

"Increasing Your Bankability and Profitability"

Why would owners, managers, CFOs, and controllers want to attend?

In healthy economic times, owners can lose focus on managing the Key Performance Indicators critical to their survival. Why? Great top line revenue and access to capital can hide a lot of management inefficiencies. Access to capital is MUCH more difficult, revenue is down, and banks are looking for reasons to say NO. Now, more than ever, it is time to get back to basics and refresh, relearn, and reapply the seven step financial process it takes to survive this economy and come out stronger than before.

Attendees of this program will learn:

- 1) What financial statements can really tell about the health and bankability of their business
- 2) How to cut costs with a scalpel rather than a hatchet to meet a targeted profit
- 3) How to use financial analysis to uncover opportunities to increase cash flow and profits
- 5) How to use break-even analysis to control costs, determine appropriate pricing strategies, and make better purchasing decisions
- 6) Take away a "Cool Tool" to convert financial ratios to real dollars

What participants have said:

"Very informative. David, you do a great job of engaging us and all the information applies directly to my job."

"I felt engaged all the time and each section logically built upon the previous section. It more than kept my interest and inspired me to higher levels of understanding."

PLEASE HAVE PARTICIPANTS BRING CALCULATORS!

Curriculum Overview...

8:00-8:30 INTRODUCTION AND OVERVIEW

- Business Owner Roles, Responsibilities, and Management Styles
- The Financial Operating Cycle

8:30-10:00 MONITORING FINANCIAL POSITION

- Case Study and Practical Application
- Understanding the Income Statement: Profit Performance
- The Role of the Balance Sheet: Business Health
- Using Financial Ratios to Measure Efficiency and Plan for Greater Success
- The Working Capital Cycle

10:00-10:15 *Morning Break*

10:12-12:00 LOOKING FOR LITTLE PROBLEMS THAT CAN ADD UP TO A BIG PROBLEM

- Using Financial Ratios to Measure Efficiency
- The Importance of Industry Benchmarks and Other Financial Guidelines
- Identifying Financial Challenges
- Identifying the Cause of the Problem and Prescribing a Cure
- Improving Cash Flow, Profitability, and Operating Efficiencies

12:00-1:00 *Lunch*

1:00-4:00 INCOME STATEMENT: BREAK-EVEN ANALYSIS

- Managing the Income Statement from the Bottom Up
- Understanding Cost Behavior: Fixed & Variable Cost Patterns
- Contribution Margin: Planning for Profits
- Applying Break-Even In Your Own Business
- Strategic Application of Break-Even: Cost/Benefit Analysis
- Case Study and Practical Application

EXTRAS

- Banker Hot Buttons
- Business Killers
- Golden Rules



Mechanical Contractors Association
WESTERN WASHINGTON

EVALUATION SUMMARY

CLASS: CMPM 300-13
DATE: February 20, 2014
INSTRUCTOR: David Ashcraft
TOPIC: Financial - Managing the Number:

QUESTION	1	2	3	4	5	Average
1. This session was well designed and used time effectively			1	2	11	4.7
2. Speaker was prepared and understands my on-the-job issues.				3	11	4.8
3. Speaker effectively involved participants/answered questions.				1	13	4.9
4. This session met the stated objectives.				1	13	4.9
5. The in-class activities were effective in demonstrating concepts.				2	12	4.9
Total	0	0	1	9	60	
Unit Points	1	2	3	4	5	
Points Earned	0	0	3	36	300	
Total Points Earned						339
# of Respondents						14
Total Points Available						25
Weighted Points						24.21429
Index						0.97

(Out of 14)

COMMENTS:

What was the most useful part of this session:

1. *Hearing Leah add real life relevance. Dave - thanks for making financials entertaining!
2. Going over the ratio worksheet.
3. Working through the math in teams to see how we arrive at decisions or decide to focus on strategic changes.
4. Breaking down the balance sheet. Cost of adding staff. Getting to breakeven.
5. The understanding of increasing gross profits and the impact on financial performance.
6. Looking at the overall health of the company. It was interesting to see how small improvements could have drastic results. I thought class was great.
7. Everything...most valuable class of my 22 years in the business. Great information and great delivery.
8. Worksheets were fun.
9. Going through the worksheets.
10. Going through the worksheets by hand.
11. Working through the ratio worksheets.
12. The financial analysis review - income statement, balance sheet, ratio sheet and interpretation of the numbers.
13. David did a great job of keeping the topic fun and entertaining.

What constructive changes would you suggest to make the session more effective:

1. *Seems like this could have been a 4-6 hour class.
2. Make sure calculations are correct.
3. It may have been useful to be given the income and balance statements before the class to become familiar.
4. Don't use light green numbers against white background on the sheets displayed on projector. Difficult to see.
5. Difficult at times to see the worksheets on the screen.
6. Teach it to business owners - it would help build stronger, sustainable companies and set a realistic expectation.
7. More case studies.
8. Make us crunch more numbers.

How will you apply the information you learned today:

1. *Ask questions on how sales targets generated, understand true costs.
2. Will analyze my job or group within the company.
3. I will have a better understanding of why I am being asked to improve things such as billing or assist in collections.
4. Work on building my business plan from the bottom up.
5. Increase overbilling.
6. Test my theory.
7. Apply to valuation on business and personal.
8. Use it to better understand the financials of my company.
9. Better cash management strategies.
10. Daily when reviewing my project financials.
11. A lot of the balance sheet exercises will help me analyze our firm's financials better.

* indicates that comments may not be used as testimonial