LESS IS MORE

Fewer Clients…More Profit…Bliss!

WOODARD™

Learning Objectives

- Five Key Criteria to Discover and Remove Non-Ideal Clients

- Ways to Increase Profits on Existing Clients

- Strategies to Attract Businesses that are Less Price Sensitive

Woodard's Ideal Practice Symposiums

- Receive Woodard's Ideal Practice Model™

- Prioritize the 7 Ideals of Woodard's Ideal Practice Model for Execution in Your Practice

- Enjoy Face to Face Training led by Joe Woodard, Heather Satterley and Patricia Hendrix

- Experience Hands-On Exercises and Mentor-led Table Conversations

- Network with Your Peers...and More!

WOODARD®
IDEAL PRACTICE SYMPOSIUMS

Fall 2023

Atlanta | Austin | Greater Philly | Costa Mesa CA

Section 1

Five Key Criteria to Discover and Remove Non-Ideal Clients

1. Pricing Qualification

- Existing Clients
  - Are You Achieving at Least a 66% Gross Profit Margin?
  - Are they in a Healthy Financial Situation → Can They Afford You?
  - Do they request (or assume) you will provide services outside scope…without paying

- Candidates
  - Same "Can They Afford You Criteria" as Above
  - Are They Requiring an Hourly Rate or Pricing Estimate at the Outset of the Relationship → Price Shopping
  - Are they Value Sensitive (i.e., Focused on Outcomes?)
  - Are they Looking for a "Rescue" on the Front End of the Relationship?

1. Pricing Qualification

2,500 Average Revenue per Month per Client

➕

34 Clients

🟰

One Million in Annual Revenue

2. The "Wince Test"

- Do they have a healthy company culture aligned with my culture and values?

- Are key employees responsive and respectful?

- Can I work with their personality type/leadership style?

- Will I encounter resistance from team members, and if so, will I have the owner's support?

- Is the owner coachable. Is the team coachable?

- Do they cast blame?

3. Operational Compatibility

- Does ownership value timely and accurate financially and tax information?
- Does the complexity of the engagement fit the scale of my practice infrastructure?
- Do they follow through on assigned tasks?
- Do they provide necessarily documentation consistently and timely?
- Do they expect me to rescue them?
- Are they willing to adopt your practice technologies and processes?

4. Services Compatibility

- Does the client require services that are outside the slate offered by my practice
  - Don't let the client's needs drive your practice!
- Is the client willing to invest in the necessarily onboarding services ahead of cyclical work?
  - Avoid the clients' tendency to engage in "magical thinking"
- Is the client committed to recurring services that constitute a long-term relationship?
  - Avoid one-time projects that aren't the first phase of long-term engagements, even if they are profitable

5. Are they an Advisory Candidate

- Do they have multiple people authorized to spend on behalf of the company?
  - Spend Cards
  - Purchase Orders
  - Spend Policy Adherence
  - Fraud Detection and Risk Mitigation
- Do they have more than two million in annual revenues?
  - Cash Flow Projections
  - Budget Curation
  - Financial Coaching

Section 2

Ways to Increase Profits on Existing Clients

1. Assess Existing Clients and Cull As Needed

1. Assess Client based on the 80/20 Principle
2. Identify the lowest performing the 80%
3. Terminate this Group ASAP, Allowing for Realities of Cash Flow and Operating Capital Needs (Using Pricing Increases to Foster Self-Selection for Elimination
4. Use Resulting Adaptive Capacity (and Profits?) to Market New Services and Expand Skillsets
5. Monitor the Front Door and Temporarily Suspend Growth as Needed
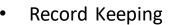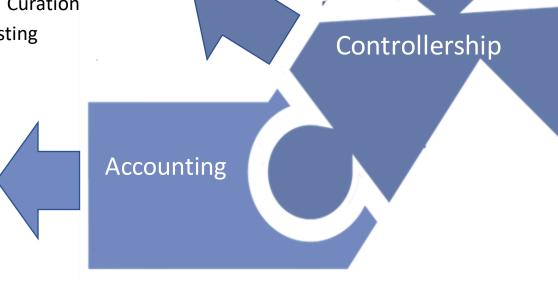6. Carefully Expand Based with Ideal Clients
7. Maximize Retention

2. Create Upsell Opportunities

- AR Monitoring and Bad Debt Expense Mitigation
- Cash Flow Projections
- Spend Management
- Fixed Asset Management
- Budget Curation
- Forecasting

Advisory

Controllership

Accounting

- Record Keeping
- Recording Adjusting Entries
- Monthly/YE Closes

Woodard's Controllership & Advisory Courses

1. Controllership Services
   - Accounts Receivable Curation with Bad Debt Expense Mitigation
   - Cash Flow Projections
   - Fraud Detection and Risk Mitigation
   - Spend Management Services (Coming Early 2024)

2. Financial Coaching/Advisory
   - Financial Measurement Essentials (One Day Course)
   - Comprehensive Financial Coaching Course (10-Week Course) with Optional Bonus Technology Workshops Covering
     - Profit Beacon Software
     - Plan Guru Software

Join today to access these courses over the coming year, facilitated live by our coaching teams, for as as little as $195/month!

Section 3

Strategies to Attract Businesses that are Less Price Sensitive
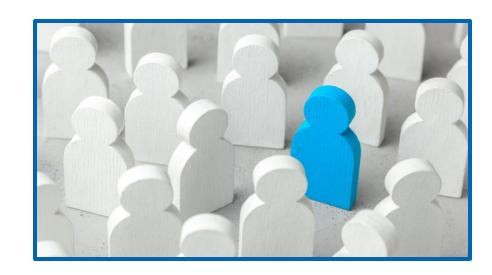
Providing Value to Value-Sensitive Clients

1. Select an Industry (Target Market) where Businesses Often Need Controllership and/or Advisory Services

2. Learn Key Metrics and Measurements of Your Specialized Industry

3. Draw Your Target Market to Your Practice
   - Develop Strategic and Referral Partners who Engage Your Target Market (e.g., Warehouse Systems Resellers and Implementers
   - Attend Trade Shows and Events within Your Specialized Industry
   - Foster Referrals through Branding and Knowledge Sharing/Exchange (e.g., Writing Articles)

Industries that Often Need Controllership and Advisory

- **Most Common:** Distribution, Wholesale and Manufacturing

- **Common:** Construction

- **Not Uncommon:** Retail (Typically with Strong e-Commerce Focus)

- **Not Uncommon:** Non-Profit Organizations, Especially Larger Houses of Worship and Grant-funded Charities

- **Uncommon:** Franchises with 100 or Fewer SMB Franchisees

- **Uncommon:** Professional Services Companies (Legal, Engineering, Consulting, etc.)

Summary: The Benefits of Larger Clients

- Insulates you from scaled bookkeeping competitors who are mostly targeting very small businesses

- Targets customers who have more resources/larger budgets for consulting services

- Creates a stronger opportunity to provide value (to solve larger, higher-worth problems)

- Provides a powerful branding and practice distinction opportunity, especially if you specialize on both an industry and an industry product.

- Converts your peers (meaning the overcrowded accounting and bookkeeping professions) into referral sources

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About Katana

- Live Inventory Management

- End-to-End Traceability

- Omni-channel Order Management

- Purchase Order Management

- Contract Manufacturing

- Inventory and Manufacturing Costing

- Production Planning

- Warehouse Management

- Integration with QB Online and Xero

katana

Partner with a Katana implementer or reseller to generate referrals within your ideal client profile!