

# Sales Plan – Accountants (Part 1)

Use this Plan for Winning New Clients

## 1. Establish your Sales Targets.

The starting point for most processes is the establishment of specific targets. Once you have worked through the various steps in this sales plan you should revisit this section to ensure your targets are realistic, that may require adjustment either up or down!

**1.1 What value, measured in terms of annualised gross profit, do you hope to achieve as a result of this sales activity?**

\$

**Advisor Note 1:** Annualised Gross Profit is the gross profit expected to be achieved in a full year from a newly acquired customer. In this activity we are measuring the **impact of marketing activities**. A client captured on the last day of the financial year will generate \$0 gross profit in the financial year it was won, but that client should be recorded as having the same value as a similar client won on the first day of the financial year. (For accountants, gross profit and revenue are the same thing – this is the CBA approach.)

**1.2 On average how much annual gross profit do you expect to be achieved per new customer.**

\$

**Advisor Note 2:** It is accepted that every client will be different but in order to set targets is necessary to work with averages.

**1.3 Referring to 1.1 and 1.2 above how many new clients do you plan to win over the next 12 months**

**Do you expect the clients to be won uniformly over the next 12 months? If not record the distribution in the table below**

Month	1	2	3	4	5	6	7	8	9	10	11	12
Clients won												

## 2. What Type of Clients Will You Target?

Establishing a tight profile of the type of client you want to win allows you to focus your sales effort. Once you have completed one profile there is nothing stopping you from completing several others. The idea of the profile is to assist, not limit the sales process.

### Client Profile

**2.1 Profile Number**

**2.2 Industry**

**2.3 Size, use whatever metric you wish: profit; employee numbers; locations; # of owners**

**2.4 Who is the decision maker? i.e. Owner, manger, board, CFO.**

**2.5 Why did you choose the industry selected in 2.2 above?**

**2.6 Have you read a recent IBIS World report for the industry you have selected?**

**2.7 What do IBIS World suggest are the critical issues facing businesses operating in this industry?**

**2.7 Thinking about Contribution Based Activity, what is the main profit driver in this industry? Gross Profit per "what?" If you are unsure contact Philip Arnfield philip@babb.com.au**

### 3. What Type of Work Do You Hope to Do for Your Prospect?

**Advisor Note 3:** *When working with clients, this is the section where you segment the products and services the client offers. Ask the client for a sample of invoices and work out the gross profit per hour achieved on the various services provided. This should focus the client on the type of work they should be prospecting for. This exercise may also result in a change to the target customer profile (Section 2) so be aware of that possibility.*

For accountants I am going to focus on profit improvement services, and do the section 3 work for you. (You may also want to create a section in the Sales Plan for other services your firm offers).

When you prospect for clients using profit improvement as the bait, you can never be sure how engaged each client will be. Some will be satisfied with the improvement achieved in the early stages of the program and not want to proceed beyond that. These will be excellent “A Class” clients all the same. They will understand the importance of meeting with you on a regular basis and maintain a robust financial reporting system.

There will be other clients you attract to the firm that will use the initial improvement as a launching pad to grow their business in a substantial way, given the success achieved in the early stage of the programme they will be looking for you for ongoing assistance.

On the following page I have outlined a typical work profile you could expect to undertake for clients at 3 different levels of engagement. It is my experience that a number of clients operating at level 3 will exceed the fee level detailed, but it is best to be conservative when forecasting sales results.

	Level 1	Level2	Level 3
Profit Improvement Potential (3 Revenue drivers)	200	200	200
Targeting improvement (short form budget)	600	600	600
Effectiveness & weekly reporting system (set up)	500	500	500
Pricing strategy implementation	1,000	1,000	1,000
Business Health Checklist	400		
Monthly Management Group meetings		3,200	3,200
Quarterly Financial Reports including realignment of weekly targets following review of quarterly results. <i>(Quarterly)</i>		6,000	6,000
Half day Planning Session (What frustrates you about the business? Describe your business to 5 years from now).		2,200	2,200
Assist with interpretation of Rate Tracker gross profit per hour results. Focus on customer and service segmentation including re pricing and or removal of service offering and customers. <i>(Half yearly)</i>	600	600	600
Assist with sales & marketing function: increasing customer numbers, the number of times customers transact in a year, and the average value of each transaction			2,600
Work on Customer Service Systems and the development and monitoring of performance standards			4,000
People Development System			2,500
<b>TOTAL</b>	<b>\$3,300</b>	<b>\$14,300</b>	<b>\$23,400</b>

**This is only part of the overall Sales Plan, it will be developed further as you work your way through the Sales Masterclass**