



COVID-19 Phase 2

detailed implementation plan and system notes to accompany the guide

- **Simple process to check in with all clients**
- **Help those clients thrive, who are fortunate to be busier than ever**
- **Be ready to act quickly for clients who are 'on the edge'**
- **Support all those who are in between**

your detailed 'COVID-19 Phase 2' - implementation plan and system notes

system notes for your team

(please copy and adapt as necessary for your firm)

assumption: the client has previously been triaged and spoken to and any resulting additional work (including projections for any loans) has been completed. If not, please see the COVID-19 Care Call/Battle Plan Guides.

Why

To ensure that ALL clients continue to receive our help and support in these challenging times. We need to maintain the client relationships and identify those that need any additional help. To do that we need to understand which clients have a business that is:

- fortunate to be in more demand than before,
- on a cliff/knife edge, or
- somewhere in between; with or without a plan.

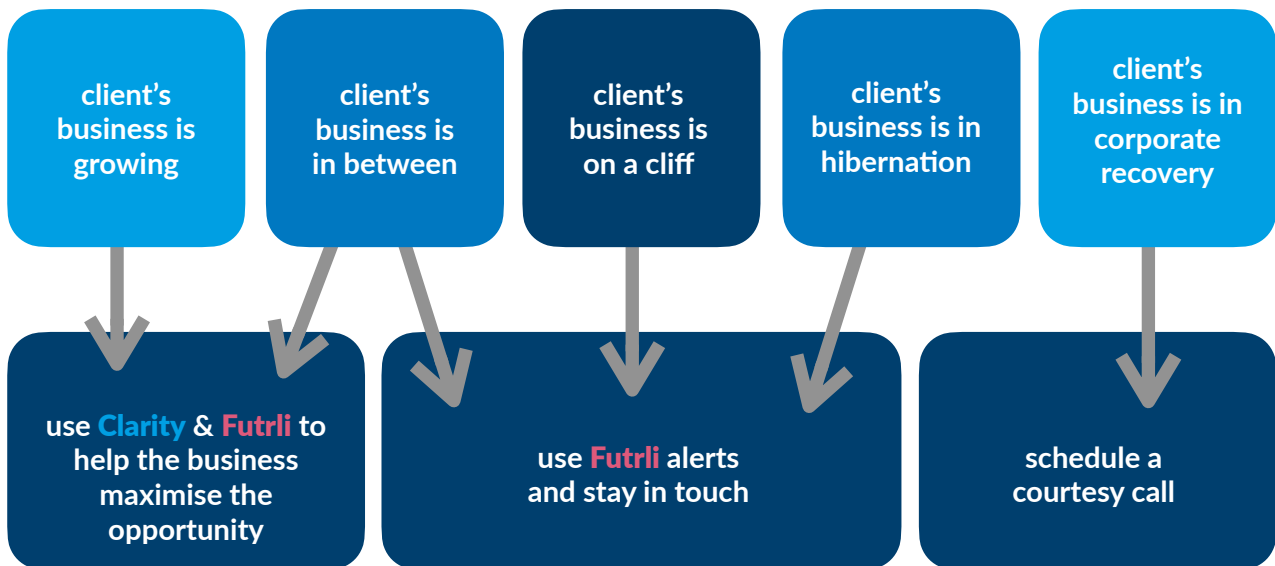
We also want to ensure that we handle the video calls efficiently, don't waste unnecessary time and provide real value and support to our clients.

Bear in mind that we should be suggesting our 'paid for' services, where relevant - as a GP would suggest a prescription - to help clients survive and thrive and to ensure the firm does too.

Process

All clients whose business is able to continue in the current circumstances will fit into 3 broad categories; growing, on a cliff edge and somewhere in between.

We do still need to remember about the clients in hibernation, with a check in call, and those that have been referred to corporate recovery, with a courtesy call. It's unlikely that we can do any more to help these clients but maintaining the relationship is important.



For clients whose business is growing follow [this simple 5 step process](#) and these notes should be read in conjunction with the [Clarity video guide](#). The subsequent work that is generated can be easily completed by following the Clarity Silver Members and above 'Agendas for Clarity' systems and process (which is a step by step guide to deliver the additional work).

These clients will be looking for help with planning ongoing budgets, cashflow projections, help with funding, online meeting/check-in support (see Clarity meeting systems and agendas), dashboards etc leveraging technology as much as possible - for speed and cost efficiency.

For clients whose business is on a cliff edge and potentially at risk of going into hibernation or corporate recovery you'll want to monitor the situation by setting up alerts in Futrli to keep tabs on the situation. However, their success may be dictated by government loans, grants, or waiting out the storm.

For clients whose business is somewhere in between but don't have a plan then follow the same simple steps below for a business that is growing.

For all clients whose business is somewhere in between, you'll want to monitor the situation by setting up alerts in Futrli and checking in regularly to make sure things are ticking over but also look for opportunities to help measure key numbers and compare to budget as things do or don't improve.

For clients whose business has previously been put into hibernation you'll want to monitor the situation by setting up alerts in Futrli, for positive and negative changes, and keep in touch periodically to help if things have improved.

For clients whose business has previously been referred to corporate recovery, you'll want to make a courtesy call to show that you still care but obviously the priority is the clients that are still operating. Schedule a one off call for the end of the month.

Step 1 - contact the client (5 mins)

Email the client (see the template on page 7) to set up the video call to help the client clearly see where they can get to with their business and build a plan to make it happen. We could charge for this meeting, and if so, the email suggests a refund for the client if the meeting isn't valuable. However, if we are charging and price is an obstacle it can be discounted to a relevant amount, which may be zero. Where practicable, this should be considered a free meeting, to position the inevitable future work.

Step 2 - prep for the video call (10-15 mins)

a load the client on Clarity. See the relevant guides and help if you are not familiar with this process - it takes approx 3 mins if the client is using Xero or QBO and approx 10 mins if we have to enter the data manually. If we are using an API select the most appropriate period - this may be a year end for a stable business or where it's the best data, the last GST/VAT return (where presumably we can place more reliance on the data) or a closed management accounting period. Remember, sometimes good enough is good enough - we can always explain to the client the importance of up-to-date and accurate data. If we have entered the data manually choose that period.

b consider the calculation basis. Typically if we are not using year end data and the client is a seasonal or high growth business, we may need to consider changing the calculation method to a rolling twelve months basis (we will obviously need to have at least twelve months data). However, given the current circumstances it may be best to use the 12 monthly rolling basis anyway. See the settings screen to make this change. This will not apply if we have entered the data manually. The default calculation method is annualised (ie current period/no of periods x 12 and then compared to the previous twelve months) with comparatives shown where we have the data.

c select the month and year for the most recent finalised data and go to the future screen. Increase the 'move all' slider by 5% to give you an idea of what is possible for the client and the services you can offer based on the profit and cash improvement.

d send out a draft agenda to the client for their approval in advance of the call. This is so that they are prepared and can give you advance input on topics they want to discuss (giving you notice to undertake additional prep if necessary). Be sure to include an end time, so that they are clear. You can always talk about anything not covered in the subsequent meeting or can schedule an additional call if required.

Step 3 - hold the initial Clarity video call meeting (30-60 mins)

We should hold this meeting this on [Zoom/Skype/Google Hangouts Meet/GoToMeeting](#) if possible (remember face to face is always better in the current climate and we need to show the client a visual of their numbers). [Refer to the video guide, agenda and system notes on page 10.](#)

The purpose of this call is to help the client understand where they are now, understand where they could get to and create an action plan to close the gap. All of which you'll do within Clarity.

Go through the Clarity now, future and action plan screens with the client as detailed in the agenda guide.

Once the action plan is completed it's at this point that we will recommend the services to help the client based on the profit and cash improvement that is generated in Clarity.

SUGGESTED PACKAGES & PRICING FOR YOUR CLIENTS

	Awareness	Accountability	Insights	Planning	Consultancy
Clarity 7 Key Numbers Action Plan' session - six monthly; now & future and action plan creation (see Introducing Clarity to your Client Guide)	✓	✓	✓	✓	✓
Support on existing action plan and tasks - (up to 1 hr pm)	✓	✓	✓	✓	✓
Monthly 'Clarity Accountability' call/zoom - (up to 1hr)- See Clarity Agenda System		✓	✓	✓	✓
Quarterly 'Clarity Insights' meeting/zoom (up to 2 hrs) to share interpretation & explanation of what numbers can be improved and how - See Clarity Agenda System			✓	✓	✓
Business modelling session (up to 2 hrs) - using tech solution				✓	✓
Budget and Cashflow forecast creation - using tech solution				✓	✓
Track existing or standard KPIs - using tech solution (identify specific KPIs is a separate detailed session)				✓	✓
Monthly budget, cashflow & KPI tracking (incl in the above meetings/call) - See Clarity Agenda System				✓	✓
Benchmarking and analysis - using tech solution				✓	✓
Business advice/coaching/consulting - bespoke					✓
© Clarity 2019 Suggested price (per month, plus vat)	£87	£157	£257	£457	£1000+

As a rule of thumb, if the profit improvement is below £30,000 we'll offer the Clarity insights or Clarity accountability service. If over £30,000 but below £60,000 we'll offer Clarity planning or Clarity insights service. And if it's above £60,000 we'll offer our own bespoke consulting or Clarity planning service.

Not all clients will want help, which is ok because there will be opportunities to help them in the future. Particularly if you contact the client in a month or so and they still haven't completed the action plan that you just agreed.

Step 4 - schedule and complete the additional work and update your billing system to include the price for the work (on going)

Based on what was agreed on the initial video call you'll want to complete the work agreed with the client following the Clarity step by step guide. This will also involve using the features in Futrli Advisor such as budgets, cashflow forecasts, 3 way projections, dashboards and alerts.

Step 5 - follow up as agreed - what happens next?

Always schedule a follow up meeting, things are moving too quickly for you to not stay in control. Monthly at the very least but more frequently for those clients in really tricky positions would be hugely valuable. This will also be based on the additional work you agree with the client. These meetings will also get your client into the habit of talking to you about their business and this will continue once this current situation has passed. They can be 15 minute Zoom calls - be time efficient.

The following steps will also help you to get it right:

Meeting follow up

All actions agreed during the strategy online meeting (and any meeting going forward) must be shared. Add all actions to the dashboard during the meeting so that they can be easily acted upon after the call. But also get in the habit of following up any meeting with an email confirming outcomes ie a who/what/when list. It will reinforce you being in control and saves time meeting to meeting. This email should include all actions agreed, who is responsibility for them and the timescales for them to be completed.

Real time dashboards

Share the dashboard with your client and ensure that you have their actual Xero or QBO / Quickbooks Online data automatically flowing in daily, updating their performance vs the forecast. Direct your client to use this dashboard as their sat nav between your meetings, if they track off course instruct them to call, waiting from meeting to meeting is just too long in this economy.

Do they have daily bookkeeping and bank reconciliation set up? Offer it, introduce them to someone who can, or teach them how: they will now understand why it's important, as all future projections need up-to-date data. You'll be tracking their progress with them in this new normal.

Alerts

Use technology to alert you if a client enters a danger zone. The beauty of cloud technology is that you have real time information. You can set up alerts that will trigger should any KPI or account line go above or below your set thresholds. Bank balance alerts will be invaluable for you during this period when you are at full capacity, it may just give you the opportunity to catch a company before it goes under. Again, these are dependent on automating the books, Receiptbank etc. are essential tools.

Step 1 - email

email from each client portfolio manager to book in a video call

Subject: Making the best of your opportunity

Good afternoon xxxxx

We hope all is well with you, your family and your team in the circumstances.

Your business is one of the lucky ones and there's a huge potential for you and your team to make a big impact.

To make the most of this opportunity I recommend that we have a video call (up to 60 minutes) to map out what is possible for your business and build an action plan to help you get there.

[There is a price of £200 plus vat for this meeting, however, if the meeting doesn't show you how to get at least double that back we'll refund this no questions asked.]

We believe it's important to keep in contact regularly to help you and your business do your best during these challenging times.

It would be great to get this meeting in the diary right away. Here is a link where you can book your meeting [insert your Calendly link here].

I look forward to speaking with you soon and helping your business be one of the success stories in this time.

Best wishes

Step 2d - email

confirmation of initial call/meeting

I am delighted to confirm our call/meeting on Tuesday 10 September 2020 at 10.40am.

Here's the link for the meeting and please find enclosed a draft agenda. Do let me know if there is anything missing?

I really look forward to speaking you.

Best wishes

Step 3 system notes for initial Clarity call

Attendees

Partner/manager/senior and main client contacts

Purpose of the meeting

- To increase customer service levels and add value to our client by helping improve and/or grow their business
- To gain a better understanding of what the client needs from us, their key issues and concerns, to provide a sounding board and to agree any extra work for the next period
- To understand what the client's key numbers are telling us about their business - where is it now, changes from the prior period and what is possible with the business (preferably before meeting the client)
- To clearly explain to our client, in plain English, what their 7 Key Numbers are saying to us about the business. Understand our client's plans for the future and consider the impact on their business and calculate what the inherent profit and cash improvement position is
- To work with our client collaboratively and to spark their imagination about what they could do (with our help) to work towards that inherent potential.
- To answer any queries the client may have
- To focus the client on what's important and to keep bringing them back to the potential profit and cash improvement. They may say something like "You just don't understand, I don't have the time...!" That's normal, we just need to gently remind them that they will never get more time, they need to understand what's important and delegate as much as possible so that they can focus on the tasks that are going to get them to where they want to go
- To offer help, where previously they may have thought they could do all the tasks
- To reinforce or agree a clear list of actions for the client (and us) for the next period using a who, what, when approach
- To be able to hold the client accountable to completing the agreed tasks
- To clearly show the client the value they'll get by working with and use the value as a juxtaposition with the price of the service
- To suggest logical next steps including setting up the follow-on strategy meeting date and expectations on delivery of the additional work agreed.

Simplified client agenda to be sent out to client 48hrs in advance of the meeting for approval/additions and make sure to include an end time!

Step 3 Agenda - for team use

for initial Clarity call with AN Other of XYZ Limited
Tuesday 15 September 2020 at 12:00

1 - Review your current key numbers - where you are now

Talk about where they are now using the 7 key numbers. But, don't spend too much time here as it's historic and we can focus on any of those numbers when we're in the future section. However, this gives you an opportunity to talk about other compliance services like bookkeeping, if the finalised figures that you are using are >3 months out of date.

Also, the small numbers in the top left hand corners of the 7 key numbers will help with the conversation in the future section. Eg, if gross profit % has reduced by (say) 3% points then you know the client can at least have getting back to that as a target.

If you don't have at least 2 years worth of data for Clarity to use, then some of the comparison figures (in top left corner of boxes) will not show or will be gobbledegook

The core cash target figure (and note whether there is a funding gap or not) will need to be discussed

2 - Understand your plans for the future

Go to the future screen and talk through each number individually, making sure that the numbers are stretched but realistic and relatable to the clients situation (ie revenue growth is more than just year on year growth. You can use last year's growth as a guide to start this conversation. Everyone can improve by 1%, that's easy! What about an extra 2,3, or 5%?)

Update all the sliding scales, scroll back to the top, and highlight the profit and cash improvements. If the client says nothing, then prompt them by asking them how they feel about that extra cash and profit (it might be that they are overwhelmed, scared or perhaps they think they could do better...in which case you can increase the sliders)

3 - Highlight the profit/cash improvement potential within the business

If the client says OMG, that's amazing how am I going to do that?! Then simply click save, (green button) and work with them on an action plan, to show them how you can work towards their goal together.

4 - Create an action plan to help you get to where you want to be

Ask the client how they will achieve the improvements and if they don't know ask the questions in the action plan, just go for 1 or 2 from the top 3 questions in each section

Either edit the existing task or create a new task to write down what the client says

5 - What are the top priorities?

Prioritise the list so that there are 3 top actions that will take place, with people responsible and a due date/deadline in place Delete any unnecessary or irrelevant tasks

6 - Anything you need help on?

Once actions are agreed, go back to the top of the screen to show the increase in profit and cash they could make. At this point you can then offer the most relevant service and/or package to help them get towards that extra profit and cash, and tell them the price per month. If client asks what's included, you can then explain what's included in the relevant package. Sign the extra work order in your proposal software or however you prepare your packages

7 - Have we covered everything?

Ask the client if everything has been covered.

End time 1:00pm (important to include - so that everyone knows and you don't run over for your next meeting)

your logo here

Step 3 Agenda - for client use

for initial Clarity call with AN Other
of XYZ Limited

Tuesday 15 September 2020 at 12:00

- 1 - Review your current key numbers - where you are now
- 2 - Understand your plans for the future
- 3 - Highlight the profit/cash improvement potential within the business
- 4 - Create an action plan to help you get to where you want to be
- 5 - What are the top priorities?
- 6 - Anything you need help on?
- 7 - Have we covered everything?

End time 1:00pm