



ACCO/PHCC Convention
Entrepreneurship, Cash and
building transferrable value in
your business

The truth about entrepreneurship is that the smallest company and the biggest company must be capable of doing three things beautifully:

- 1. The product or service you want to sell must be fantastic**
- 2. You must have great marketing**
- 3. You must have tremendous financial management**

“No one person can do all three and no one does it alone.”

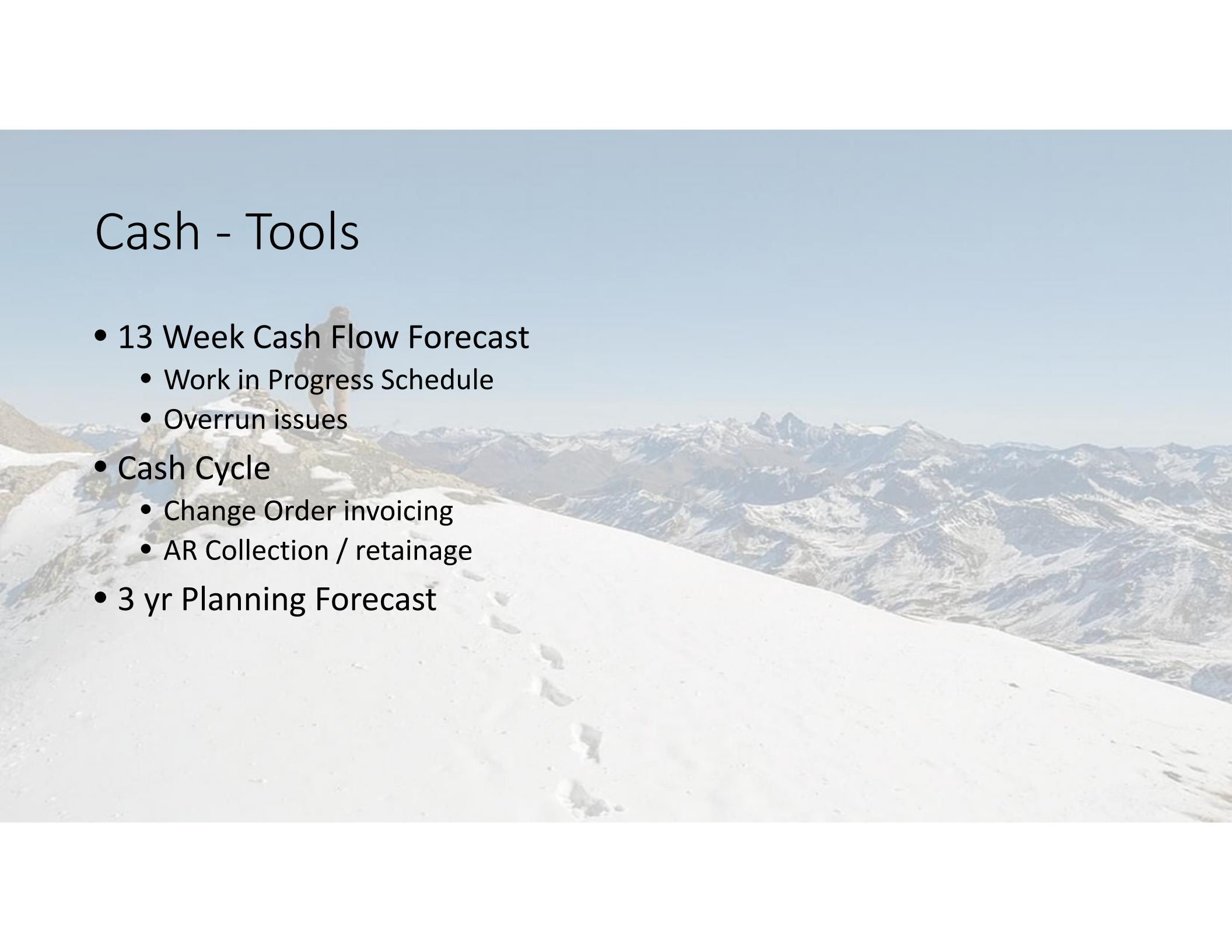
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13 Wk Cash Flow Forecast

	Wk 1	Wk 2	Wk 3	Wk 4	Wk 5 - 12	Wk 13	Total
Beginning Bal.							
Cash Collected							
• Service							
• New Construction							
Tot \$\$ Collected							
Expenses							
• Rent							
• Truck Leases							
• Payroll							
Total Expenses							
Ending Balance							

Cash - Tools

A person is standing on a snowy mountain peak, looking out over a vast mountain range. The sky is clear and blue. The snow is white and covers the ground and the mountains. The person is wearing a dark jacket and pants. The background shows a range of mountains with snow on the peaks and some rocky outcrops. The overall scene is a high-altitude mountain landscape.

- 13 Week Cash Flow Forecast
 - Work in Progress Schedule
 - Overrun issues
- Cash Cycle
 - Change Order invoicing
 - AR Collection / retainage
- 3 yr Planning Forecast



The FocusCFO Value Pyramid
“Climbing the Mountain”

Value

Growth

Health

Foundation

Building Transferrable Value

- Industry Specifics Measureables
 - Bigger is Better – SDE >800K
 - Limited Owner Involvement
 - % of Maintenance agreements
 - limited New Construction exposure
 - Rev / employee : 175 - 250K
 - Rev / service Truck : 225 – 300K
- 4 Intangibles

2021 Business Reference Guide, the essential guide to pricing businesses and franchises

Business Owner Pain Points

	Start Up (1-3+ Years)	Rapidly Growing (3-5+ years)	Mature (5–25+ years)
Management	Owner Overwhelmed	Poor Delegation By Owner	Owner Not Obsolete
People	Bottlenecks/ Growth Limitations	Lack of True Management Team	High Turnover/ Low Productivity
Process	Delivery Problems/ Unpredictable Cash Flow	High Overhead Cost/ Too Many Layers	Too Many Tailored Processes/ Customer Concentration
Systems	Poor Systems/ No Gross Margin Visibility	Declining Cash Flow/ Working Capital Stress/ Margin erosion	High Cost Systems/ Duplication of Work

Eisenhower Matrix..... Delegate & Elevate

	<i>Urgent</i>	<i>Not Urgent</i>		
<i>Important</i>	Do	Schedule	<i>Love & Great</i>	<i>Like & Good</i>
<i>Not Important</i>	Delegate	Delete	<i>Don't like & Good</i>	<i>Don't Like & Not Good</i>

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