

MY FIRM. MY FUTURE.

webinars

WEBINAR WORKBOOK – WEEK 2

**MY FIRM.
MY FUTURE.**

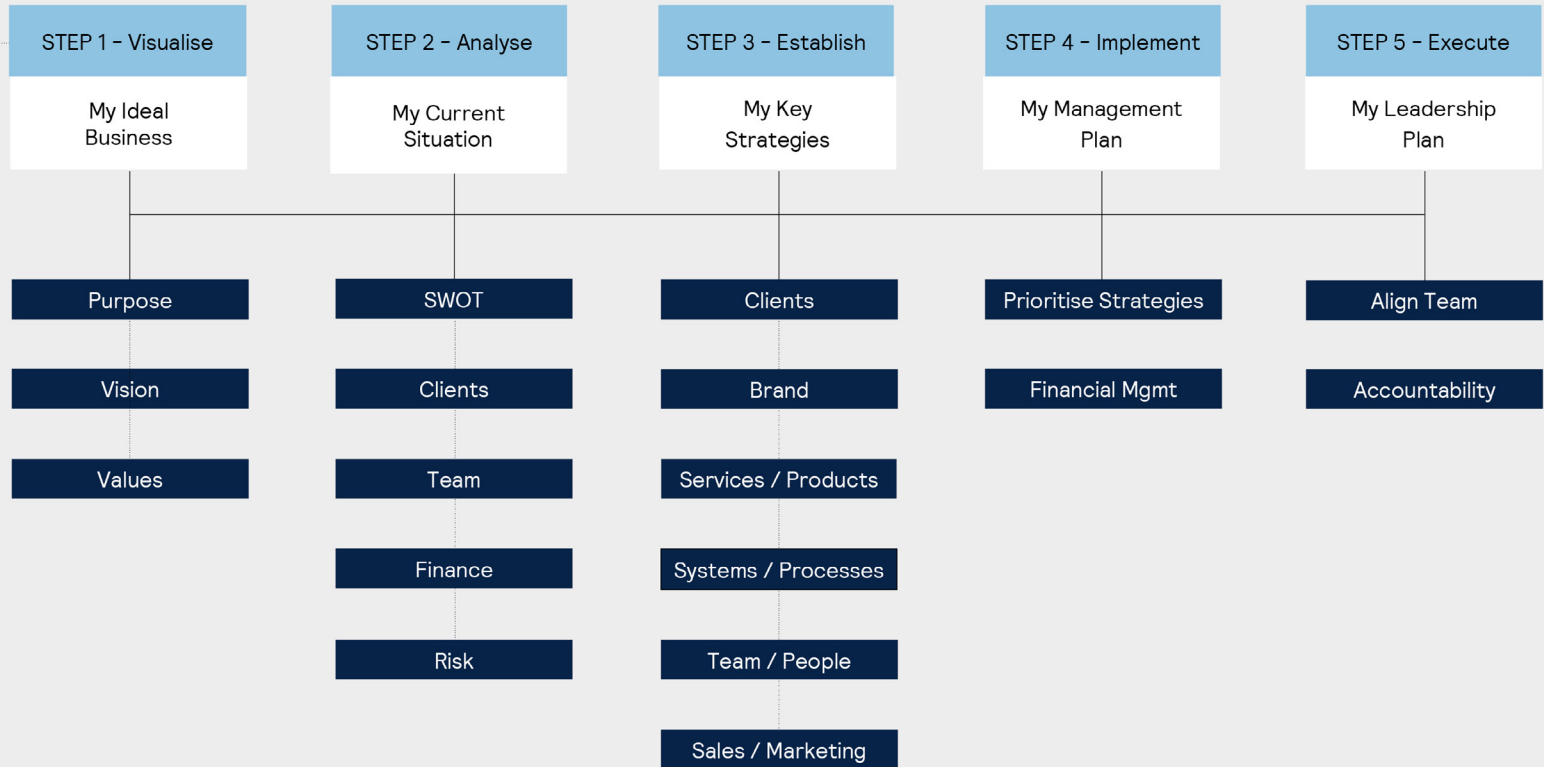
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webinar
workbook

Strategic Planning Framework

Overarching Goal

- I want to grow
- I want to sell
- I want to improve profit
- I want time back
- I want more meaning
- I want to start a firm



Week 2:
ANALYSE

—

**My Current
Situation**

SWOT
Clients
Team
Finance
Risk

TIP

—

We encourage you to revisit this section after this webinar, as it requires you to dig up existing information on your firm.

SWOT Analysis

Complete the tables below, by identifying the top 10 strengths, weaknesses, opportunities and threats, throughout all aspects of your business.

Tips for your SWOT Analysis

Strengths: Competencies; positive things that you possess / do / excel at.

- What gives you a competitive advantage?
- Why do your clients choose to work with you over your competitors?
- Any awards you've won.
- Do you attract the best talent?
- Do you have a great induction training program?
- You receive regular referrals from key partners?
- Is your brand and website attracting the type of clients you want to work with?

| Strengths | |
|-----------|--|
| 1. | |
| 2. | |
| 3. | |
| 4. | |
| 5. | |
| 6. | |
| 7. | |
| 8. | |
| 9. | |
| 10. | |

Weaknesses: What areas of your business need improvement?

For Example:

Maybe you're yet to start marketing your firm outside of networking, so your brand awareness is low.

Or, your staff turnover might be higher than the industry average, etc.

| Weaknesses | |
|------------|--|
| 1. | |
| 2. | |
| 3. | |
| 4. | |
| 5. | |
| 6. | |
| 7. | |
| 8. | |
| 9. | |
| 10. | |

SWOT Analysis

Opportunities:

Where could you start gaining an advantage over your competitors?

Think of:

- your reputation
- your team's skills
- your internal processes
- your contacts/network
- etc.

| Opportunities |
|---------------|
| 1. |
| 2. |
| 3. |
| 4. |
| 5. |
| 6. |
| 7. |
| 8. |
| 9. |
| 10. |

Threats:

What external threats could impact the on-going viability of your business? Think of

Think of:

- GOV / International regulations
- automation
- off-shoring
- social factors that impact your clients, as well as your staff.

| Threats |
|---------|
| 1. |
| 2. |
| 3. |
| 4. |
| 5. |
| 6. |
| 7. |
| 8. |
| 9. |
| 10. |

Assessing your current clients

We strongly advise you to assess your current clients, to:

1. Understand how your clients interact with your firm, such as; the services they're utilising, their influence on referrals, their annual fees and the overall experience working with them.
2. Help uncover the profile/s of an ideal client for your firm.

After which, you'll then be able to uncover any key learnings and opportunities - to explore further when developing strategies to achieve your vision.

Here are some examples of opportunities that might evolve from assessing your existing client base.

Example 1 - You might uncover that 30% of your client base are from a particular industry: such as Legal industry. Or 30% are e-commerce businesses. This new understanding might prompt you to position your firm as a specialist in this industry, especially if as a firm you enjoy working with such clients.

Example 2 - If only a small percentage of your clients are utilising all of your services, this may prompt you to create your first marketing campaign to achieve growth.

Example 3 - This analysis might help you spotlight client profiles you prefer to work with, over others. Which will help you fine tune your dream client profiles and target more of them, to achieve your vision.

Example 4 - In seeking to satisfy clients, your firm may overlook whether it is actually profiting from the business it does with a particular client or group of clients. It may be that only a small group of clients contribute the greatest proportion of profits, effectively subsidising a large number of marginal or unprofitable clients.

Example 5 - You might be generating a large percentage of your revenue from 1 client. The risk is, if you lose them, you take a big hit to your bottom line.

| Client name | Client description: (for example: industry or family group) | Experience working with this client | Annual turnover (AUD) | Annual fees (AUD) | Job profitability | Payment history | Duration with firm | Referral history | Their goals | Services | | | | | | |
|-------------------------------|---|--|-----------------------|-------------------|-------------------|-----------------|--------------------|--------------------|--|----------------|-----|-----|--------------|------|--------------|----------------------|
| | | | | | | | | | | Tax compliance | BAS | FBT | Tax planning | SMSF | Book keeping | Audit (includes BAS) |
| Creative Hair | Boutique hairdresser | Great client, very responsive and appreciative of service. | \$500 000 | \$4 500 | 10% write on | Pays on time | 5 years | Nil | Business has won a lot of awards and would like to focus on growing business over the next | ✓ | ✓ | | ✓ | | ✓ | |
| Jackson Construction services | Building company specialising in house extensions | Difficult client due to financial stress. | \$10 000 000 | \$7 000 | 20% write off | Ave 60 days | 4 years | Referred 2 clients | Difficult client due to financial stress. Business has suffered significant decline due to GFC however seems to be getting | ✓ | | ✓ | | | | ✓ |
| Costalotta Bar & Restaurant | Hospitality: 200 seat bar and restaurant | High maintenance client, does not have a high level of financial acumen. Very demanding and often rude to staff. Has had 3 different accountants in 3 years. | \$1 500 000 | \$10 000 | 15% write off | + 30 days | 12 months | Nil | 20% growth | ✓ | ✓ | | | | | ✓ |

Assessing your team

As a service-based business, your people are often the face of your firm. They're also the most important asset your firm can invest in to achieve your overarching vision.

The ultimate aim is that the values of your staff align with those of your firm. Why? Values are like an underlying current, aligning the right people, right behaviours and the right decisions required to achieving your vision. As you might imagine, it's difficult to change someone's innate value system, so it's important to hire people from the get-go, who align with your firms' values and believe in your vision. Productivity, on the other hand, can improve with the right training, workplace environment and regular feedback (management).

So, how do you know if you've got the right people on board to help steer the ship (so to speak) to reach your end-point (i.e. your vision)? The framework on the right will help you assess your existing staff based on their:

- value alignment with your firm
- and their productivity level

The 4 quadrants and lettering system, represent the following:

- A -** Are the ultimate superstars; because they align with and embed your firms values. Their productivity performance is also top-notch.
- B -** Are future A's. They have the right values; they just need the right training and time to improve their productivity.
- C -** They easily stand out as 'not working'. Their attitude doesn't align and their performance is also lacking. The quicker you remove them, the better.
- D -** Stands for 'dangerous.' They're productive, and therefore we often make excuses and keep them on longer than we should. But, they're dangerously destructive to your culture. It's advisable to keep an eye on them and performance manage (even mentor) their behaviour. But be prepared to part ways with them, if they don't improve.

**TIP: The ultimate aim is to have a team of only A's and B's.
It's certainly very achievable!**

Assessing your team

EXERCISE:

Assess your existing team based on their:

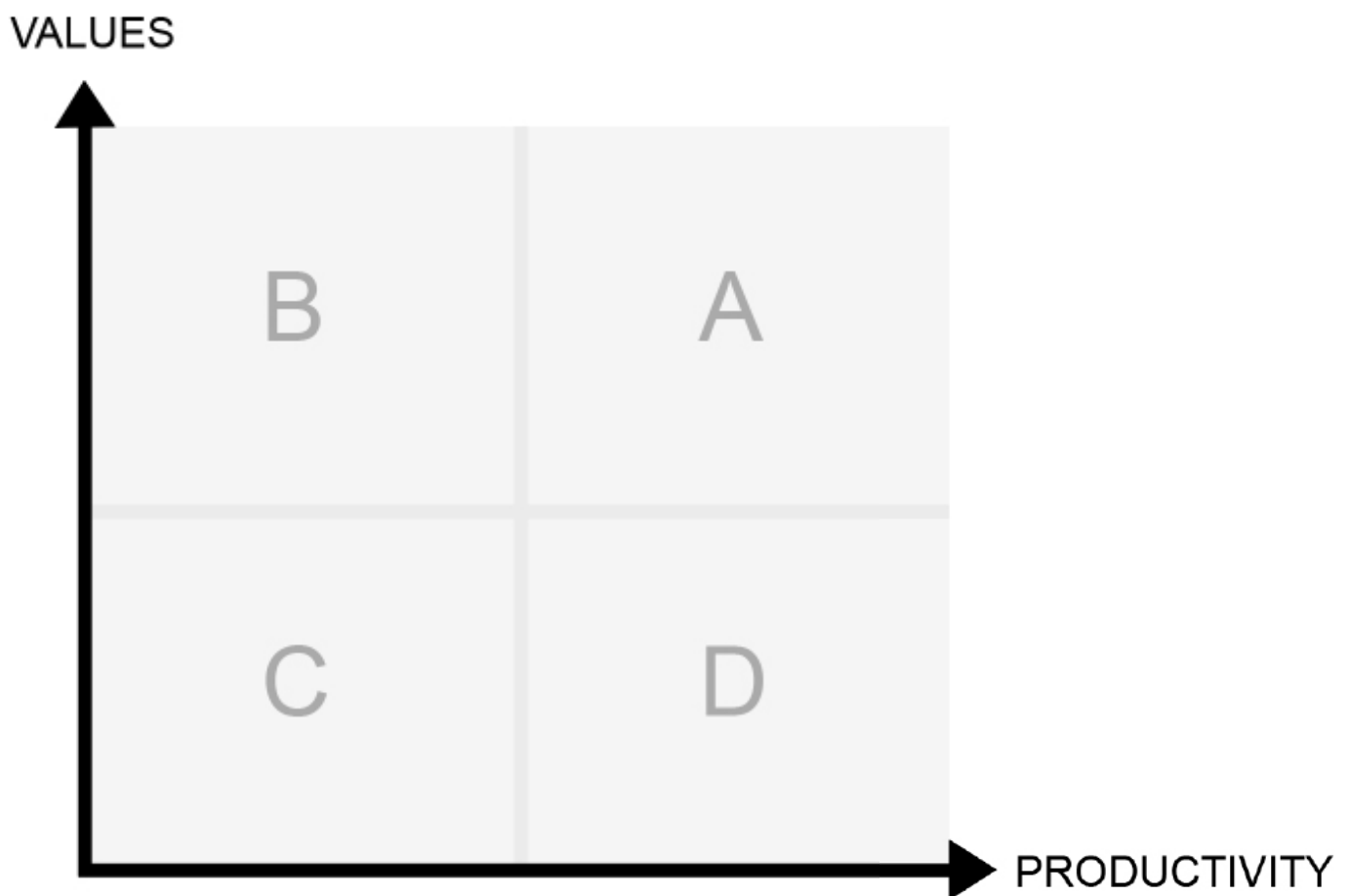
- value alignment with your firm
- and their productivity level

STEP 1

Evaluate the individuals in your team, one by one, by plotting them in one of the four quadrants on the graph.

STEP 2 -

Once you know where they all sit, it's then time to put a Management Plan in place for any D's and C's.



Assess your finances

Know your numbers...

Current turnover:

Current profit:

Average client spend:

No of clients: