

IMPLEMENT
SYSTEMS THAT
BOOST PROFIT

GLTE 2021



JACKI HART, CLP

CBH
Consulting By Hart
Coaching | Training | Live Events

A man with a beard, wearing a blue button-down shirt, is sitting at a table. He is looking down and writing in a notebook with a pen. A disposable coffee cup with a brown sleeve is on the table next to him. The background is blurred, showing what appears to be an indoor setting with some lights.

IMPLEMENT SYSTEMS THAT BOOST PROFIT

Where Are You Starting From?

Consider this: There are places your business is making profit and places that it's not.

In order to know what to change, you first must know what's REALLY happening.

And you must know what you don't know, in order to improve.

<http://bit.ly/CBH-Business-Test-And-Score-Sheet>

	Some room left on the credit cards	NO walking around money	
	I can be away a week, but I am extremely important	My business needs my personal attention and efforts most of the time	
	I draw a significant monthly salary and dividends	I earn a steady monthly salary, but it is less than I would like	
	I am mostly OK, but wish I could work out more and sometimes worry at night when sleeping	I often have sleepless nights and sometimes worry about meeting payroll	
	I sometimes miss things my family does due to work commitments	Gosh, the time is flying by and I am missing important family and friend outings due to work necessities	
	We are growing steadily and our pre tax profit is 12% in an industry that averages 8%	Our growth is steady, if modest, but our pre tax profit is less than the industry average	
	We have cash in the bank, the credit line is significant and unused	Our credit line is two-thirds used and I wish it were lower	
	Our accountant says our EBITDA is \$600,000 and with a multiple of 2.0 times	Our EBITDA has been flat for several years and I am so critical to the business it could	

New Profit Systems Have To Fit With Where You're Starting From

Which 3 scores you could most easily improve?
How could you move them each up one ranking?
Set SMART goals for each of them.

GUESSING IS A LOUSY STRATEGY

- Guessing at how to set your price.
- Guessing at how much to pay staff.
- Guessing what the company can afford to buy, lease or rent.
- Guessing at how much money you'll make.
- Guessing at where you're profitable.

“

**If You're Aiming At Nothing, You'll Hit It
With Huge Accuracy.**

—

JACKI HART, CLP

Setting and tracking goals on a frequent basis is crucial to success. Wafting through each year without targets and monitoring results gets you no where fast.

Equip yourself with the mindset that goals are an important part of your company's success... SMART

SMART goal setting:

- Is your goal specific?
- Is your goal measurable?
- Do you have an action plan?
- Is your goal realistic?
- Do you have a time limit?

If you knew exactly where the financial leakage in your company was, would you jump fast to plug the holes and improve profit?



Without specific benchmarks, production rates or profit goals, how is it possible to know if your team are high performers, or are unknowingly causing inefficiency and low or no profit at the end of the year?

Set Your Sights On Profit: Measure KPI's

Budget 1: (\$700K)	Budget 2: (\$1M)	Budget 3: (\$3.5M)
100% Design/Build	65% D/B, 25% Maintenance, 10% Snow/Ice	42%D/B, 46% Maintce, 10% Snow/Ice
Field Labour: 22%	Field Labour: 25.6%	Field Labour: 28.5%
Equipment: 13%	Equipment: 13.7%	Equipment: 14.2%
Materials: 30%	Materials: 24%	Materials 18.9%
Overhead: 22%	Overhead: 23.8%	Overhead: 25.6%
\$91,000 (13%)	\$130,000 (13%)	\$455,000 (13%)

BENCHMARKS courtesy of:



BUSINESS
MANAGEMENT
SOFTWARE



**IS YOUR BUSINESS
BUYING YOU A JOB?**



**OR IS IT BUILDING YOU
EQUITY AND ROI?**

My Top Ten Profit Systems

1. Last year vs this year same period vs budget
2. Overhead as a % of Sales
3. Wages as a % of Sales (By Division)
4. Materials as a % of Sales
5. Subs as a % of Sales
6. Gross Margin as % of Sales | Net Profit
7. Cost of Equipment to charge out per day
8. Job Costs per project (production rates)
9. Average Transaction (By Division)
10. Sales closing rate

HATE 'THE NUMBERS'? GET OVER IT.



Your Income Statement

This is the 'go to' monthly report that will show you where your company is earning income and spending it. It shows how much money is left for profit and can compare last years results to this year.



Your Balance Sheet

While a little hard to understand at first, well worth the effort. This little gem gives you a snap-shot into how your company is performing on any given day, how much you owe, how much others owe you, etc.



Your Budget

An absolute must. This shows you month by month if you're on track with sales and expenses. If you're not, it helps you turn the ship around before it's into rough waters.

ASSESS AND MAXIMIZE RESOURCES

Know which resources you have,
(and don't have) available to you in
order to keep your business
moving forward at any given time.
When you can't see the forest for
the trees, get into the drone.





Time

Talent

Methods

Momentum

Culture

Capital

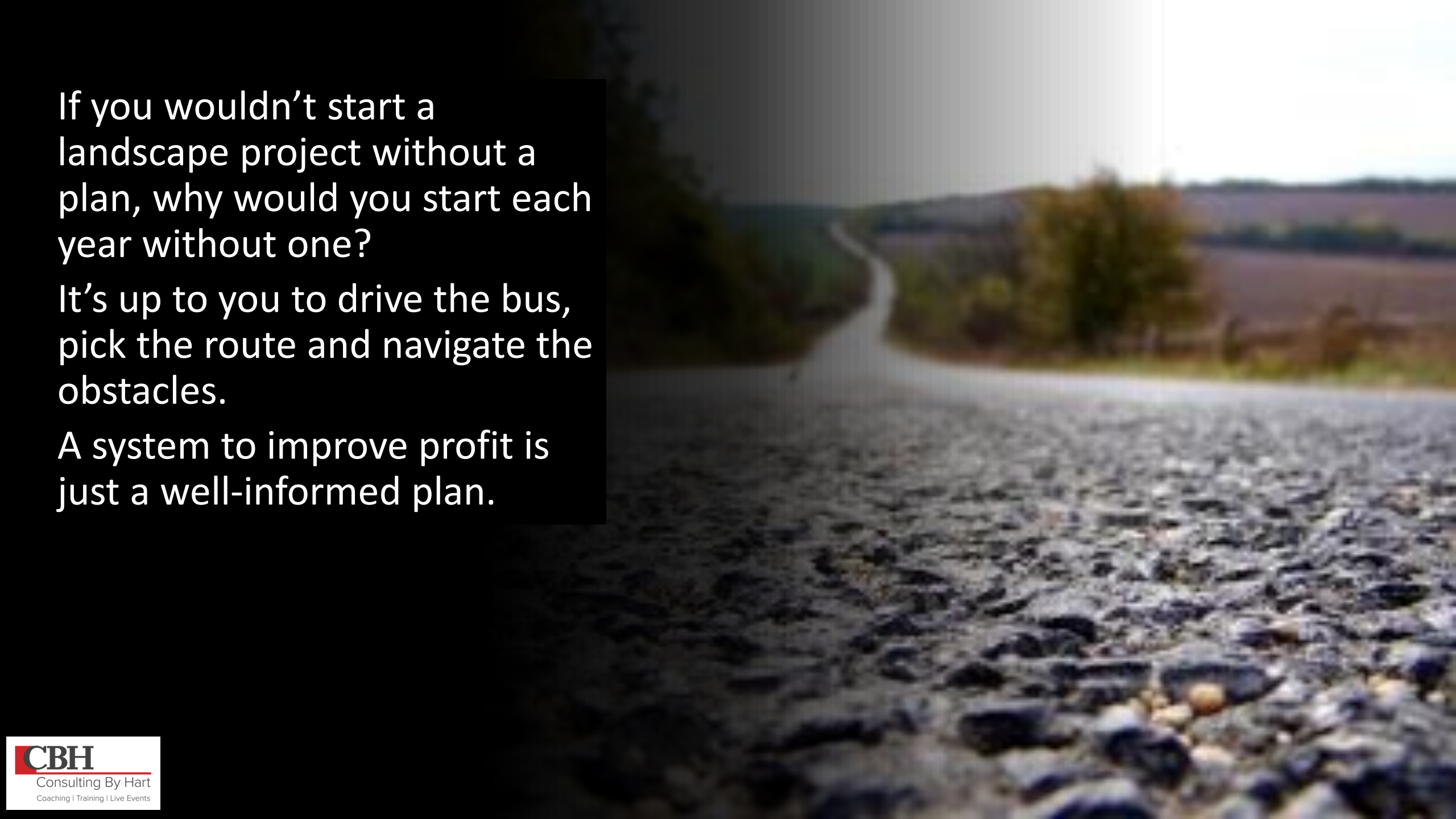


Measure Your Resources <http://bit.ly/measuring-resources>

Build A Plan To Improve

What will you start to measure?
When will you check it?
How could your evaluation of the
results change the strategy, sales
efforts or team actions?





If you wouldn't start a landscape project without a plan, why would you start each year without one?

It's up to you to drive the bus, pick the route and navigate the obstacles.

A system to improve profit is just a well-informed plan.

Self Reflection

What will you start to measure?

When will you check it?

How could your evaluation of the results change the strategy, sales efforts or team actions?

SYSTEMS FOR PROFIT SUMMARY

Know What You're Aiming At, Check Results and Adapt The Plan

#1

PAY ATTENTION

Monitor what you measure. The ROTI ROR and PROTI are priceless.

#2

BE NIMBLE

When metrics are off-target, be responsive and ACT.

#3

INCLUDE THE TEAM

Include and engage them. Equip them dig in with purpose.

Every business can be more successful when there is intentional management of resources and focused pursuit of attainable targets.

Brute strength alone won't get you to more profit from where you are now.



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