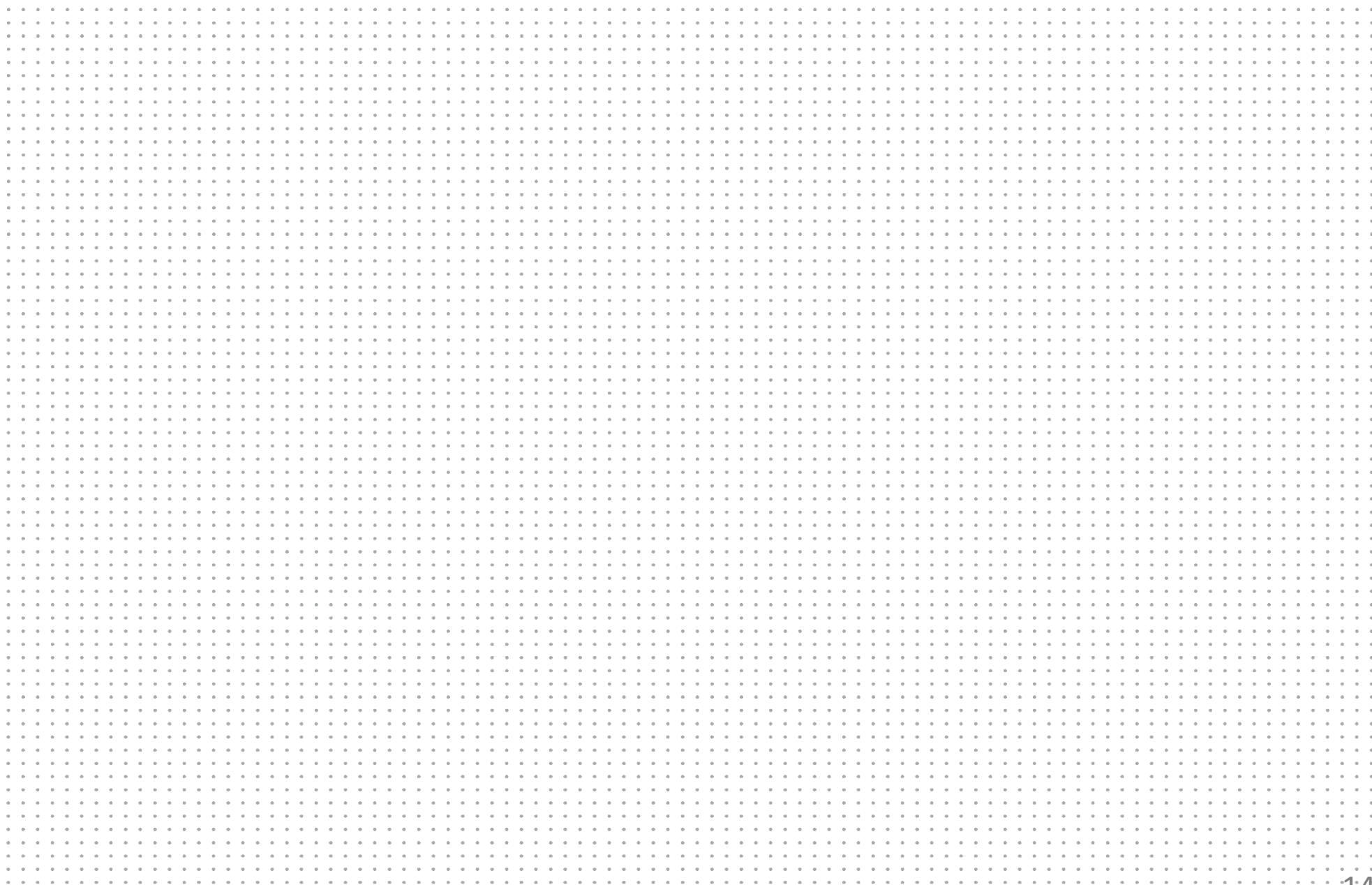


Playing Offense: Create a Bulletproof Business



5 Key Principles...

1. Scan For Threats...

2. Play Defence...





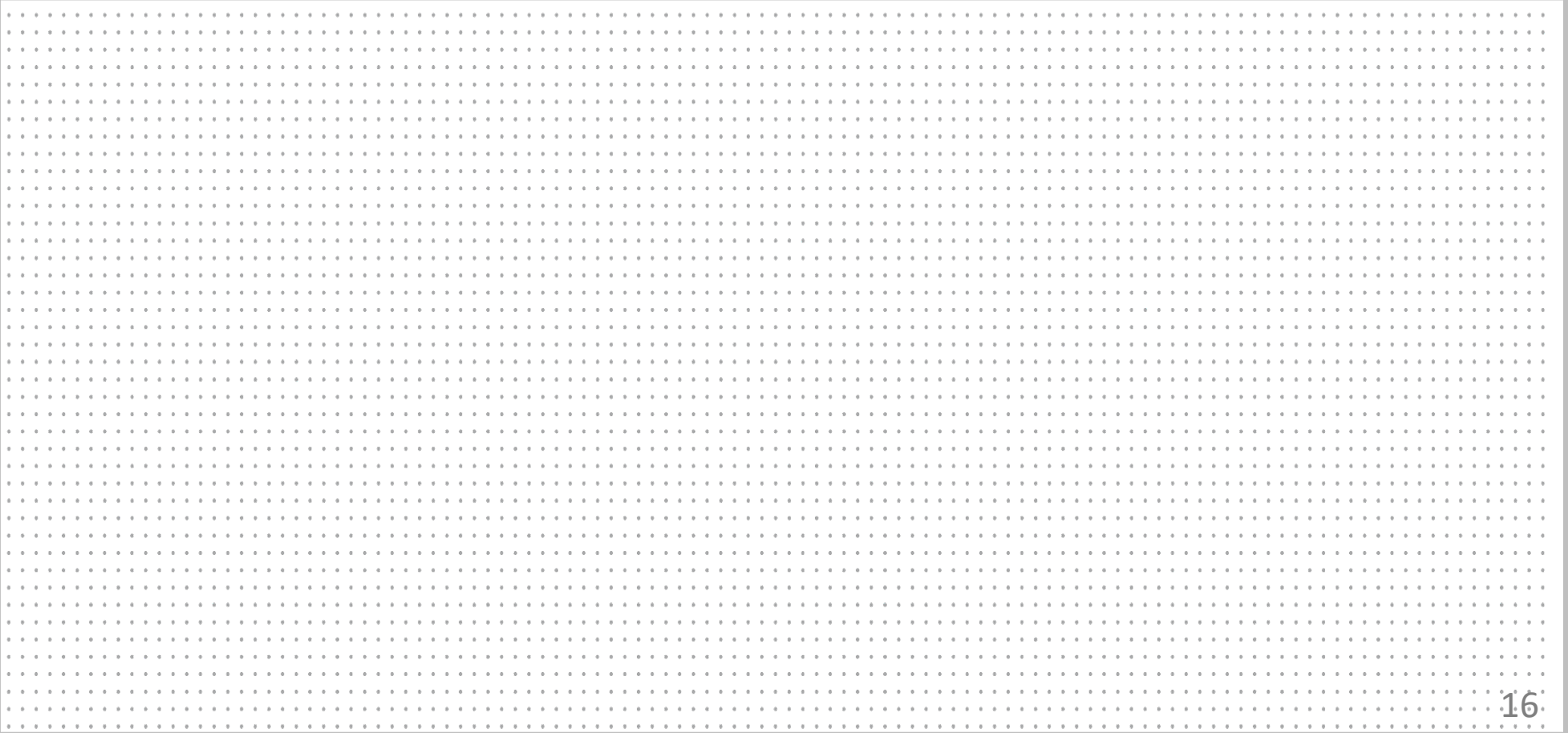
3. Front Foot It...

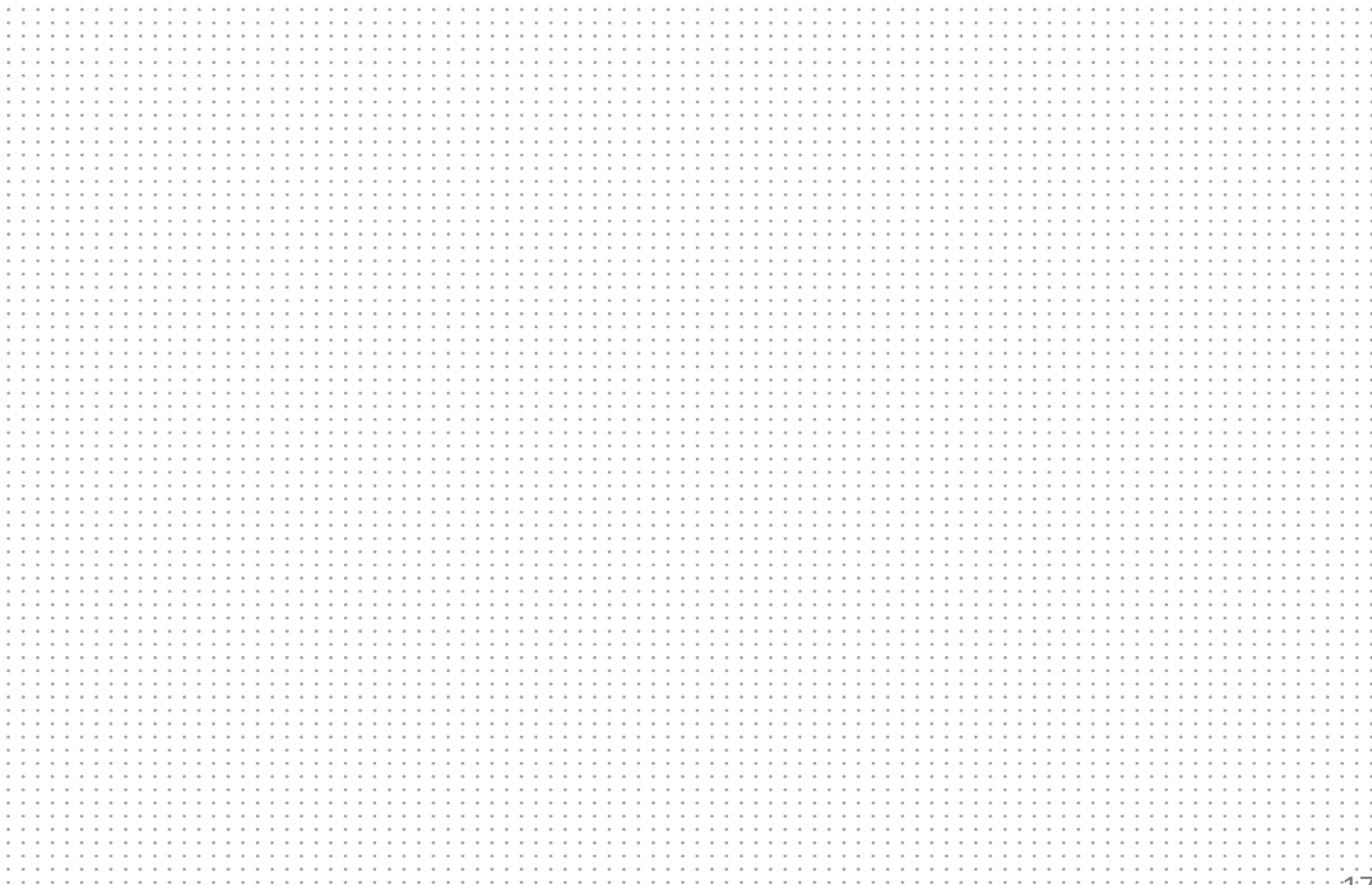


4. Nurture Relationships...

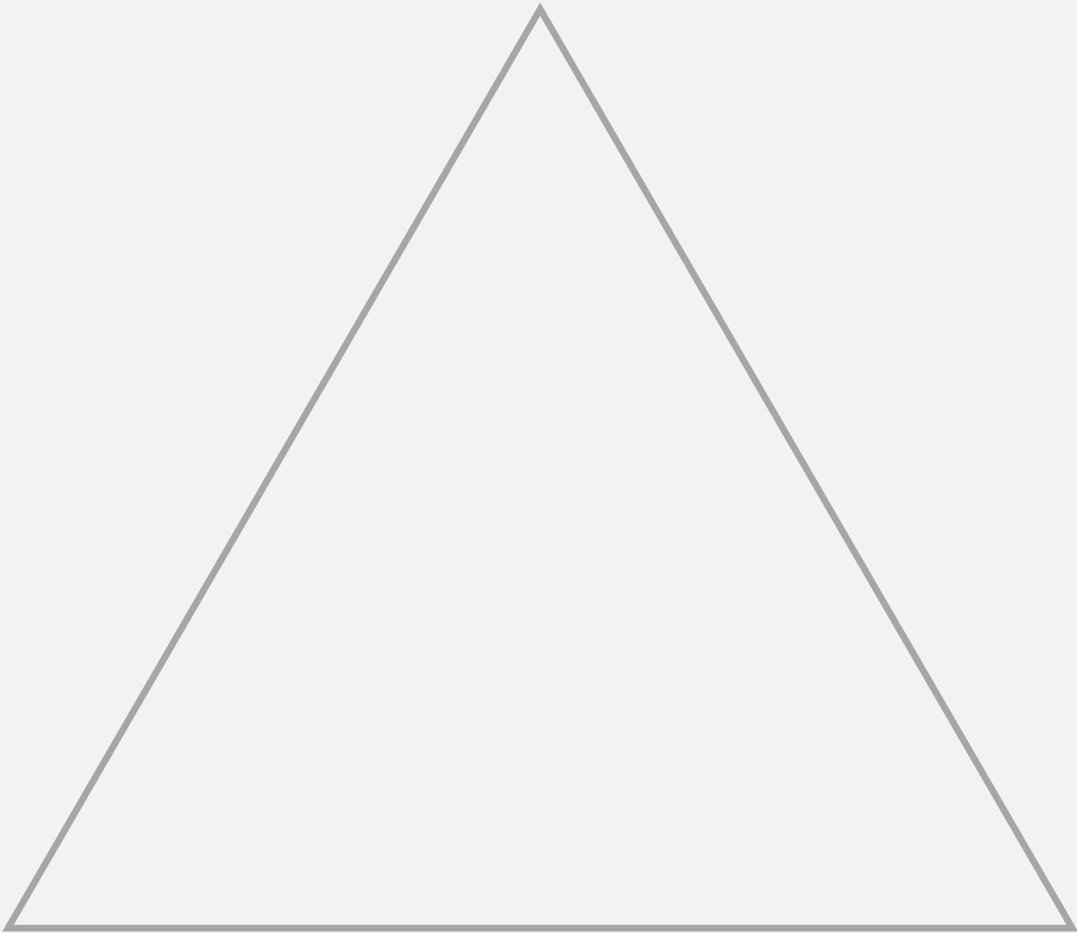


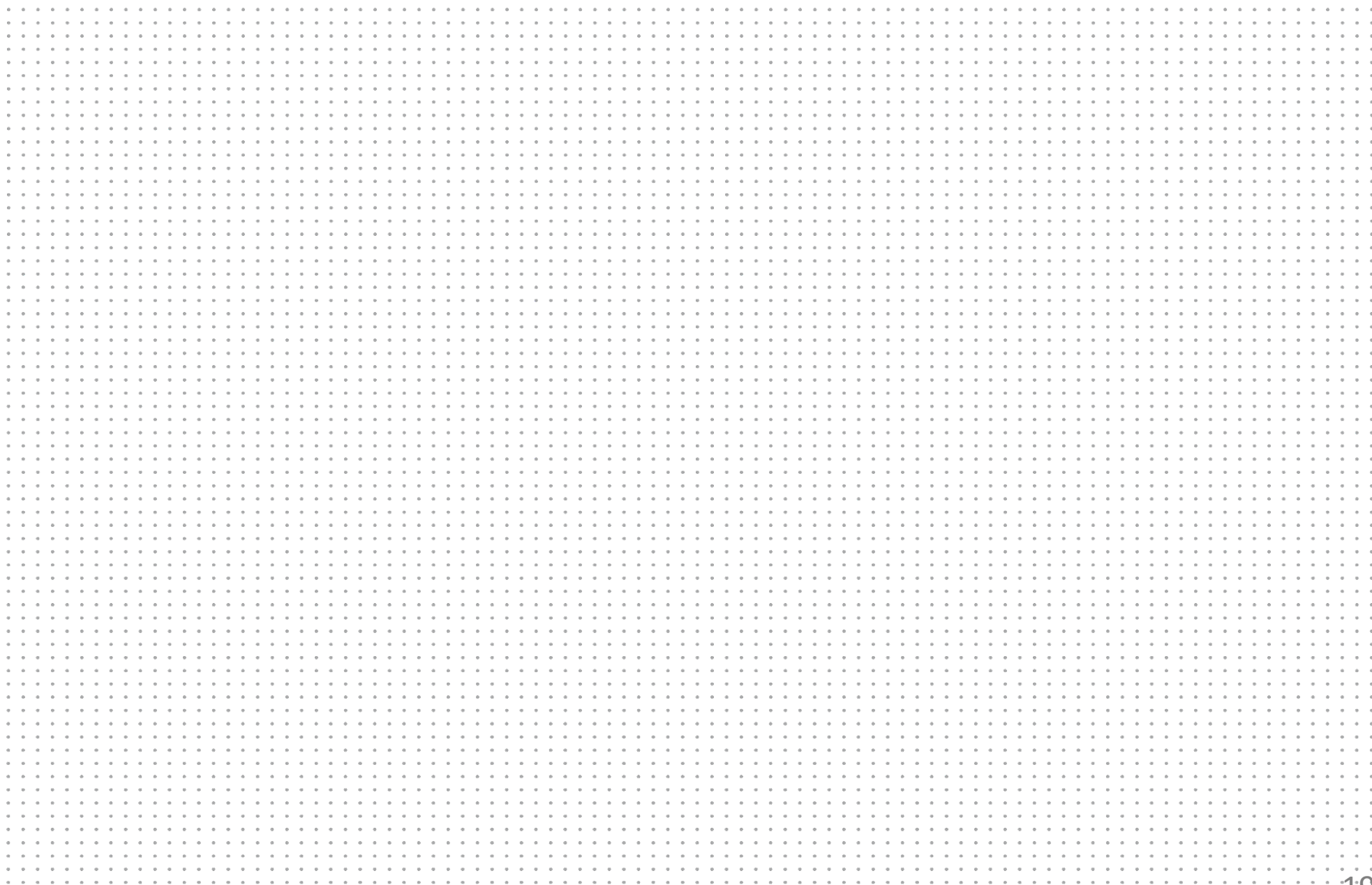
5. Lead From The Front...





The 3 Forces



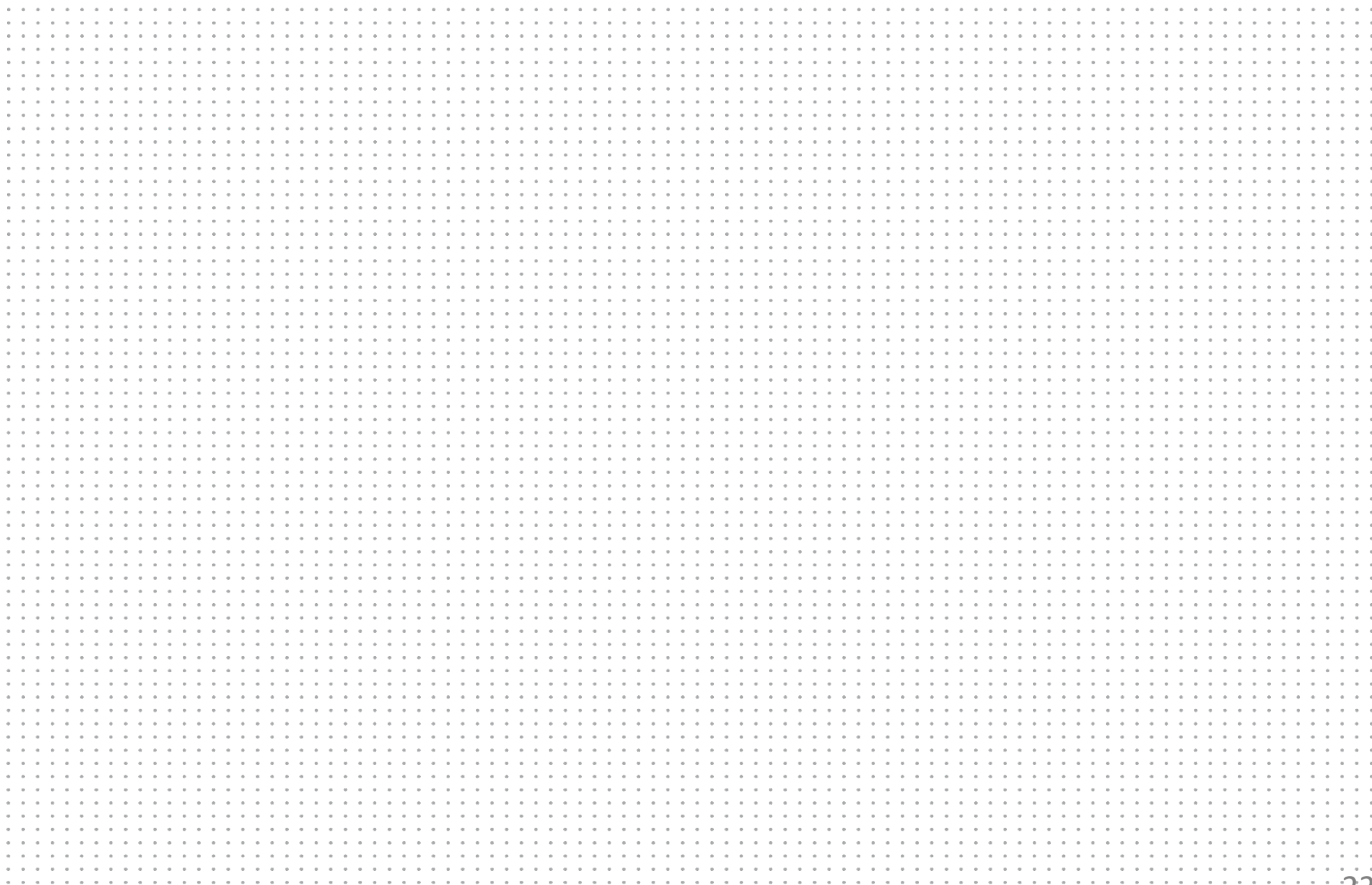


Labour Utilisation Worksheet

Hourly Rate Paid to Team Member:	\$	35.00		
Hourly Charge Out Rate:	\$	90.00		
Number of Weeks Worked per year		45		
Day	Total Labour Hours Paid	Total Labour Hours Charged to Jobs		
Monday	9	9		
Tuesday	9	7.5		
Wednesday	9	7.5		
Thursday	9	7		
Friday	9	7		
Saturday				
Sunday				
Total	45	38		
Weekly Labour Wastage (at cost)	\$	245.00	Yearly	\$ 11,025.00
Weekly Lost Potential Charge Out (Sales)	\$	630.00	Yearly	\$ 28,350.00
Weekly Labour Productivity %		84.4%		

Client Selector

<p>Profitable Clients <i>(Back Costing, Can pay / will pay)</i></p>	
<p>Experience <i>(What are you good at?)</i></p>	
<p>Case Studies / Testimonials <i>(Which markets can we get social proof)</i></p>	
<p>Interest <i>(What do we like to do?)</i></p>	
<p>Trends <i>(What new developments can we lead the market in?)</i></p>	
<p>Easy To Find <i>(Can we get a list of names? Watering holes?)</i></p>	
<p>Profit Per Job <i>(High lifetime value clients or repeat business)</i></p>	
<p>The River Is Running <i>(People that understand the product / service & are already buying)</i></p>	



The Bulletproof Business Checklist

Marketing & Sales (reduce risk & diversify client base)	Yes	No	Comments
We have at least 3 proactive marketing strategies to generate work from new clients?			
We have at least 2 different target markets to limit market exposure?			
We have no more than 30% of our work with 1 or 2 clients?			
Numbers (protect cash, drive profit)	Yes	No	Comments
We have at least 3 months operating expenses set aside as an emergency fund (to cover labour costs and fixed costs)?			
We have Terms of Trade and a process to ensure our clients sign our Terms of Trade?			
We qualify new clients on their ability to pay (deposits charged, enquiry script used, credit references checked, etc.)?			
We limit the maximum amount of credit amount for each client to avoid over exposure?			
We have adjusted our payment terms to the shortest possible time (e.g. payment on completion for maintenance, service work and residential projects with progress claims wherever possible)?			
We have a written accounts receivable process including the steps for sending non-payers to collection?			
We complete a monthly Profit and Loss statement?			
We complete monthly financial KPIs to track business performance?			
We back cost all jobs and adjust accordingly?			
We have a clear understanding of our business break-even point?			
We have a rolling 12-week cash flow forecast?			
We have set up a line of credit / bank finance in case we need it?			

The Bulletproof Business Checklist

Team (increase productivity)	Yes	No	Comments
Our team contains only “A Players” who have a can-do attitude?			
We have at least 4 proactive strategies to build a high-performance culture (e.g. Rules of the Game, Performance Reviews, Key Performance Indicators, Job Descriptions, The 20, regular communication rhythm, etc.)?			
We use virtual communication tools to stay connected and reduce travel / workshop downtime (e.g. Voxer, Zoom, Facetime, Viber, etc.)?			
Systems (automate, streamline & save time)	Yes	No	Comments
We have written processes, checklists, and systems for the areas of high impact (e.g. job quality, job organization, etc.)?			
We have templates for pricing frequent jobs / parts of jobs to reduce pricing time?			
We have audited our systems to see what we can automate and streamline with technology solutions (see the Top 50 Apps for Trade Businesses)?			
We have a “cloud” solution for data storage and sharing that is accessible remotely?			
We have a GPS tracking and fleet management system for vehicles?			
We fully use our job management system to template and automate our workflow?			
I (we) run an online task management system (e.g. Trello)?			
Our office is paperless to the largest extent possible?			
We have an online system for sharing passwords and log on details?			

