



Bust Through Growth Barriers: The Three Biggest Mistakes You Need to Avoid and How

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- Strategic Planning
- Internal Hiring
- Standard Operating Procedures
- Sales & Recruiter Training
- Speaking
- Leadership Coaching/Leadership Forums

40 Years of Experience

With our new collaborative partnership, we've got you covered!

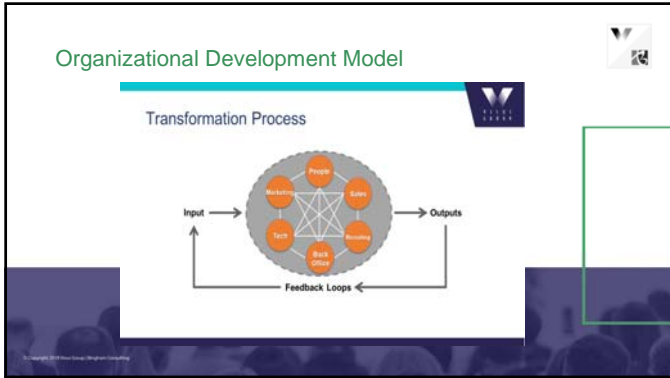
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BUST THROUGH GROWTH BARRIERS

THE 3 BIGGEST MISTAKES YOU NEED TO AVOID AND HOW

It's Time for a Live Poll!

To participate—

- Text **ASA18**
- To: 22333

American Staffing Association Poll Everywhere

I will be really, really glad I attended this session if (choose best answer):

I know what we're doing now is best practice

I know what's holding us back and how to fix it

I took a nice nap


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THE 3 BIGGEST MISTAKES

COMMON REASONS GROWTH STALLS

1. FAILING TO PLAN
2. FAILING YOUR PEOPLE
3. FAILING TO GROW PROFIT

COMMON REASONS GROWTH STALLS



I. FAILING TO PLAN

No Growth Plan

Fail to plan...plan to fail

- Destination
- Strategy
- Execution

Poor Financial Management


Business is running you

- No pricing discipline
- No financial model
- Poor cash flow

Technology Constraints

Poor visibility to the business

- ATS / CRM
- Salesforce automation
- Back-Office



Owner Still in the Trenches

Working in the business not on it

- Owner still carries book of business
- Limited community involvement
- Not rainmaking

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 Poll Everywhere

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Failing to Plan

I've been in this situation and resolved it.

I'm in this situation now!

I'd never be in this situation.

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COMMON REASONS GROWTH STALLS



2. FAILING YOUR PEOPLE

Wrong Hires

Knee-Jerk Hiring


- No process
- Unconscious bias
- Low energy



Disengaged Employees

Ineffective Leadership

- Unclear expectations
- Absent or distracted leader
- Questionable behavior / disrespect






Culture of Nice

The Country Club

- Little or no oversight
- Senior leadership not visible
- No metrics management



Turnover

No Career Path


- No training
- No coaching
- No continuous learning


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Failing Your People

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COMMON REASONS GROWTH STALLS

3. FAILING TO GROW PROFIT

High Client Concentration

Avoiding the Unavoidable

- From 80% to 15%
- Managing beyond client concentration
- Account Profitability Analysis

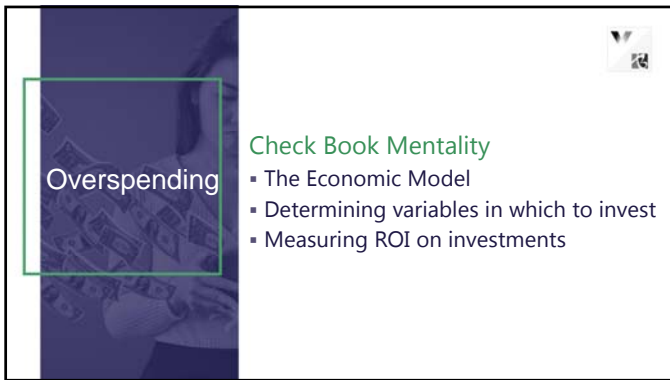


No New Business Focus

Our clients love us!

- Fat dumb and happy
- No one hunts
- "Sales people never seem to work out"

Logo



Overspending

Check Book Mentality

- The Economic Model
- Determining variables in which to invest
- Measuring ROI on investments

Logo



Lazy Recruiting

Reactive

- Post and wait
- Database underutilized
- No creative recruiting tactics

Logo

Not Investing in the Business

The Paradigm Shift

- Buying a new boat vs. managing an asset
- The biggest line item on the P&L
- The most critical variable driving growth

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Failing to Grow Profit

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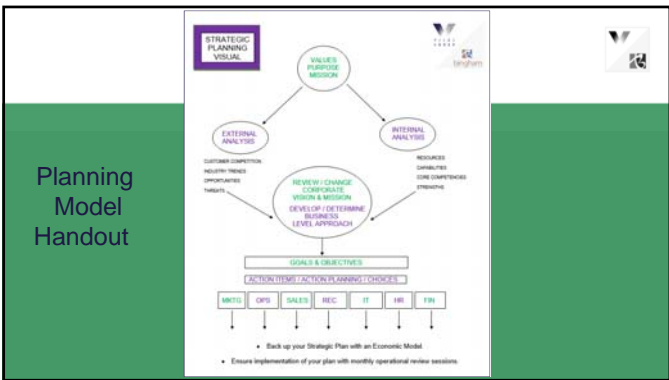
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AVOIDING THE 3 BIGGEST MISTAKES



Financial Model BENCHMARKS

Revenues	100%	% Allocation	Function
Costs of Sales	80%		
Gross Profit	20%		
Operating Overhead	15%		
		5%	Sales
		4%	Recruiting
		2%	Management
		4%	General & Administration
Corp. Overhead	2%		
Pretax Profit	3%		

	Revenue	100%	\$ 18,000,000.00
	Cost of Sales	75.00%	\$ 13,500,000.00
	Gross Profit	25.00%	\$ 4,500,000.00
	Business Unit Expenses =	12.5%	
	Sales	4.5%	\$ 810,000.00
	Recruiting	3.0%	\$ 540,000.00
	G&A	3.0%	\$ 540,000.00
	Mgt	2.0%	\$ 360,000.00
	Business Unit Contribution	12.5%	
	Corporate		
	Exec Mgt	2.0%	\$ 360,000.00
	G&A	2%	\$ 360,000.00
	Corporate Expense		
	EBITDA (50% reinvested back into the business)	8.5%	\$ 1,530,000.00

EXAMPLE

CASE STUDY

LIGHT INDUSTRIAL FIRM <\$10MM
 FAILED TO PLAN, FAILED PEOPLE, FAILED TO GROW PROFIT

Owner's Mistakes

- Two different service offerings
- High client concentration taxing the fulfillment team
- Factoring receivables - little cash to invest, owner not making money
- Put trust in a bookkeeper who put the business at risk
- Personal distractions / wasn't connected to his team
- Operating inefficiencies in both Sales and Recruiting functions

Result: no value in the business

Turnaround Approach



- Joined a Visus Group CEO roundtable, educated himself on best practices, learned from peers, wrote a strategic plan
- Outlined 3 key initiatives to complete in FY '16
- Ensured accountability through implementation

Result: doubled revenue in 18 months

THE GROWTH ROADMAP

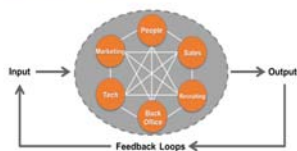


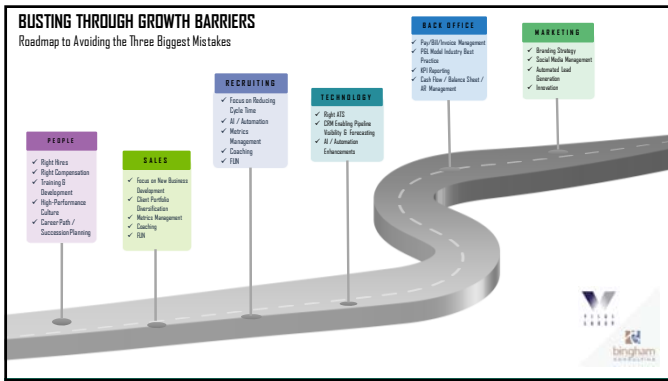
PUTTING IT ALL TOGETHER

Organizational Development Model



Transformation Process









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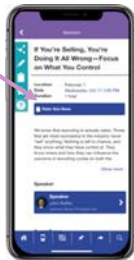


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