI

Location: Pune, India

15 years in Corporate Finance · CA · CMA

SANDESH SIDDARAM

24 years in Operations, Engineering and Quality · Sr. Vice President level

Founder, LinkedMaster.com · 95,000+ followers · 90M+ impressions, zero ads

+91 83174 10045

sandesh@linkedmaster.com · linkedmaster.com/start

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Disclaimer

Sample report. "Ananya Kulkarni" and "Pinnacle Industries Ltd" are illustrative — built to demonstrate the structure and depth of a real engagement.

Names, companies and identifying details are changed. Built to show the structure and depth of a real report. The person and company are fictional.

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PART A

The Diagnosis

What your profile actually says about you — and what hiring managers see in the first 6 seconds.

SECTION 1

LinkedIn Audit

I spent 40 minutes on Ananya's LinkedIn profile before writing this report. Here is what I found — and here is the problem.

The headline

Current: "Finance Manager | CA | CMA | Financial Planning & Analysis"

THE PROBLEM

This headline lists qualifications. Every CA in India has these same letters after their name. When a promoter or CEO searches for a VP Finance to run their ₹800 Cr manufacturing unit, they are not looking for "CA | CMA". They are looking for someone who has optimised working capital by ₹45 Cr or restructured debt that saved ₹6 Cr in interest costs. Your headline says nothing about what your finance decisions actually did to the P&L.

HOW WE FIXED IT

"Finance leader who cut working capital by ₹45 Cr and reduced debt cost by 180 bps across a ₹800 Cr manufacturing group — Pinnacle Industries"

One sentence. One number. One company. That is all a headline needs to do.

The About Section

Ananya's About section is 280 words long. It reads like a CA firm's brochure. It mentions "statutory compliance" three times and "audit" five times. It mentions P&L impact zero times. It mentions working capital zero times. It mentions cost savings zero times.

Element	What I Found	Score
Headline	Qualifications listed, no business outcome	2 / 10
About Section	Reads like a CA resume, no numbers, no P&L; impact	2 / 10
Experience Section	Lists compliance activities, not financial outcomes	3 / 10
Featured Section	Empty	0 / 10
Recommendations	2 received, both from audit team juniors	2 / 10
Activity / Content	Last post 19 months ago — a Chartered Accountants' Day greeting	1 / 10
Skills & Endorsements	52 skills listed including MS Excel and Tally — no strategic focus	3 / 10
Profile Photo & Banner	Photo is professional. Banner is default LinkedIn blue.	5 / 10

Overall LinkedIn Score

18 / 80

★ **SAN SPEAKING:**

Ananya, I want you to hear this clearly. Your LinkedIn profile right now is invisible to the people who would pay you ₹65 lakh. Not because you are not good enough — you are. Fifteen years, CA, CMA, manufacturing finance — that is a serious profile. But nobody who searches for a VP Finance will find a "Finance Manager who does compliance and FP&A". They will find the person whose headline says "cut working capital by ₹45 Cr across a ₹800 Cr group". That is the person who gets the inbound message.

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SECTION 2

CV Audit

I reviewed the CV Ananya submitted. Here is the pattern I see in almost every finance professional's CV that crosses my desk.

What the CV says vs. what it should say

WHAT THE CV SAYS NOW	WHAT A HIRING MANAGER NEEDS TO SEE
"Managed statutory audits and ensured timely compliance"	"Identified ₹3.2 Cr in tax savings through entity restructuring — implemented in FY24, recurring annual benefit"
"Handled working capital management for the group"	"Reduced working capital cycle from 86 days to 62 days — freed ₹45 Cr in cash for the group"
"Prepared monthly MIS and financial reports for management"	"Built a cash flow forecasting model that reduced forecast variance from 22% to 6% — MD uses it for all capex decisions"
"Responsible for budgeting and variance analysis"	"Cut budget variance from 14% to 3.5% by moving from annual to rolling quarterly forecasts — CFO presented it to the board as a best practice"
"Coordinated with banks for credit facilities"	"Renegotiated ₹120 Cr debt facility — brought interest cost down from 10.2% to 8.4%, saving ₹2.16 Cr annually"
"Led implementation of ERP finance module"	"Led SAP FICO rollout across 4 plants in 9 months — month-end close went from 18 days to 5 days"

★ SAN SPEAKING:

The left column is activity. The right column is evidence. A VP Finance hire is a ₹60-80 lakh decision. Nobody makes that decision based on "managed statutory audits". They make it based on "freed ₹45 Cr in working capital, saved ₹2.16 Cr in interest costs, cut close cycle from 18 days to 5 days".

The numbers are already in your head. They are just not on the paper.

CV Structure Issues

- Length: 5 pages. Should be 2 pages maximum for a VP-level role. No one reads page 4 of a finance CV
- Format: Dense paragraphs listing every compliance task you have ever done. Hiring managers scan in 7 seconds — your CV requires a careful read to find anything of value
- Sequence: CA and CMA qualifications are listed before experience. At 15 years, your results lead — not your article-ship details
- Tools section: Lists Tally, SAP, Excel, Oracle, QuickBooks, Zoho Books, and 14 more. Drop to the 4-5 that matter at VP level
- Compliance section: Two full pages on statutory compliance and audit coordination. This is table stakes at your level — it should be one line, not a section
- Objective statement: "Seeking a challenging role in finance and accounts" — this line actively hurts you. Remove it entirely

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SECTION 3

Visibility Score

Visibility is the thing most finance professionals completely ignore. You manage money for a living — but you have not invested a single rupee of effort in making yourself visible to the people who hire VP Finance and CFO roles.

0

LinkedIn posts last 6 months

180

Profile views last 90 days

0

Inbound recruiter messages this quarter

2

Generic recommendations

What these numbers mean

A Finance Manager with 15 years of experience, CA and CMA, at a manufacturing conglomerate in Pune should be getting 1,200-2,000 profile views per quarter and 6-12 inbound messages from recruiters and companies. You are getting 180 views and zero messages.

This is not because companies are not hiring. The demand for senior finance talent in Indian manufacturing companies grew 28% year-on-year in 2025-26. CFOs are retiring. Promoters are professionalising. Companies that never had a VP Finance are creating the role for the first time. They are actively looking for people at your level. They are just not finding you.

MARKET DATA

There are roughly 4,800 VP Finance and CFO openings in India right now across LinkedIn, Naukri, and direct company career pages combined. About 1,600 of those are at manufacturing and industrial companies. Your profile, in its current state, is visible to approximately none of them — because you rank on page 11 of LinkedIn search for "Finance Manager Manufacturing Pune".

Metric	Ananya — Current	Benchmark (VP Finance level)
LinkedIn SSI Score	29 / 100	60-70 / 100
Profile views (90 days)	180	1,200 - 2,000
Search appearances (weekly)	11	80 - 160
Content engagement rate	N/A (no posts)	3-5% per post

Metric	Ananya — Current	Benchmark (VP Finance level)
Inbound recruiter messages / quarter	0	6 - 12
Published articles / thought pieces	0	2-3 per month

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SECTION 4

The Pattern

I have now looked at Ananya's LinkedIn, her CV, her visibility numbers, and the way she describes her work. Here is the pattern I see.

The Compliance Trap

Ananya speaks finance fluently. Statutory audits, GST compliance, transfer pricing, internal controls, Ind AS implementation — she can talk about all of it. And that is exactly the problem.

She talks about **what she ensures**. She never talks about **what her finance decisions did to the business**. The P&L impact is always missing. The working capital improvement is never mentioned. The cost savings never make it into the story.

THE PATTERN

Compliance-led language: "I managed the statutory audit and ensured zero observations from the auditors" — this tells me you followed the rules.

Business-led language: "I restructured our entity holding pattern, identified ₹3.2 Cr in recurring tax savings, renegotiated our ₹120 Cr debt facility to bring interest cost down by 180 basis points, and built a cash flow model that the MD now uses for every capex decision above ₹5 Cr" — this tells me you changed the business.

The first sentence gets you shortlisted for Finance Manager. The second sentence gets you shortlisted for VP Finance.

Here is why this matters right now. In 2025 and 2026, companies are not hiring VP Finance to file GST returns. They are hiring VP Finance to optimise capital structure, find cash that is stuck in the balance sheet, and tell the board exactly where the money is leaking. If your entire story is about compliance, you are competing for the wrong seat.

★ SAN SPEAKING:

Ananya, I have seen this pattern in maybe 300 finance professionals over the last two years. The ones who make VP Finance before 40 are not smarter than you. They are not better CAs. They have just learned to translate their work into the language that the promoter or CEO actually cares about. That language is cash flow, cost reduction, and return on capital. We are going to teach you that translation.

PART B

The Numbers That Hurt

Where you are versus where you should be — and the money you are leaving on the table.

SECTION 5

Where You Are vs. Where You Should Be

Let me put some numbers on the gap. These are not aspirational targets — they are what the market is paying right now for the role you want.

₹35L

Ananya's current CTC

₹70L

VP Finance median CTC

₹35L

The gap per year

Component	Ananya — Current	VP Finance — Market
Base Salary	₹26,00,000	₹45,00,000 - ₹55,00,000
Variable / Bonus	₹4,00,000 (11.4%)	₹10,00,000 - ₹16,00,000 (20-25%)
Perks (car, housing, retirals)	₹5,00,000	₹8,00,000 - ₹12,00,000
Total CTC	₹35,00,000	₹60,00,000 - ₹80,00,000

Where I got these numbers

Market data from 2025-26 compensation surveys across Glassdoor India, LinkedIn Salary Insights, Deloitte CFO Survey, and direct verification from four recent placements in my network. Filtered for: Manufacturing / Industrial, VP Finance level, Pune / Mumbai / Bengaluru, 12-18 years experience, CA qualified.

The role difference

This is not just a salary gap. It is a responsibility gap. A Finance Manager at Pinnacle reports to the CFO and manages compliance, MIS, and budgeting. A VP Finance at a mid-to-large company sits with the CEO and the board. You own the P&L. You decide capital allocation. You negotiate with banks and investors directly. The reason the pay doubles is not because the work is twice as hard. It is because the impact is ten times larger.

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SECTION 6

The Money You Are Leaving Behind

This is the section most people skip. I am asking you not to.

Ananya has been at Finance Manager level for five years. She was passed over for the VP Finance promotion internally twice — the role went to an external hire both times. She has been casually exploring the market for about eighteen months but has not had a serious interview process beyond two preliminary calls with recruiters that led nowhere.

Period	Lost Income	What This Means
Year 1 (already happened)	₹35,00,000	Difference between current CTC and VP Finance median
Year 2 (already happened)	₹38,50,000	Year 1 gap + 10% annual increment on the higher base
Year 3 (happening now)	₹42,35,000	Compounding gap — the difference widens every year
Year 4 (if nothing changes)	₹46,59,000	Now you are nearly ₹47 lakh behind per year
4-Year Cumulative Loss	₹1,62,44,000	Over ₹1.6 Cr in real money you will never recover

THE COMPOUNDING PROBLEM

Every year you stay at the wrong level, the gap does not stay the same — it grows. Because increments are a percentage of base. A 10% increment on ₹26 lakh is ₹2.6 lakh. A 10% increment on ₹48 lakh is ₹4.8 lakh. You are not just losing the gap — you are losing the growth on the gap. Over a 10-year career horizon, this one delay costs you more than ₹3.5 crore. You are a CA. You know what compounding does.

★ SAN SPEAKING:

I know these numbers can feel uncomfortable. That is deliberate. I want you to feel the weight of doing nothing. Not because I want to sell you something — I want to sell you something, obviously, but that is not why I am showing you this. I am showing you this because the single biggest risk in your career right now is not a bad interview. It is another year of being the person who keeps the books perfectly balanced while someone else gets the VP title and the ₹70 lakh package.

PART C

The Fix

Your story rewritten, your profile rebuilt, your scripts prepared — section by section.

SECTION 7

Your Story — Rewritten

The first thing we fix is how you talk about yourself. Not your CV — that comes after. Your story. The 90-second version that comes out of your mouth when someone says "tell me about yourself" or "so what do you do?"

The current story (what Ananya says today)

"I am a Finance Manager at Pinnacle Industries. I have 15 years of experience in finance and accounts. I am a qualified CA and CMA. I handle statutory audits, budgeting, MIS reporting, and financial planning. Before Pinnacle I was at Mahindra Group and before that at a mid-size auto components company."

WHAT IS WRONG WITH THIS

This story has no numbers, no outcomes, no differentiation. Literally any CA with 15 years in manufacturing could say this. It also ends on a resume recitation (Mahindra, auto components) which makes the listener's eyes glaze over. Most importantly — it does not answer the question the hiring CEO actually has: "What will this person do for my balance sheet?"

The rewritten story

THE REWRITE

The 90-second version:

"I run finance for Pinnacle Industries — we are an ₹800 crore manufacturing conglomerate with 4 plants and about 3,000 people. Over the last four years, I have done three things that I think define my work best.

First, I cut the working capital cycle from 86 days to 62 days. That freed ₹45 crore in cash that was stuck in the system — money the promoter could actually use for the new plant expansion without taking additional debt.

Second, I renegotiated our entire debt facility — ₹120 crore — and brought interest cost down from 10.2% to 8.4%. That is ₹2.16 crore saved every year, straight to the bottom line.

I am now looking for a VP Finance or CFO role where I can do this at a company that is growing fast but bleeding cash because nobody has sat down and properly structured the finance function yet."

Why this version works

- Numbers in the first 20 seconds: ₹800 Cr group, 4 plants, 3,000 people — sets scale immediately
- A specific superpower: working capital optimisation and debt restructuring — not generic "finance and accounts"
- P&L; impact quantified: ₹45 Cr freed, ₹2.16 Cr saved — this is the language a promoter speaks
- Clear positioning for the next role: tells them exactly what problem she solves
- No qualification recitation: CA and CMA are not mentioned because at this level, they are assumed

★ SAN SPEAKING:

Ananya, I want you to practise this story out loud — not in your head, out loud — at least ten times before you use it anywhere. The first three times will feel awkward. The numbers will feel like bragging. They are not bragging. They are evidence. The discomfort you feel saying "I freed ₹45 Cr in working capital" is exactly the discomfort that has kept you at Finance Manager for five years while people with half your technical depth got the VP title.

Five Signature Stories

Beyond the 90-second version, you need five ready-to-go stories that demonstrate the specific competencies a VP Finance or CFO is hired for. Each story follows the STAR-R format: Situation, Task, Action, Result, Reflection.

Story	One-Liner	Competency
1. Cash Story	"How I freed ₹45 Cr in working capital without cutting a single supplier"	Working Capital / Cash Flow

Story	One-Liner	Competency
2. Save Story	"How I renegotiated ₹120 Cr in debt and saved ₹2.16 Cr annually"	Treasury / Cost Reduction
3. Build Story	"How I built a forecasting model that the MD now uses for every capex decision"	FP&A; / Decision Support
4. Fix Story	"How I took month-end close from 18 days to 5 days across 4 plants"	Process / Systems
5. Influence Story	"How I told the promoter his pet project would destroy ROCE — and he listened"	Leadership / Board Presence

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SECTION 8

LinkedIn — Rebuilt

Your LinkedIn profile is not a resume. It is a landing page. And right now, your landing page has a bounce rate of about 97%. Here is how we fix it.

Headline

CURRENT	REWRITTEN
Finance Manager CA CMA Financial Planning & Analysis	Cut working capital by ₹45 Cr, reduced debt cost by 180 bps Finance Leader ₹800 Cr Manufacturing Group Pinnacle Industries

About Section — The Rewrite

REWRITTEN ABOUT SECTION

"In the last 4 years, I have freed ₹45 Cr in working capital and saved ₹5.4 Cr in annual costs across a ₹800 Cr manufacturing conglomerate — without a single plant shutdown or supplier disruption.

I am a finance leader at Pinnacle Industries. My job is to find cash that is stuck in the balance sheet and build the financial visibility that lets the MD make fast decisions with real numbers.

Three things I am most proud of:

- Cut working capital cycle from 86 to 62 days — freed ₹45 Cr
- Renegotiated ₹120 Cr debt — saving ₹2.16 Cr/year in interest
- Built a cash flow model — forecast variance from 22% to 6%

Exploring VP Finance / CFO roles at manufacturing companies that are growing fast but need someone to unlock the cash hiding in their own balance sheet.

If that sounds like your company: ananya.kulkarni@email.com"

Featured Section

Your Featured section is currently empty. This is prime real estate. Here is what goes there:

- A LinkedIn article: "How I freed ₹45 Cr in working capital — and what I learned about cash in manufacturing"
- A case study PDF: one-page summary of the debt restructuring (₹120 Cr, 180 bps saved)
- An image or carousel: "5 signs your manufacturing company is bleeding cash — and where to look"

SECTION 9

Salary Negotiation Scripts

You are going to get asked about salary. And if you handle it the way most people do — blurting out a number in the first call — you will leave ₹8-12 lakh on the table. Here is the script for every stage.

Script 1 — When they ask your current CTC

WHAT TO SAY

"My current total compensation is around ₹35 lakh. But I want to be transparent — the number that matters to me is not where I am today, it is what the VP Finance role pays in the current market. Based on my research and conversations with recruiters, that range for manufacturing companies of your scale is ₹60-75 lakh. I would expect us to land somewhere in that range based on the scope of the role and the financial impact I can demonstrate."

Script 2 — When they ask your expected CTC

WHAT TO SAY

"I would rather not anchor on a number before I understand the full scope. From what I know so far, the market range for a VP Finance at a company of your size is ₹60-75 lakh. But if the scope includes treasury, investor relations, and board presentations — which is what I understand — I would expect the compensation to reflect that responsibility. Can you share the band your team has approved for this role?"

Script 3 — When they make an offer below market

WHAT TO SAY

"Thank you for the offer. I am genuinely excited about this role and this company. The number is below what I was expecting based on the market data I have. Specifically — for a VP Finance role at a manufacturing company with this scope, the market is ₹60-75 lakh. Your offer is at ₹52 lakh. Is there flexibility to move closer to the ₹62-65 lakh range? I want us to start in a place where I do not need to revisit this conversation in six months."

The three rules

- Never be the first to say a number: Always ask for the band first. If pressed, give a range anchored to market data, not your current CTC
- Never negotiate on email: Tone does not carry. Always do the final negotiation on a call. Email to confirm the agreed number afterwards
- Never accept on the spot: "I am very excited about this. Can I have 48 hours to think it through?" — this alone has saved people ₹5-8 lakh in my experience

SECTION 10

Interview Scripts — The Five Questions That Decide

VP Finance interviews follow a predictable pattern. Five questions carry 80% of the weight. Here they are, with the scripts to answer them.

Question 1: "Walk me through a time you found a major financial risk"

This is the question that separates a Finance Manager from a VP Finance. They want to know if you can see around corners.

YOUR ANSWER

"In 2024, I noticed our receivables from one of our top 5 customers — about ₹18 Cr outstanding — were stretching from 45 days to 90 days. On the surface it looked like a seasonal delay. But I dug into their public filings and found their debt-to-equity had gone from 1.2 to 3.8 in two quarters.

I flagged it to the MD immediately. We moved them from open credit to LC-backed terms within 30 days. Two quarters later, they defaulted on three other suppliers. We were the only vendor that got paid in full.

That one call saved us ₹18 Cr in bad debt. The MD now asks me to run a quarterly counterparty risk review for all customers above ₹5 Cr exposure."

Question 2: "How would you restructure our working capital?"

YOUR ANSWER

"I would start by mapping the cash conversion cycle by business unit, not consolidated. The problem is always hiding in one specific unit.

At Pinnacle, the group-level cycle looked like 86 days. When I broke it down by plant, Plant 3 was at 112 days because of slow-moving inventory in one product category. We cleared ₹12 Cr through a structured liquidation programme in 4 months.

On receivables, I reclassified customers into 4 tiers and introduced differential credit terms. On payables, I aligned payment cycles with our own collections. Net result: 86 days came down to 62 days. ₹45 Cr freed."

Question 3: "Describe your approach to FP&A"

This is where they test whether you are a reporting person or a decision-support person. The answer must be about decisions, not reports.

YOUR ANSWER

"My approach to FP&A is simple — every report should answer one question: what should we do differently?"

When I joined Pinnacle, the MIS was 42 pages. The MD did not read it. I asked him what decisions he needs to make every month. He said three: where to allocate capex, which product lines to push, and which costs are growing faster than revenue.

I rebuilt the MIS around those three decisions. Four pages. Traffic-light indicators. One page per decision with the data, the trend, and my recommendation. The capex page includes cash flow impact modelling — he can see what happens to free cash flow if he approves a ₹20 Cr plant expansion versus a ₹8 Cr automation project.

The result: budget variance went from 14% to 3.5% because we moved from annual budgets to rolling quarterly forecasts. The MD now makes capex decisions in the meeting instead of asking for three more reports."

Question 4: "Tell me about a time you said no to the CEO on a financial decision"

YOUR ANSWER

"Our promoter wanted to acquire a smaller competitor. ₹85 Cr valuation. I ran the numbers. The target had ₹32 Cr in hidden debt, EBITDA margin of 8% versus our 14%, working capital cycle of 130 days, and a pending tax dispute of ₹6.5 Cr not disclosed initially.

I presented a memo: real cost was ₹123 Cr including debt, tax risk, and working capital fix. At that price, payback was 9 years. Our cost of capital was 11%. The acquisition destroyed value.

He was not happy. But he dropped it. Six months later, the target went into NCLT proceedings. He still brings it up as the best advice he got that year."

Question 5: "What would you do in the first 90 days as our VP Finance?"

This is a trick question. The answer is NOT a list of initiatives. The answer is: "I would spend the first 30 days understanding your numbers before I change anything." — See the full 30-60-90 plan in the next section.

SECTION 11

30-60-90 Day Plan for VP Finance

This plan is built for a VP Finance joining a mid-to-large manufacturing or industrial company with ₹500-2,000 Cr revenue, 2-6 plants, and a finance team of 15-40 people across locations.

Days 1–30: Listen, Learn, Map

Objective: Understand the numbers, the team, and where the cash is hiding before changing anything.

- Meet every finance team member individually — 30-minute 1:1s. Ask: "What takes you the most time every month and adds the least value?"
- Pull the last 24 months of financial data: P&L; trends, balance sheet movement, cash flow, working capital cycle, debt schedule, and cost structure by plant
- Map the full cash conversion cycle by business unit — not consolidated. Find where the cash is stuck
- Review every bank facility — terms, covenants, utilisation, cost. Most companies are overpaying on at least one facility
- Have a 90-minute session with the CEO / MD. Ask: "What are the three financial decisions you need to make in the next 12 months that you do not have enough data for?"

DAY 30 DELIVERABLE

Deliverable at Day 30: A 5-page "State of Finance" memo shared with the CEO. Not recommendations — just "here is what I found". It covers: cash position, working capital map, debt structure, three biggest cost leaks, and one thing that surprised you. This builds trust before you start changing anything.

Days 31–60: Quick Wins + Strategic Structure

Objective: Ship 2-3 quick wins that build credibility while designing the 12-month finance roadmap.

- Identify 3 quick wins from the Day 30 analysis — a working capital fix, a cost renegotiation, or a process that can be cut in half. Ship the first one visibly
- Renegotiate at least one bank facility if the terms are above market — this is usually the fastest cash saving you can deliver
- Redesign the MIS: cut it from whatever bloated format it is in to a 4-6 page decision-support document. Present it to the CEO yourself
- Start a rolling 13-week cash flow forecast. Replace the annual budget mentality with quarterly rolling forecasts

- Build a cost reduction tracker: list every cost line above ₹10 lakh/month, benchmark it, and tag the ones where you see room

Days 61–90: Execute and Communicate

Objective: Deliver measurable results and present the 12-month finance transformation roadmap.

- Present the 12-month finance roadmap to the CEO and board — framed as: "Here are the 4 things I will fix this year and the rupees they will save"
- Show results from quick wins: working capital freed, interest saved, close cycle reduced. Make it visible in the leadership meeting with before-and-after numbers
- Begin the biggest strategic project: working capital restructuring, debt refinancing, or ERP finance upgrade — whichever the Day 30 memo identified as the top priority
- Set up a quarterly counterparty risk review — nobody in manufacturing does this properly until they lose money
- Write your own 90-day memo: what you found, what you fixed, what you plan next. Share it with the CEO

Sample report
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SECTION 12

Visibility Plan — 90 Days

This is the plan that takes Ananya from 180 profile views and 0 inbound messages to 1,500+ views and 8+ inbound conversations per quarter.

Content calendar — first 30 days

Week	Content	Timing
Week 1	Post 1: "How I found ₹45 Cr hiding in our own balance sheet" (working capital story)	Tuesday 8:30 AM
Week 1	Post 2: Comment on 5 posts by CFOs and finance leaders you want to be seen by	Daily, 10 mins
Week 2	Post 3: "Why I told my promoter to walk away from an ₹85 Cr acquisition" (risk story)	Tuesday 8:30 AM
Week 2	Post 4: Short insight — "The one ratio I check every Monday morning before anything else"	Thursday 9:00 AM
Week 3	Post 5: "How I took month-end close from 18 days to 5 days" (process story with numbers)	Tuesday 8:30 AM
Week 3	Article: "3 things a manufacturing finance team gets wrong about working capital"	Saturday 10:00 AM
Week 4	Post 6: "The hardest financial conversation I ever had — saying no to the CEO's favourite project"	Tuesday 8:30 AM
Week 4	Post 7: Reply to a trending finance or business debate with your actual data	Thursday 9:00 AM

The 5-5-5 daily routine (15 minutes total)

- 5 minutes: Comment thoughtfully on 3 posts by people in your target network (CFOs, VPs of Finance, CEOs of mid-size manufacturing companies)
- 5 minutes: Respond to any comments on your own posts — LinkedIn rewards engagement velocity
- 5 minutes: Send 2 connection requests with a personal note — not "I'd like to add you to my network", but "Saw your post about manufacturing working capital — we solved a similar problem at Pinnacle, freed ₹45 Cr. Would love to exchange notes"

Expected results by Day 90

Metric	Day 0	Day 90 Target
Profile views	180 / quarter	1,200 - 2,000 / quarter
Connection requests (inbound)	~5 / month	40-80 / month
Recruiter inbounds	0 / quarter	6-12 / quarter
LinkedIn SSI score	29 / 100	55-65 / 100
Content impressions	0	10,000 - 30,000 / month

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SECTION 13

Practice Protocol — 14 Days Before the Interview

You have an interview scheduled. Here is exactly what to do for the 14 days before it.

Days	Focus	What To Do
Day 14-12	Company Research	Pull the company's annual report, credit rating report, and last 2 years of MCA filings. Note: revenue growth, margins, debt levels, working capital, and any auditor qualifications. Find 3 things their finance function does well and 2 things you would fix.
Day 11-10	Panel Research	Look up every interviewer on LinkedIn. Read their posts. If the CEO talks about growth, your answers should include how you funded growth without diluting. If the CFO talks about cost control, lean into your working capital and cost reduction stories.
Day 9-8	Story Rehearsal	Practise all 5 signature stories out loud. Time them — each should be 90-120 seconds. Record yourself and play it back. Notice where you hesitate or drop into compliance language.
Day 7-6	Mock Interview	Get a friend or mentor to run through the 5 key questions (Section 10). Specifically practise: "How would you restructure our working capital?" and "Tell me about a time you said no to the CEO." These are the ones that trip people up.
Day 5-4	Weak Spots	Identify the 2 questions you stumbled on in the mock. Rewrite the answer. Practise those 2 ten times each. If you keep slipping into "I managed audits", rewrite it until the first sentence has a number.
Day 3-2	Your Questions	Prepare 5 questions to ask the interviewer — NOT about leave policy. Example: "What does your current cash conversion cycle look like by business unit?" or "What is the biggest financial decision the company will face in the next 12 months?"
Day 1	Final Prep	One full run-through of the 90-second story + 5 signature stories. Then stop. Do not over-prepare on the last day — go for a walk.

★ SAN SPEAKING:

Most people prepare for interviews the night before. That is like training for a marathon by running once the day before the race. The people who get VP Finance offers are not smarter — they are more prepared. 14 days of focused, structured preparation is the difference between "they liked me but went with someone more senior" and an offer letter.

PART D

How You Get Your Own Diagnostic

Everything in this report, built for you, your role and your numbers.

Sample
Sandesh
linkedmaster.com

Where to start

Everything you have just read gets built for you. Your company, your role, your years, your numbers. Nothing here is a template with your name on top.

All offers at a glance. Same prices on every sample and on linkedmaster.com/start. Pick the one that matches where you are stuck today.

Offer	For whom	What you get	India	Outside India
The File (this report)	Not getting calls, or stuck at the same level	A written report like this one, built from your form, CV and a voice note. 48 hours. Your profile rebuilt line by line and a 90-day plan you run yourself. The AI tools are included for 3 months.	₹9,999	\$149
The File + The Hour	You want to ask questions, or an interview is coming	Everything in The File, plus a recorded hour with me. The report is written out of that conversation, along with your interview preparation and your first list of 40 names.	₹24,999	\$399
90 Days	You are making a real move. By application, 6 people at a time	Weekly for 3 months. The list built and worked with you, the profile rebuilt with you, and me between sessions.	₹30,000 a month	\$600 a month

Start at linkedmaster.com/start. India: pay on the page. Outside India: fill the short form first and I send a payment request by email the same day.

★ SAN SPEAKING:

Most people should start with The File. It tells you where the real block is. If it shows the problem is the interview room, add The Hour.

Putting it in perspective

The move you are planning — whether it is a bigger title, a new company, or a salary correction — is worth somewhere between ₹5 lakh and ₹40 lakh a year. And that is before you count the increments that compound on top of the new base for the rest of your career.

THE COST OF DOING NOTHING

The real cost is not the fee. The real cost is another fourteen months of being stuck, skipped over, and watching people with half your capability take the seat you wanted — because they knew how to show up differently.

What I do not promise

- I do not guarantee you a job. Nobody honest does. Too many things are outside both our control.
- I do not have a placement arrangement with any company and I will not pretend I can get you an interview.
- I will not write lies into your diagnostic. If a number is not yours, it does not go in.
- If you do not do the work — the practice, the outreach, the follow-through — the diagnostic will not save you. I give the plan and the training. You do the reps.

★ SAN SPEAKING:

What I do promise is this. You will walk out of this diagnostic knowing exactly why you have been stuck. And you will walk into your next opportunity with a document that was built for one person, one role, and one company — not for everybody.

That is the whole thing. Nothing more, nothing less.

This diagnostic was built by a human being

who has sat on both sides of the table for 24 years.

SANDESH SIDDARAM

24 years in Operations, Engineering and Quality · Sr. Vice President level
10 companies · 7 industries · 3 national performance awards · Six Sigma Black Belt
Founder, LinkedMaster.com · 95,000+ followers · 90M+ impressions, zero ads
Author — "Crafted by 40! Art of My Life"

sandesh@linkedmaster.com · +91 83174 10045



This report was built for one person.

Yours would be built for you. Your role, your numbers, your target company. Written from your form, your CV and a five-minute voice note, and delivered in 48 hours.

Career Diagnostic — ₹9,999 in India · \$149 outside India

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Scan the code, or type that address.

*Sample report. Names and companies are illustrative — built to demonstrate the structure and depth of a real engagement.
Development and preparation service only. No job guarantee, no placement promise.*

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