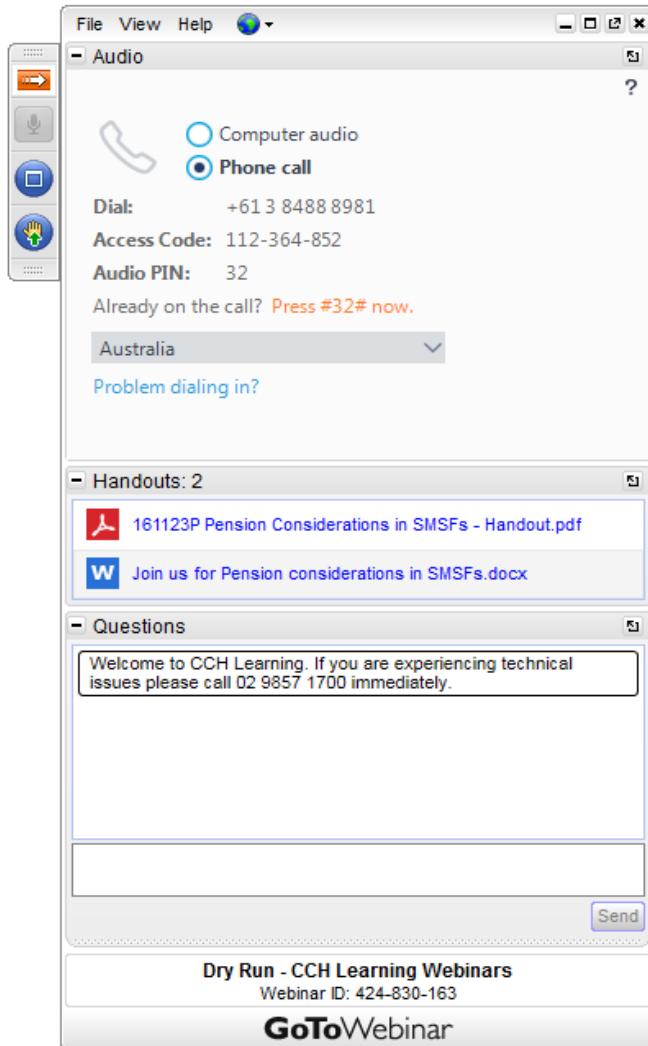

Selling Strategy - How to move Beyond Dollars for Hours

Dr Abbie Widin

Thursday 12 October 2023



How to participate today



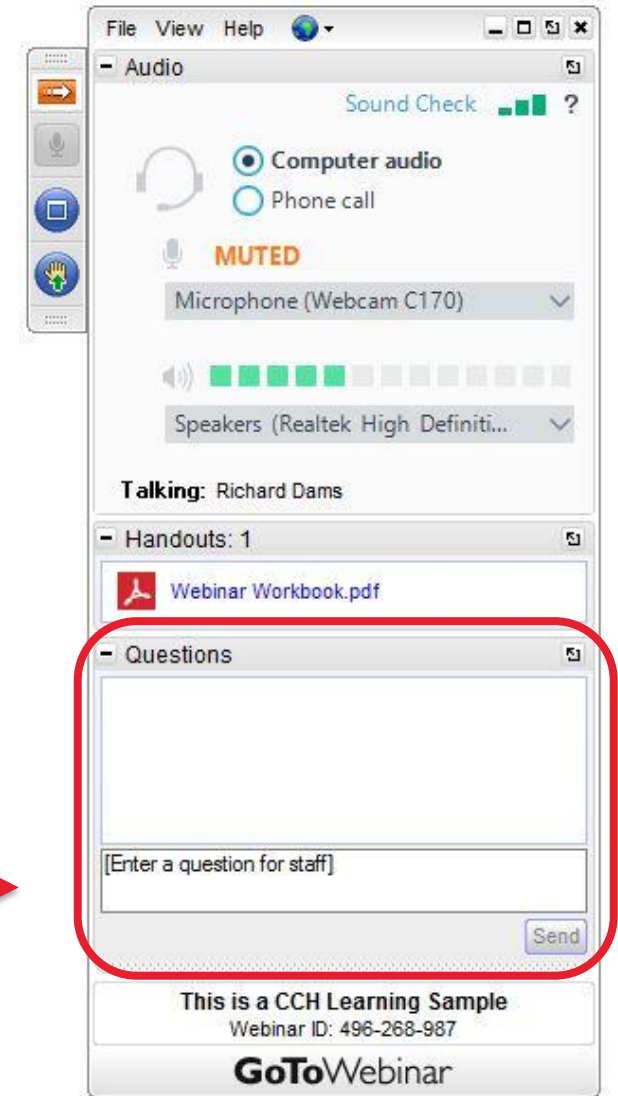
- Handouts Section - PowerPoint
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Questions?



Alison Wood
Moderator

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Your Presenter



Dr Abbie Widin
Strategy Director
Go To Market Company

This session on Selling Strategy will cover:

- If you're a lawyer, accountant, or any other professional advisor, the "dollars for hours" model might be limiting your true potential.
- Enter the realm of strategic advice — a goldmine that remains untapped for many. How do you sell it effectively?
- Discover the art of positioning, valueing, and selling high-impact strategic advice that clients will deem invaluable. Not only will this transform your revenue stream, but it will also establish you as a visionary in your field, allowing you to command respect, trust, and loyalty.

Attendees will leave this webinar with:

- An understanding of how to frame your expertise in a way that emphasizes its strategic value, making clients view your services not as mere suggestions, but as pivotal game-changers for their businesses
- Learn to move away from hourly billing and discover methods to price your advice based on its profound impact
- Essential techniques to communicate the importance and benefits of your strategic advice to potential clients

What's Wrong With Charging By Time?

- The client lacks certainty about final cost
- Opposing desires from the client and the provider
- Unethical – incentivizes the wrong outcome
- As you get more experienced, more familiar with wrangling clients and better at your profession, you get less dollars for the same work

What Are The Alternatives To Charging By Time?

- Break jobs into milestones --> risk of not finishing job
- Subscription → generally need volume of clients with a sales funnel
- Retainer → watch churn rate

A. Strategy roadmaps

B. Packaging

A. Strategic Roadmaps

- A Strategic Roadmap Session can clarify what outcome your client wants, and how you recommend to approach this body of work.
- Whether or not they go ahead with the main body of work, you are now being well-paid to spend time with your client to craft the scope of work plus the way in which you recommend getting there.
- This will help to make sure that you're both on the same page.

POLL #1 – Do you offer strategic roadmaps?

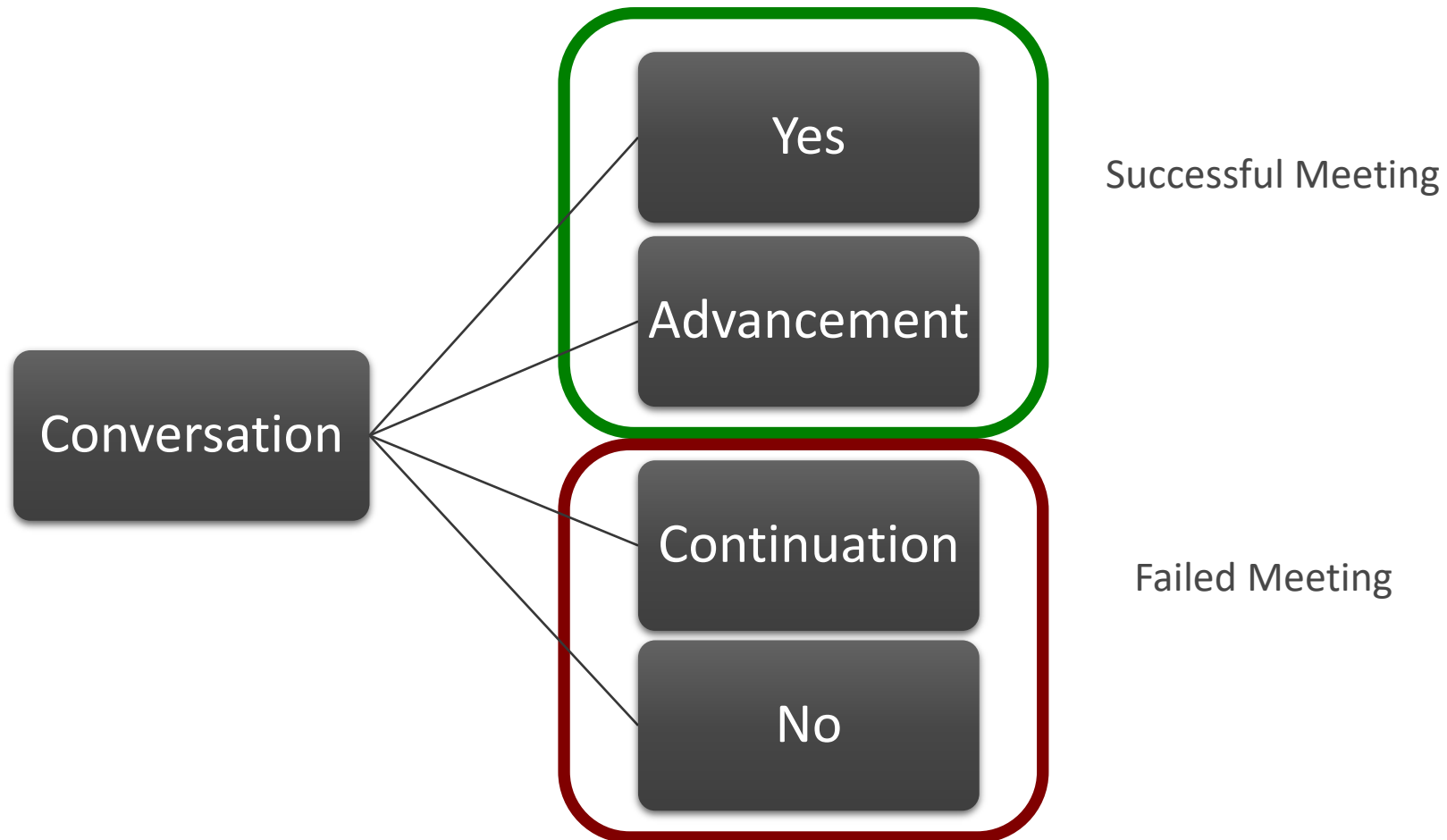
- a) Always
- b) Generally for new clients
- c) Sometimes
- d) I used to and want to get back to it
- e) I haven't yet

Why Do We Have Initial Conversations?

- Our prospective client has a problem
- They want their problem solved
- They want to see if we are the right person / firm to help them do this

- (We also want to qualify them as a client we want to have)

What Are The Outcomes Of An Initial Conversation?



Why Do Some Initial Conversations Fail?

UNCERTAINTY

- Unclear scope of work
- Unclear outcome
- Several options to go about the work

RISK

- Can be magnified by project visibility
- Can be increased by sensitive timing

COST

LACK OF TRUST/CREDIBILITY

- Client doesn't trust you to navigate these uncertainties
- You're not sure if you want to work with them
- Neither of you can price it accurately

APPETITE

- Looks bigger than expected
- Other priorities are more important

If You're Good, You Can Still Get A Yes, But...

- You may get locked into something you don't like
- The client might ask for significant rework as the outcome becomes clear
- It can be hard to change the scope or level of service half-way through
- They might be difficult

A Paid Planning Session Can Help

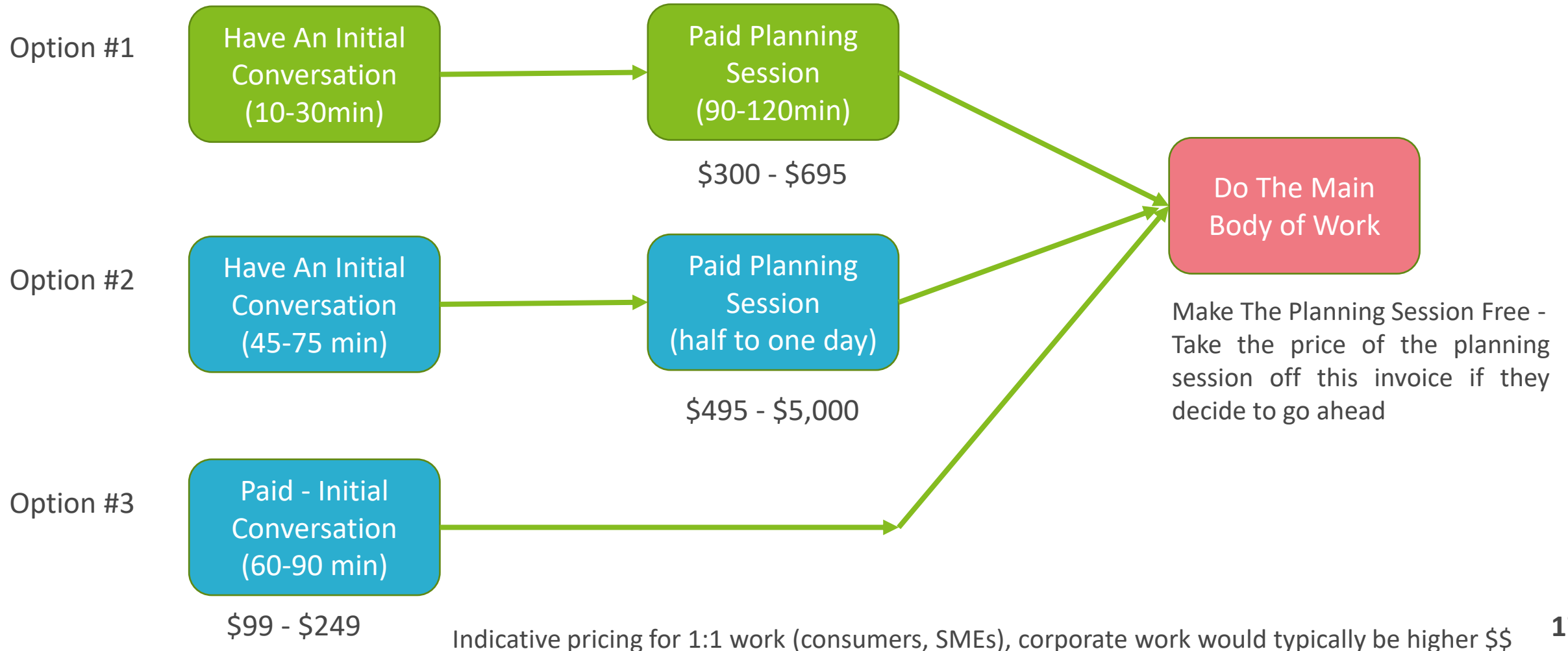
- You get to know the client
- They get to know and trust you
- You can do discovery within pre-work
- You can both agree on how you plan to solve their problem

Why Strategic Roadmaps

- At the end of the day, it takes time to scope a new client's matter properly
- You can't take the risk of spending hours on it for free
- Your client should have some skin in the game too

- Both of you are incentivised to show up fully

How Do Planning Sessions Fit Into The Flow?



Paid Planning Sessions Can Be Called:

- Strategic Roadmaps
- Strategic Blueprint
- Strategic Gameplan
- Strategic Retreat
- Strategic Playbook
- Alignment Session
- VIP Strategy Session
- Planning Session
- Cashflow Planning
- EOFY Review
- New Client Onboarding
- Future Business Roadmap
- Transformation Roadmap
- Business Improvement Roadmap
- Gameplan
- State of Affairs Summary and Way Forward
- Scenario Mapping
- Legal Resilience Gameplan
- Optimising for Success Retreat
- Succession Planning Strategy
- Estate Planning Reflection

*Don't forget to add a little bit of sizzle!
It's never just a planning session.*

B. What is A Package?

A bundle of services, experiences and/or products that are exquisitely curated and sequenced in order to give a desired outcome

Packaging Example:

Client = middle manager paying out of own pocket

Before

- Voice coaching for 6 sessions
- Perfect for busy executives
- \$300 x 6 = \$1,800

Client = corporate wanting to support women progressing through the organisation

After

- Leadership for Women – Creating a Personal Narrative
 1. Impro video of coachee talking about why they do what they do PLUS Energy through breathing
 2. Posture, Poise and Body Awareness
 3. Vocal Variety
 4. Integration of Breathing, Posture and Voice
 5. Thinking on Your Feet
 6. Story and Metaphor
 7. Articulation of Personal Values
 8. 5 Minute Video presentation of personal narrative, including values
- 8 sessions = \$4,950
- 1 selling conv. = 4 x coaches = \$19,800

The Upside of Packages

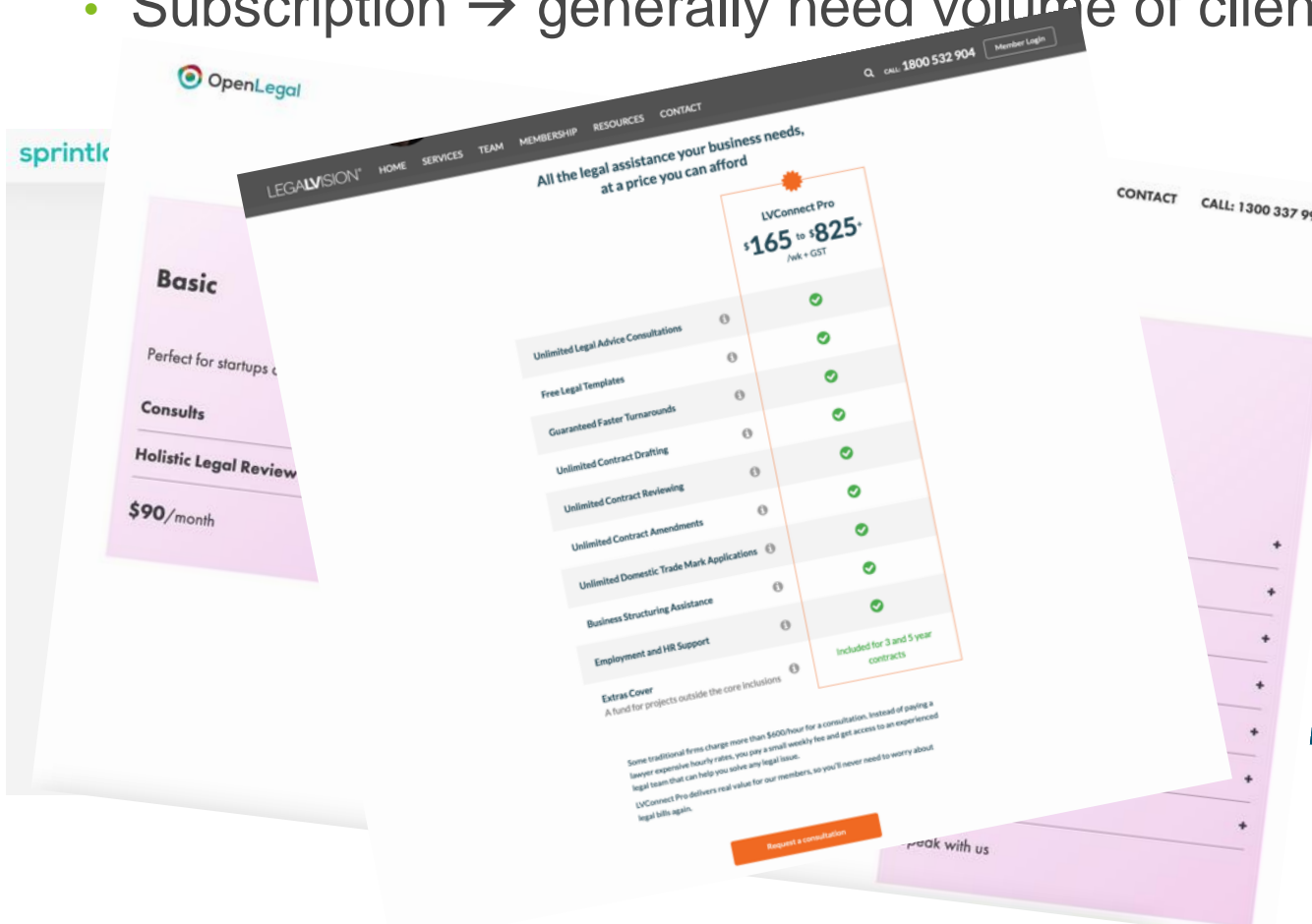
- Can charge based on outcome rather than time (not penalized for being efficient)
- Not everybody cares how long it takes
- Gives the client certainty
- Prevents price comparisons and commoditisation
- Educates your client on all of the steps involved in reaching the desired outcome

Types of Packages?

- Subscription → generally need volume of clients with a sales funnel
- Retainer → watch churn rate
- ‘Apparently’ bespoke

Example of Subscriptions

- Subscription → generally need volume of clients w



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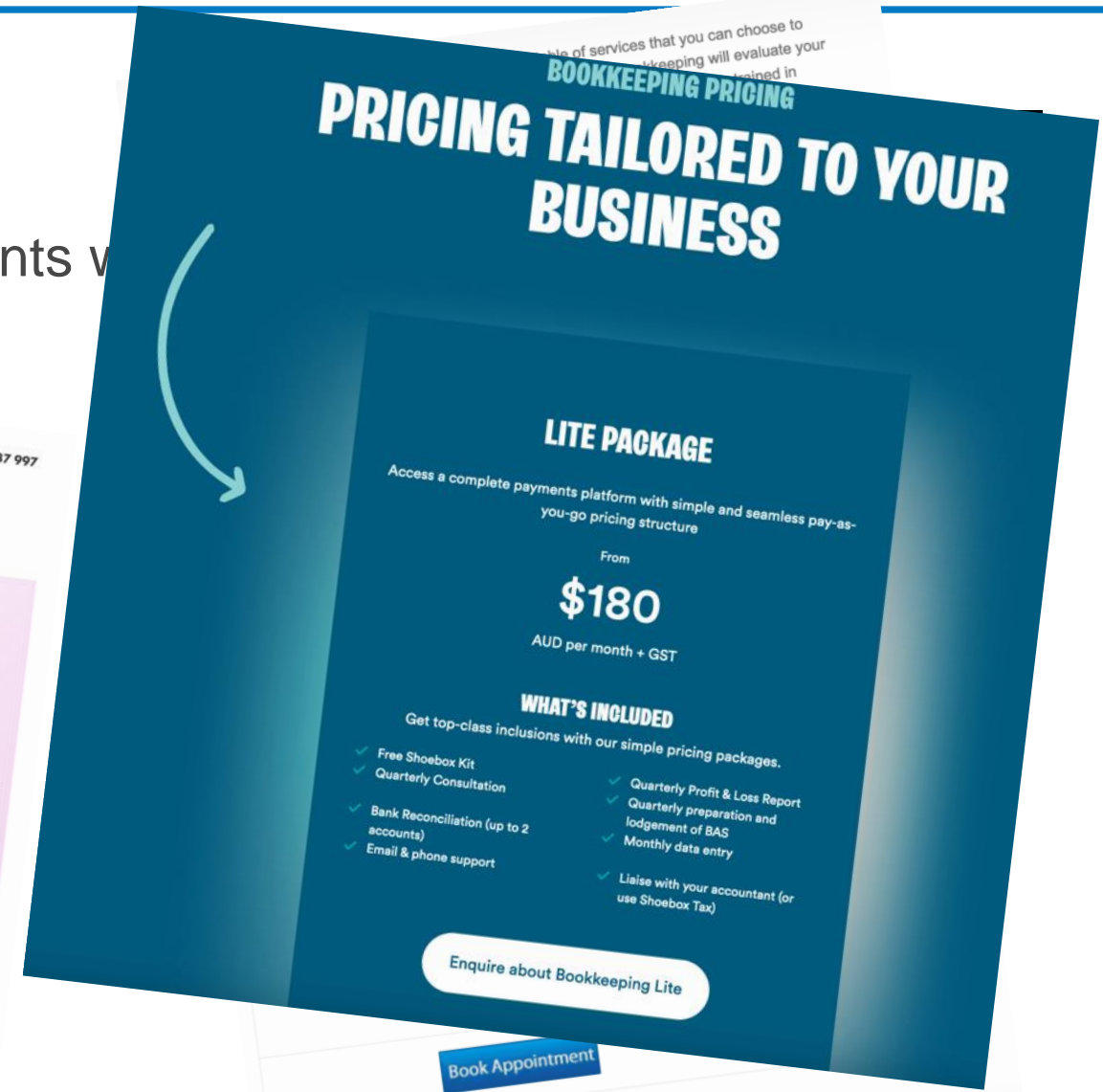
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Business Structuring Assistance	✓
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Extras Cover	Included for 3 and 5 year contracts

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Speak with us



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PRICING TAILORED TO YOUR BUSINESS

Access a complete payments platform with simple and seamless pay-as-you-go pricing structure

From

\$180

AUD per month + GST

WHAT'S INCLUDED

Get top-class inclusions with our simple pricing packages.

- ✓ Free Shoebox Kit
- ✓ Quarterly Consultation
- ✓ Bank Reconciliation (up to 2 accounts)
- ✓ Email & phone support
- ✓ Quarterly Profit & Loss Report
- ✓ Quarterly preparation and lodgement of BAS
- ✓ Monthly data entry
- ✓ Liaise with your accountant (or use Shoebox Tax)

Enquire about Bookkeeping Lite

Book Appointment

Example of Retainers

- Retainer → watch churn rate

We are tradie tax accountants. Whether you're based close by in Newcastle or somewhere further away, we work with you throughout the year to ensure that your business meets all its statutory obligations.



Our monthly retainer payment system allows you ongoing support as you need it, rather than just the traditional once a year service to complete your tax return.

By handling all the compliance areas you need from an accountant, we provide peace of mind that you have met all your obligations. Getting these basics right, gives your business a good grounding for success.

We help tradies with all aspects of taxation and compliance services, including:

- Income tax
- GST
- Payroll tax
- Land tax
- ASIC compliance
- Self Managed Superannuation Fund accounting

No surprises

Quality, professional service in all circumstances, either through retainers based on your needs or proactively over the year by our in-house team, we can support you with your preferred business consultant.



Retainer and advisory services

Get quick legal and strategic advice regarding issues such as :

- Performance management/misconduct
- Bullying
- Hiring / dismissal
- Redundancy
- Employment terms and conditions
- Sexual harassment
- Discrimination
- Injured or ill employees
- Enterprise agreement negotiations
- Managing leave

Keep your legal fees low with our fixed-cost telephone consultancy option.

With our scalable fees to suit your needs and circumstances, we offer a range of pre-agreed retainer and advisory approach. We can work with you on your project requirements. As well as our in-house team, or we are also happy to partner with financial planners, lawyers or other professionals.

Example of ‘Apparently Bespoke’

Why choose contract package?

Unlike other templates, we cater yours to your business, to make sure it works for you. We also provide comprehensive training, so when your employees ask questions, you already know the answers.

Our contracts package has 4 easy steps:

1. Submit an enquiry or call the team.
2. Book in a Contracts Consultation with the legal team so we can learn more about your business needs and provide a personalised recommendation on next steps.
3. We draft your customised contract templates.
4. Our legal team walks you through the templates, line by line, so you feel confident issuing it to your staff.

If you’ve already got a contract and want to check whether it is up to standard, we also offer a ‘red-flag’ review service, where we walk through your existing documents and let you know where improvements can be made.

POLL #2 – Do you offer packages?

- a) Always
- b) Generally, for new clients
- c) Sometimes
- d) I used to and want to get back to it
- e) I haven't yet

When Are Packages Suitable?

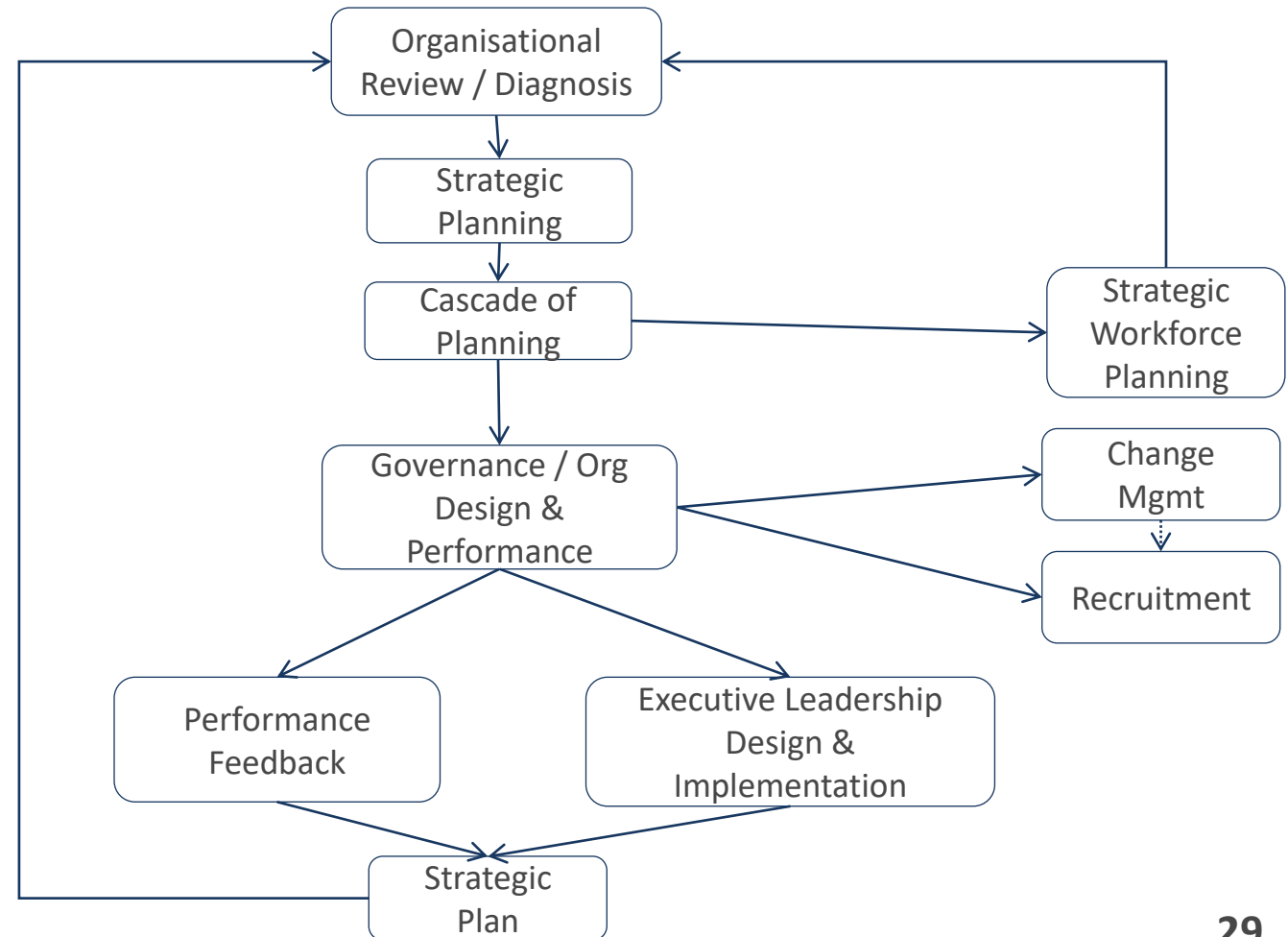
- When you can predict the amount of work, or fix the scope of work and the outcome, it may be able to be set up as a package
- Examples of services work that can be packaged
 - Monthly retainers – be sure to have a conversation, as well as reporting / documentation
 - New hire contracts
 - Review policy framework
 - Pre-tax planning session
 - BAS submission
 - Cashflow forecast

When Are Packages Not Suitable?

- When you can't predict the amount of work, nor fix the scope of work, probably safer to set it up as a time-based project
- Examples of professional services
 - Litigation
 - Negotiations / mediations
 - R&D tax incentive audit
 - Data room for a business sale
- Products +/- services
 - Remedial works by trades
 - Some mental health programs
 - Some rehabilitation, eg, brain injuries
 - R&D activities
 - Geological exploration

Well of Opportunity – Linear or Cascading

- If your work is likely to lead from one body of work to another body of work, then try to set each job up the same way
- Don't wait to finish planning out every aspect of every package before offering it
- A skeleton outline should be enough



How Many Packages To Create?


- Very simple service might have one package (eg, bookkeeper)
- Complex businesses might have 32 or even 45 (eg, employment lawyer)
- Look your past bodies of work and group them by theme or type of work
- Identify patterns about what people typically purchase first, and then what else do they buy
- Shouldn't take more than a day to decide which packages to make and what to include in each. You can always adjust later.

How Deep to Go?

- For almost any job, you can put in a little effort or a lot, and get a different quality of outcome
- If your service can be done comprehensively or 'lite', you might benefit from having tiered packages
- Silver, Gold & Platinum are standard

BRONZE

\$159 per month (plus GST)




Our entry-level bronze package is best suited to the new **start-up** looking to kick things off in the right direction.

- ✓ Virtual monthly bookkeeping service (up to 2 hours)
- ✓ Set-up cloud accounting software
- ✓ Quarterly financial statements
- ✓ Quarterly review of your accounts by a certified practicing accountant
- ✓ Quarterly Business activity statement
- ✓ Email support
- ✗ Cloud accounting software subscription **not included**

SILVER

\$399 per month (plus GST)



Silver service to support the **growing small business**; giving you peace of mind while you focus on building your business.

- ✓ Virtual monthly bookkeeping service (2 – 5 hours)
- ✓ Set-up cloud accounting software
- ✓ Monthly financial statements
- ✓ Quarterly review of your accounts by a Certified Practicing Accountant
- ✓ Quarterly Business activity statement
- ✓ Email support & phone support
- ✓ Payroll (up to 5 employees)
- ✓ Quarterly Superannuation Guarantee Lodgement
- ✓ Annual Payment Summary Lodgement
- ✓ Initial consultation and assessment of business structure and set up
- ✓ Xero cloud accounting software subscription **included**

GOLD

\$499 per month (plus GST)




Designed for the **performing small to medium business**, our gold service takes care of your business support needs.

- ✓ Virtual monthly bookkeeping service (6-7 hours)
- ✓ Set-up cloud accounting software
- ✓ Monthly financial statements
- ✓ Monthly review of your accounts by a Certified Practicing Accountant
- ✓ Quarterly Business activity statement
- ✓ Email support & phone support (unlimited)
- ✓ Payroll (up to 10 employees and/or subcontractors)
- ✓ Quarterly Superannuation Guarantee Lodgement
- ✓ Annual Payment Summary Lodgement
- ✓ Initial consultation and assessment of business structure and set up
- ✓ Monthly Accounts payable & Accounts Receivable
- ✓ Payment of suppliers, allowing single click authorisation in your bank for payment of all suppliers
- ✓ Xero cloud accounting software subscription **included**

PLATINUM

Price on Application



A tailored package to suit your business needs

Our customised Platinum service is best suited to businesses looking to fully outsource their bookkeeping and business support operations. This all-encompassing packaged can be customised to include any of the following:

- ✓ Virtual weekly bookkeeping service (hours to suit)
- ✓ Set-up cloud accounting software or remote access to proprietary accounting software
- ✓ Monthly financial statements
- ✓ Monthly review of your accounts by a Certified Practicing Accountant
- ✓ Quarterly Business activity statements
- ✓ Email support & phone support (unlimited)
- ✓ Payroll (custom)
- ✓ Quarterly Superannuation Guarantee Lodgement
- ✓ Annual Payment Summary Lodgement
- ✓ Initial consultation and assessment of business structure and set up
- ✓ Monthly Accounts payable & Accounts Receivable
- ✓ Payment of suppliers, allowing single click authorisation in your bank for payment of all suppliers
- ✓ Electronic expense receipt storage
- ✓ Accounts Policies & Procedures
- ✓ Monthly or Annual Payroll Tax Compliance (if required)
- ✓ Other business support services as required
- ✓ Xero cloud accounting software subscription **included**

What To Include In A Package?

- All of the steps needed to get to the desired outcome
- Typically:
 - Discovery
 - Planning
 - Implementation
 - Review
 - As well as anything that needs to happen on a periodic basis

What To Include In A Package? (con't)

- It can be just you working away diligently

OR

- A roadmap, blueprint, workshop, retreat, team bonding
- Broadly, the more creative you need the outcome to be, the more experiential you can make the inputs
- Eg, Business Continuity Planning or Succession Planning might have a bush retreat with a 'surprise' night-time emergency to promote the urgency of finalising a plan

What To Include In A Package? (Con't)

- If you are stuck, find a length of room or corridor about 10m long (no real client present). Write down the outcome your ideal client is looking for, put this at the end of the 10m
- Start back at the other end. Consider the first step your client needs to take in order to get the outcome they want. Once you have this in mind, take a step forward. If it feels right, write it down, and put it beside your feet.
- If it doesn't feel right, go back, and again consider what it is they need. Only progress when you are confident that you've got it.
- Continue on by repeating each step in the process, until you reach the end, probably after 5-7 steps
- Once clear, go back to the start and step out each step again and be sure it feels right

Broad Considerations For Each Package

- **What outcome is your ideal client looking for?**
 - “Teach me how” service
 - “Project manage me” service
 - “Done for me” service
- **How could you make it even better?**
 - Faster?
 - More sticky?
 - Better quality?
 - Additional benefit
- **Timing Considerations**
 - Sometimes length of package should be longer:
 - Duration
 - Depth
 - Note: this does not mean over-delivering
 - → when looking for transformation or to learn & integrate a specific skill
 - Sometimes length of package should be shorter:
 - Speed and convenience are key factors
 - Always be sure not to compromise on quality
- **Delivery**
 - Private vs. small group
 - In-person vs. virtual
 - Experiential
 - Challenges
 - Intense vs. over a longer period
 - Learning styles
 - Short sharp knowledge fix vs. Deeper transformation
 - Weekend or long weekend retreat
 - Experiential PLUS time for implementation / integration

What Else Could You Include?

- Assessments / Quiz
- Reports
- Tools
- Scripts
- Checklists
- Audios, videos
- Materials, eg pens, notepads
- Photograph/video of before and after
- Guarantee (risk-reversal)
- On-going program reinforcement (6 weeks to 12 months)
- Referrals to other specialists

What To Charge For Your Package?

- Think about the outcome your client wants
- Ideally, you would charge on value created
- Safest way to make sure you're not undercharging – take all of the tasks, estimate time, put your hourly fee against that
- Be sure not to charge less than that

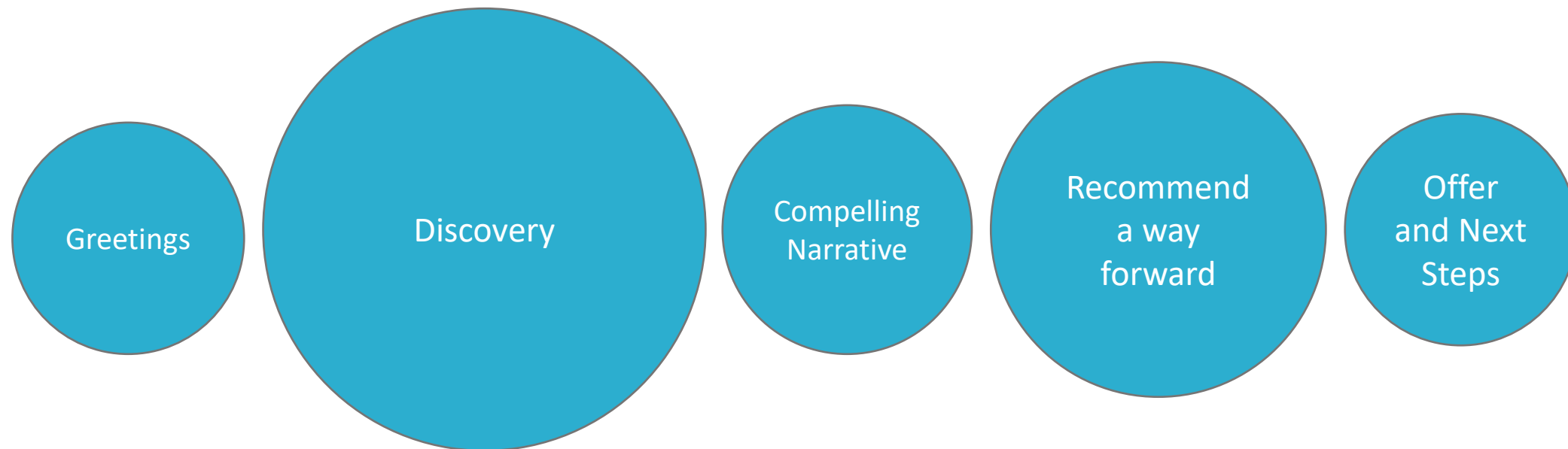
How To Sell A Package

- It can be easier to sell a smaller priced package such as a Roadmapping Session or a Strategy Session
- Consider the 'Tip of the Spear' strategy
- Note: you have to believe that these types of packages represent exquisite value
- I like the idea of selling these, as if your client buys this, they now have skin in the game. They are invested. And this gets rid of the tyre kickers.

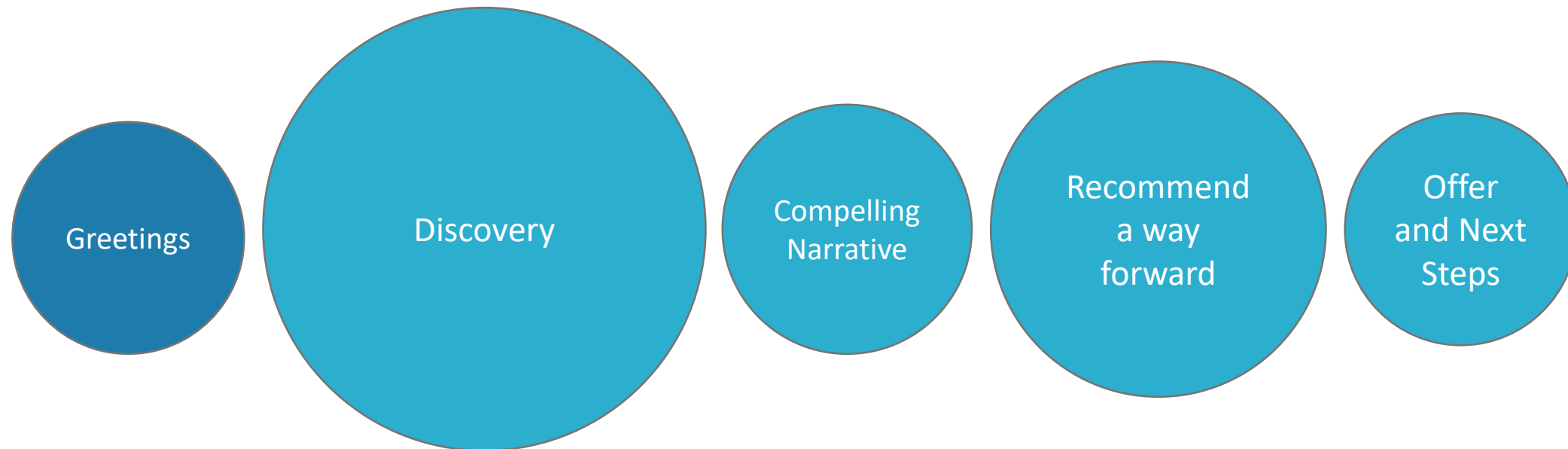
Selling A Roadmap

- It's not possible to go into enough depth from a 15 minute introductory call
- Often you want the client to do a bit of pre-work or homework before you do all the work
- One solution is a roadmap. It doesn't actually do the work, but it does identify all of the work to be done.
- The argument here is that if you decide to go ahead with whatever falls out, this fee comes off the actual work. Also, if you decide to go ahead later, then the fee for this comes off the invoice.

Flow of an 'Ideal' Meeting – offline OR online

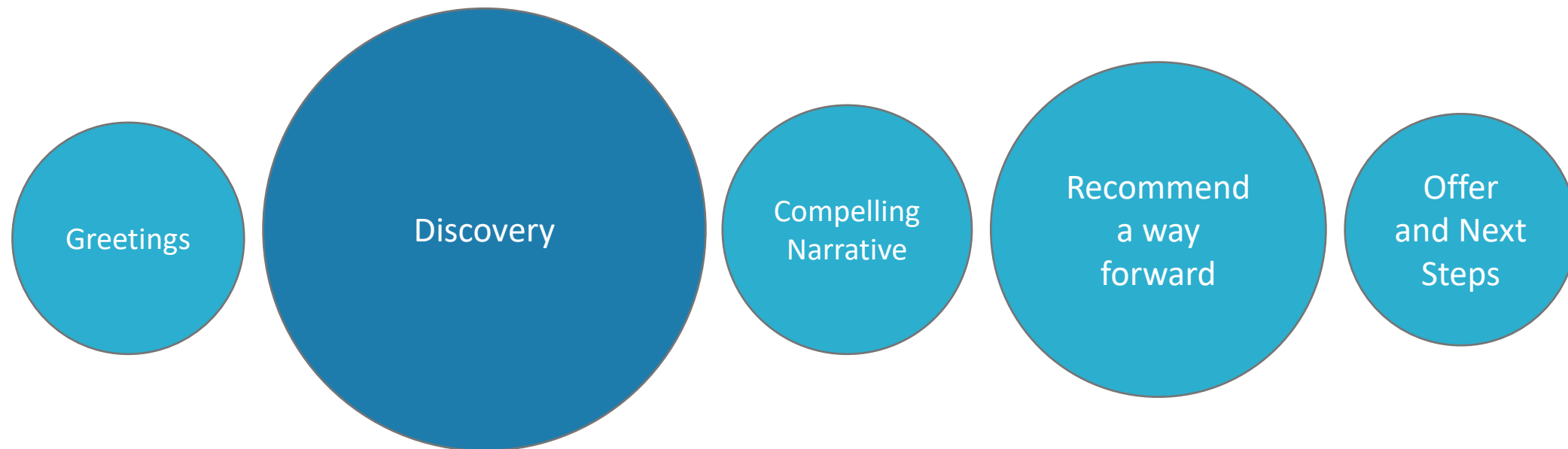


Flow - Greetings



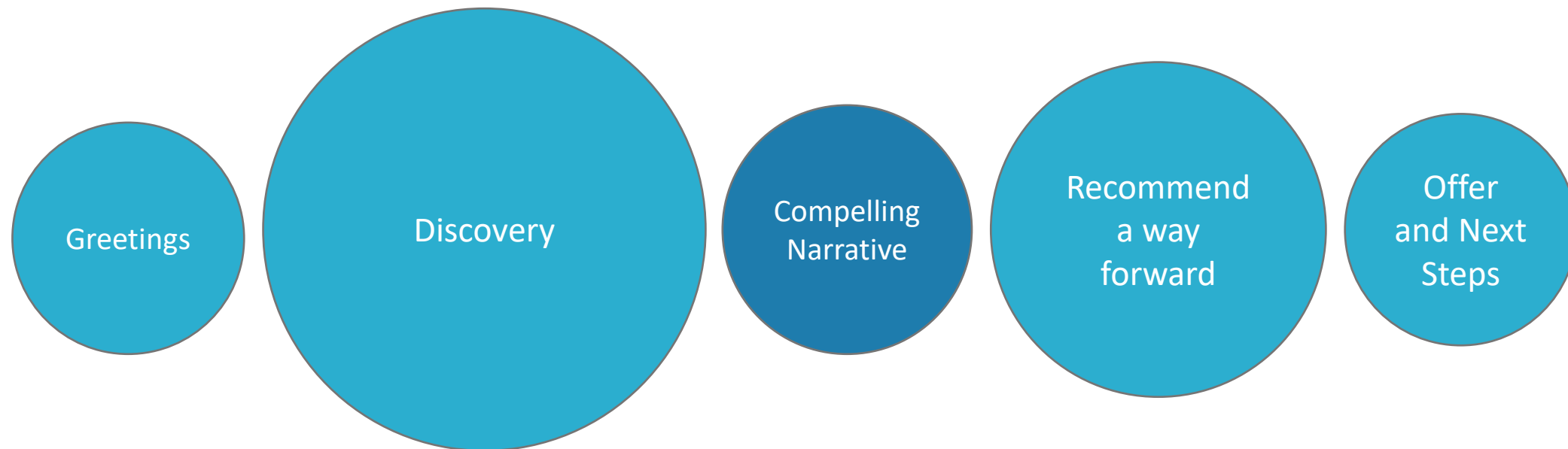
- Don't linger here
- Establish rapport, but move into the discovery as soon as you can
- The best way to move there is to ask, "How can I help you today?"

Flow - Discovery



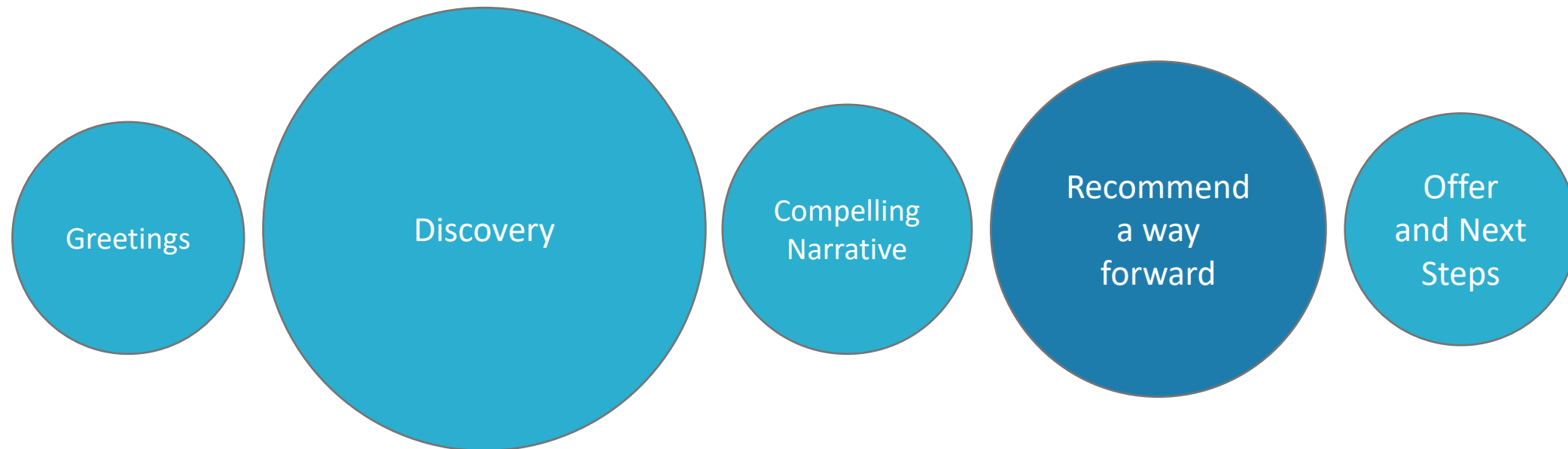
- You want to make sure that this is something you can actually help with
- “What are you trying to achieve?” “What are your goals?”
- “When do you want to get this done?”
- “Why is it important for you to get this done right?”

Flow - Narrative



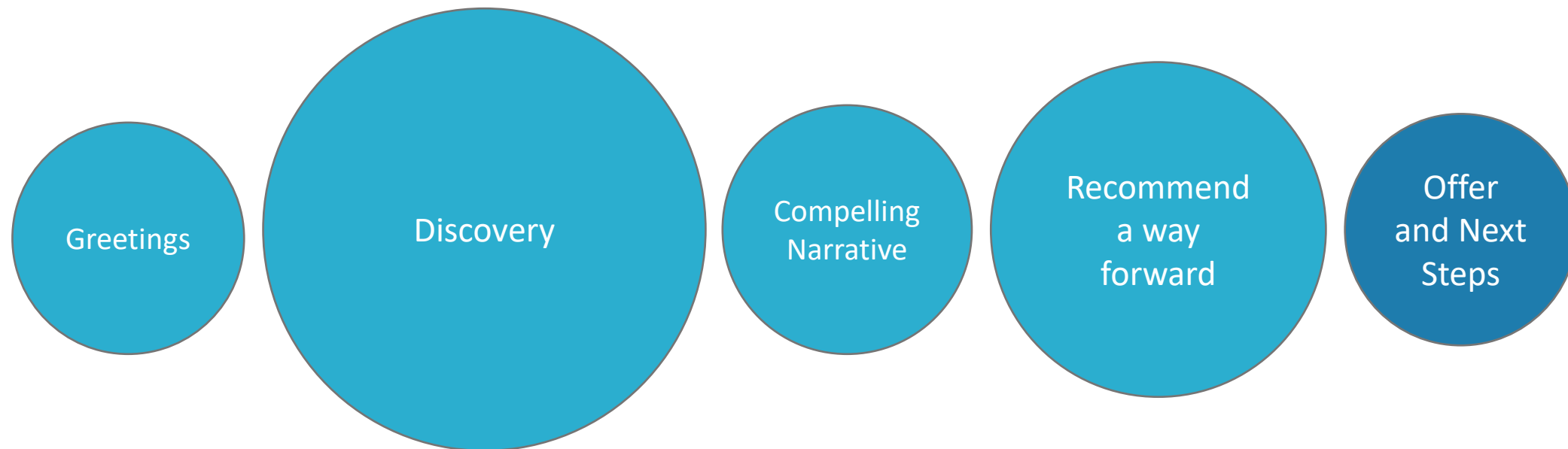
- You want to show that this is something you've done before
- "I've helped somebody with this recently. They were in similar situation, and weren't sure how to proceed. We decided to start with a Roadmap Strategy Session, which gave them clarity on what they were looking for. We then ended up doing the rest of the work after that."

Flow - Discovery



- “Given your situation, in my experience, it makes sense to capture all of the relevant information in a session with you upfront. This will give us a good snapshot of where you are, and we can then gameplan a few options, and choose the right way forward for you.”

Flow - Discovery



- “Does that sound useful?” PRO TIP, “Why does that sound like something you’d like to go ahead with?”
- If yes... “I’d like to book you in for a Roadmap Strategy session. I’ll send you a questionnaire beforehand so that we’ve got all the right information to hand. The fee is [\$190, \$495, \$2,500], and if you decide to go ahead with doing the work after, we can take this fee off any later work.”
- “Should we book in a date?”

Finally, after the Roadmapping Session

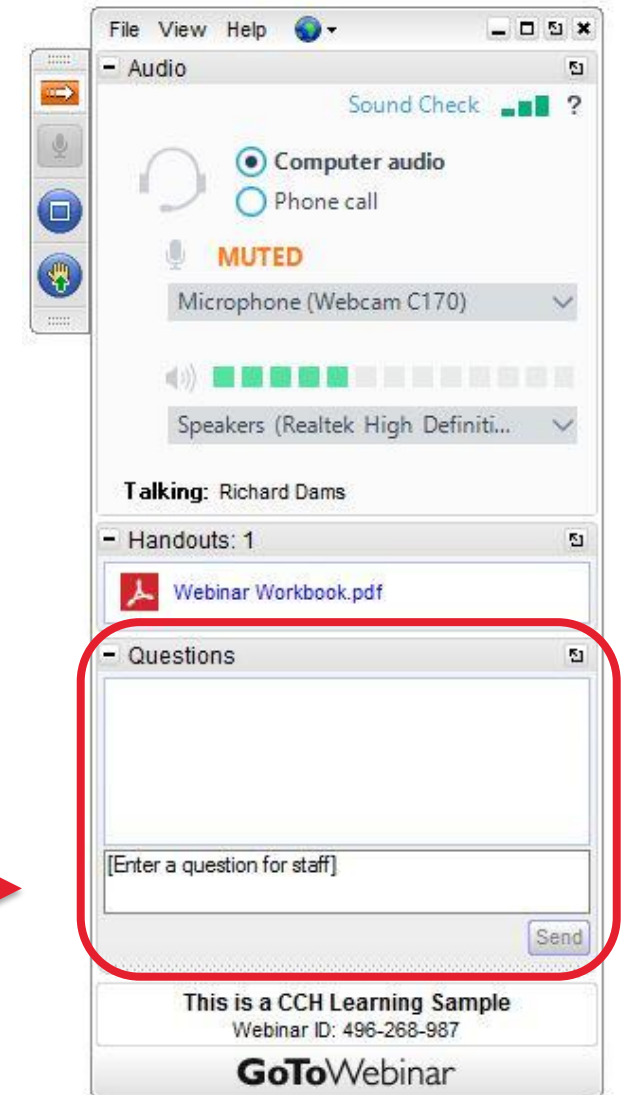
- Do be sure to offer to help them with what comes next
- This might be a package or a time-based service, but do make an offer

Questions?

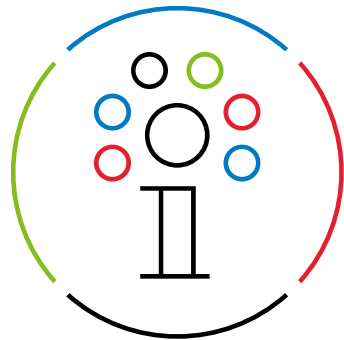


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Moderator

Type your
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- 18 October - Applied Excel using AI
- 19 October - Common Errors – Investment Property
- 24 October - NALE / NALI: Including Recent Developments and updates from the ATO

Questions?



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Strategy Director
Go To Market Company
0407 210 693
abbie@gtmco.com.au

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