W. Michael Hsu Founder & CEO Deepsky, CFO Club & MEASURE x HACK



**Enrico Palmerino** Founder & CEO Botkeeper



# **Elevate or Die**

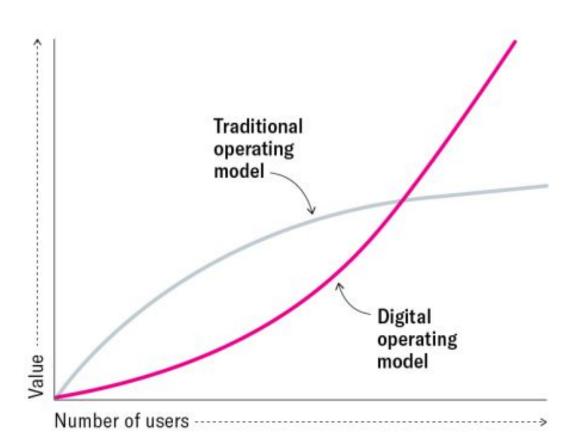
September 22, 2023

#### Agenda

- **1** Understand the human capital limitations on the production side
- 2 What it should look like when your firm shifts from delivering financials to offering financial insights
- **3** How you are only 1-2 quarters away from fully leveling up your practice and the value you provide your clients

- 4 How to unlock more dollars without needing more clients
  - Learn to Elevate!

### Understand the human capital limitations on the production side



From: "Competing in the Age of Al," by Marco lansiti and Karim R. Lakhani, January-February 2020



**HBR** 

#### **Benefits of Bookkeeping**

1. Everyone needs it, so it's easy to find prospects

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- Simple to sell and understand, but hard to differentiate compete on price
- 3. The foundation for all other services and higher margin work
- 4. Relatively sticky and recurring revenue

#### Challenges with Bookkeeping

 Scaling: hard to hire bookkeepers and growth equals inefficiency (more work more bookkeepers, more bookkeepers more management, more turnover, more excess capacity, more expense and benefits and overhead)

- Best people get sucked into bookkeeping when you lose a bookkeeper your senior accountant or controller gets pulled in because they have the most knowledge on the accounts and need to avoid disruption to clients
- 3. Maintaining margin is a challenge with need to give raises and rising benefits costs
- 4. Becoming commoditized and highly competitive



# Compliance is being automated away. Focus efforts on the future, not the past.



#### The Future is Relationships & Value

- 1. Frequent client meetings, problem solving, guidance and advice
- 2. Calling attention to inefficiency, highlighting areas for improvement
- 3. First to spot potential future problems
- 4. Focus on profits and how to drive margin and reduce expenses
- 5. Tax mitigation strategies, transfer expenses, fringe benefits, Corp structures
- 6. Tying personal goals into business performance
- 7. Forecasting, budgets, board and banking compliance
- 8. Identifying what client spends time on could it be offloaded to you?

#### Poll #1

#### Where do you see your biggest challenges?

- 1. Scaling finding the right talent
- 2. Maintaining Margin
- 3. Getting commoditized and highly competitive
- 4. All of the above
- 5. None of the above





### What it should look like when your firm shifts from delivering financials to offering financial insights

#### 12 years ago...

#### CloudSolutions Alliance October 31, 2011 · @

The Whole Shebang - great visit to Zappos with all of our friends...now off to the opening night at #GroPro11! — with Michelle River and 7 others.



CloudSolutions Alliance October 31, 2011 · S

In this corner we have Team DeepSky in the sporty Honda Civic: W. at the wheel with Nell Ma navigating and Mark showing off his amazing back-seat driving skills — with Nell Hsu and 2 others.



CloudSolutions Alliance October 31, 2011 · @ IGroPro11 - Avalara — with Brian Austin and W Michael Hsu.

...



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## 12 Years Ago

Our Clients Don't Appreciate Us

Become Trusted Business Advisor

Trash Your Timesheet



## 12 Years Ago

Our Clients Don't Appreciate Us

Become Trusted Business Advisor

Trash Your Timesheet

#### **12 Years Later**

Our Clients Don't Pay Us Enough

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Get into CAS

Can't Hire Qualified Staff

Poll #2

# WHICH STAGE ARE YOU AT WITH CAS?

- 1: We've been doing it for 3+ years w/ great success
- 2: We've been doing it for 1+ year but still have some questions
- 3: We are in the process of starting and already see success!
- 4: We are in the process of starting and see challenges...
- 5: We are still sitting on the fence because...



## So is it even possible...?

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#### Some of our clients from DeepSky



LTV: \$8000 Consulting Session

LTV: \$500,000

ARR: \$96,000



LTV: \$480,000

ARR: \$51,000

LTV: \$252,000

https://youtu.be/9v6jZ-wqf9M

#### So... for the next 30 min or so...

We are going to show you how you are only 1-2 quarters away from leveling up your practice and the value you provide your clients

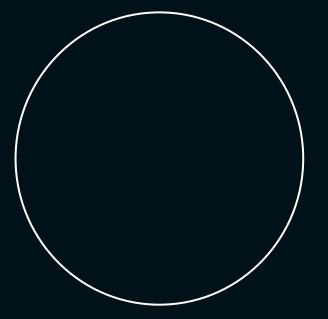
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Technical SKE

Showmanship

Technical SKE Business Application, Communication, Advisory





USED CAR SALESMAN

Business CAS MASTERY - CFO ADVISORY

Advisory

#### What True Advisory Looks Like







#### Hit Goals (Personal/Professional)

Mitigate Taxes (Greatest ROI) Maximize Value (Valuation/Outcome)

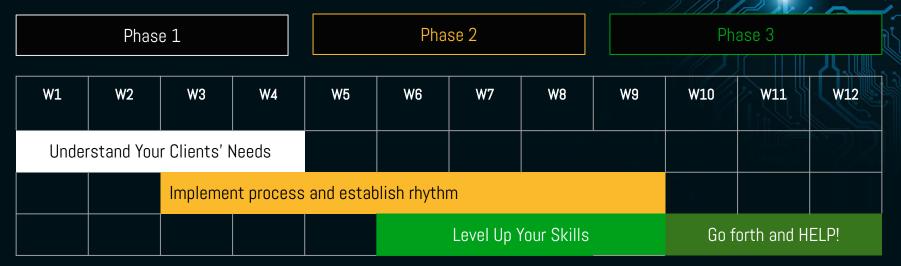


Poll #3

To successfully implement CAS, do you feel like you need...

- 1. More accounting technical skills
- 2. More communication skills
- 3. Better understanding of business (MBA for accountants)
- 4. All of the Above
- 5. None of the Above. I'm a master CFO Advisor!





Week 1 - Platform Week 2 - Familiarization and process dev. Week 3 - Packages and Pricing Week 4 - Training Week 5+6 - Implementation & migration / cancellation of apps Week 7-10 - Staff Training & cheat sheets Week 11 - Marketing and supportive materials Week 12 - Determine where & how you will fish for prospects Week 13+ - Sell, upsell, onboard, support, profit!

#### **Timeframe & Steps**

- 1. Week 1 Platform
- 2. Week 2 Familiarization and process development
- 3. Week 3 Packages and Pricing
- 4. Week 4 Training
- 5. Week 5+6 Implementation & migration / cancellation of apps

- 6. Week 7-10 Staff Training & cheat sheets
- 7. Week 11 Marketing and supportive materials
- 8. Week 12 Determine where & how you will fish for prospects
- 9. Week 13+ Sell, upsell, onboard, support, profit!

#### Phase 1

**Understand Client's Needs** 



Week 1 - Platform

Week 2 - Familiarization and process development Week 3 - Packages and Pricing

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Week 4 - Training

#### Time to Train Your Staff

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- 1. Tax mitigation
- 2. Profit maximization
- 3. Review and analysis of financials
- 4. Budgeting & forecasting
- 5. Fringe benefits
- 6. Board reporting best practices
- 7. Industry KPIs and benchmarks
- 8. Vendors and pricing
- 9. Credits and accelerated expenses or depreciation

Phase 2

Implement System



Week 5 - Implementation & migration

Week 6 - cancellation of apps

Week 7-10 - Staff Training & cheat sheets

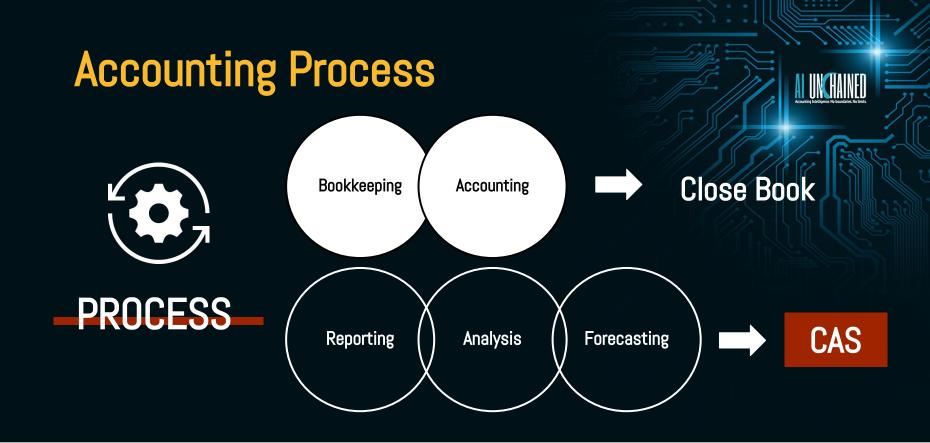
#### Simplify Your Practice

**1.** Less to manage = more time to think and analyze

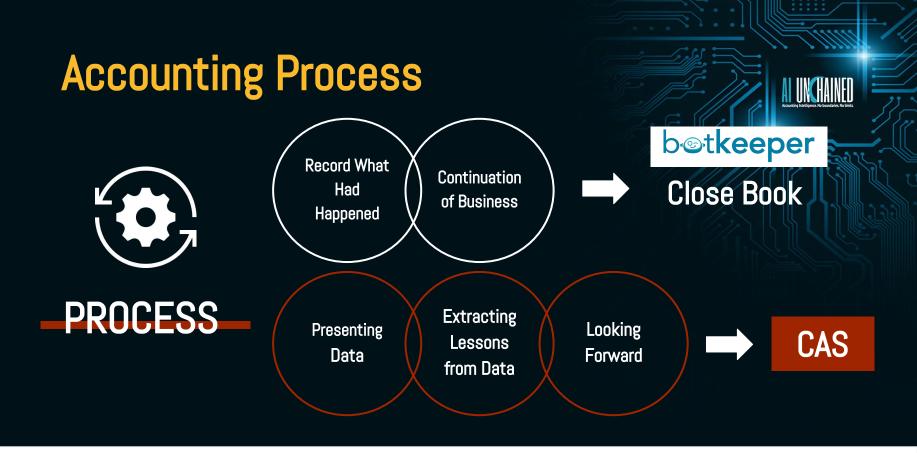
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- 2. Suite of tools vs. app stack of headache and cost
- **3.** Trade the robust for the simple you and your clients will learn to appreciate it
- **4.** A few packages and standard processes for compliance customized advice















#### RHYTHM to EXECUTE vs RHYTHM to REVIEW



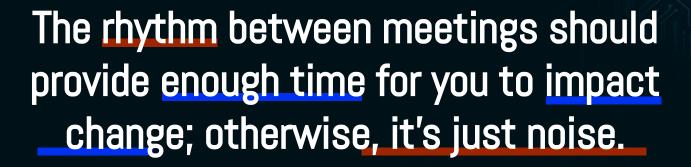
# What does your calendar and your client's calendar look like?

RHYTHM

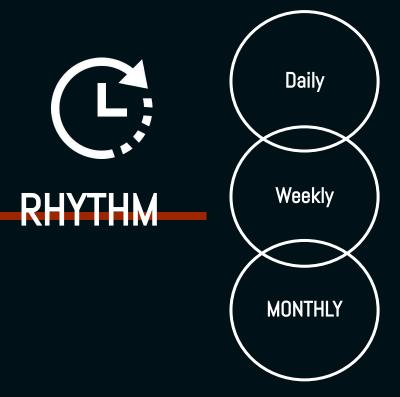


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### Rhythm



Daily Report offers a meticulous examination of the business status. This is ideal for businesses that can't afford a financial misstep.

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Weekly Snapshot compiles bills and invoices, as you shouldn't have to react or take actions on a daily basis along with 2-week forecast.

The monthly reports serve as a strategic tool and are integral for management decisions. Ideally, you should be able to review them with your clients between the 10th and 15th for maximum relevance.

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# How to unlock more dollars without needing more clients

### HOW TO ELEVATE YOUR PRACTICE

### Phase 3

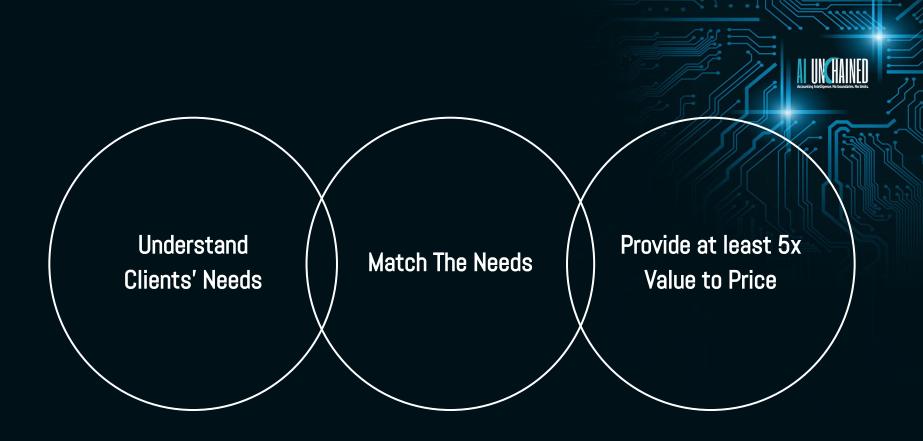


Week 11 - Marketing and supportive materials
Week 12 - Determine where & how you will fish for leads
Week 13+ - Sell, upsell, onboard, support, profit!

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## VALUE IS IN THE EYE OF BEHOLDER



### **Understand Client's Needs**

### Your clients LIE to you

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### **Understand Client's Needs**

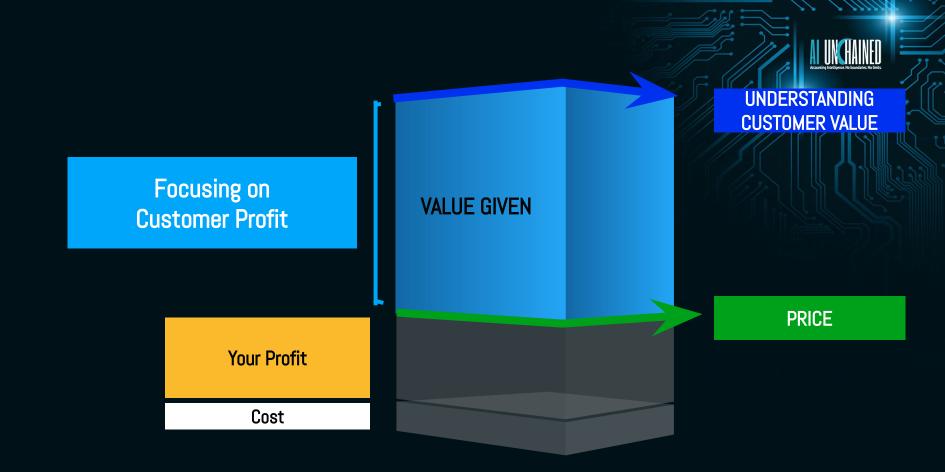
#### **Peel the Onion**

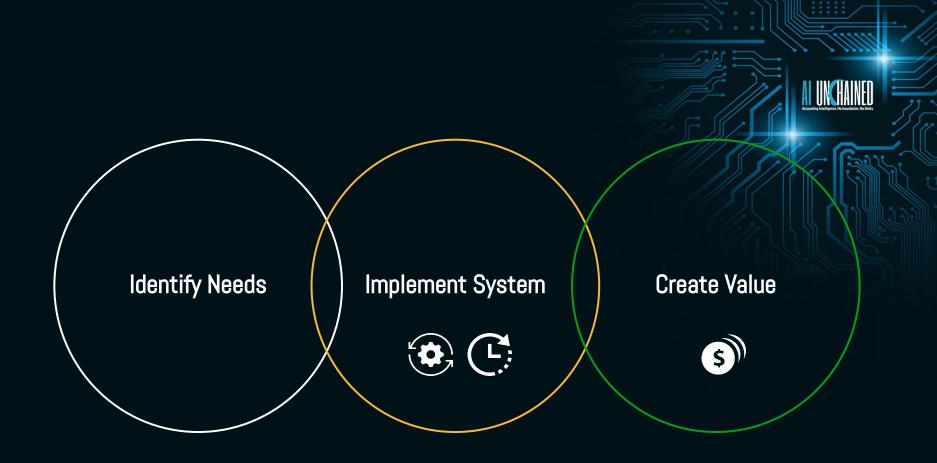


#### Wait Till the End !

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Download the 35 questions that will help you identify the client's needs





Poll #4

What areas are you struggling to develop in your CAS practice?

- 1. Identifying Needs
- 2. Determining Implementation
- 3. Creating Value
- 4. All of the Above
- 5. None of the Above. We have them all figured out.



# ELEVATE or DIE



### How I did it and you can too!

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- SmartBooks
- Michael's Company
- Wolf
- What are you waiting for... extinction?

## Advice Examples

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- Kids on payroll
- R&D credits
- Equipment expense acceleration
- Profit transfer to tax free states
- Car 6000 weight
- Fringe Benefits
- Home office and landscaping
- Childcare benefit and expense write-off
- Opportunity zone investing
- Roll over Roth
- Equity building with breakeven acquisitions
- Financing & debt
- Personal loans

## Pricing & Packaging Examples

#### CORE

#### Package Includes:

- Transaction Categorizations & Coding
- Bank and Credit Card Reconciliations
- Payroll Journal Entries
- Standard Income Statement, Balance Sheet, & Statement
   of Cash Flow
- Overall Review for any discrepancies

#### PRO

#### Package Includes:

- Everything in Core
- Weekly Accounts Payable Processing
- Applying Payments to Accounts Receivable Invoices
- Class & Department Tracking
- Premier support

#### CUSTOM

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Ideal for larger businesses/complex needs.

#### **Custom Pricing**

Includes Core + Add-ons



#### Package Includes:

- Everything in Pro + Choice of:
- Supports multiple entities, classes & locations
- AR, AP, and inventory tracking
- Billable expenses
- Fully customizable chart of accounts

### Poll #5

What are you interested in learning more about?

- The CFO Club
- CPA to CFO Bootcamp
- Botkeeper Automation
- None of the Above
- All of the Above



## Started DeepSky in 2009 (then), in 2018 (now)...

- 6 employees
- \$2.3mm in Revenue
- \$1.3mm in Profit
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# Elevate Your Practice with CFO Club

- 1. Get today's slides!
- 2. Download the 35 Questions to Ask Your Clients
- 3. Join the CFO Club Learn at Your Own Pace
- 4. Sign up for the CPA to CFO Bootcamp
- 5. Apply to be a CPA to CFO Bootcamp Design Partner



AT UNCHAINED

# Accounting Intelligence. No boundaries. No limits.



### Thank you

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### Resources

35 Questions to Identify Your Client's Needs

<u>Janover - Case Study</u>

