



Driving financial performance in your business – for many business owners and managers, is their Achilles heel. The Profit Mastery course created by Business Resource Services, a Seattle-based financial performance company, has been successfully providing business owners, key managers, and those who advise them with the information and tools that can move attendees from Profit **Mystery** to Profit **Mastery**. The approach uses case studies and a down to earth style – with just a bit of humor and a touch of motivation. This program includes all the material from their internationally acclaimed two day program.

As the operator of a business, you're challenged every day to play multiple roles in a limited time. You put on and take off a series of management hats – and sometimes you wear them simultaneously. But the one hat you can never shed is that of financial manager and planner. Profit Mastery will help you and your business discover a whole new way of looking at the numbers side of your business. Learn how to Plan Properly, Monitor your Financial Position, Understand Price – Volume – Costs, Manage Cash Flow, Manage Growth, Properly Finance a Business and Plan for Transition. In addition we will demystify finance, share a process to achieve Profit Mastery of your business, keep it simple, and increase your level of confidence in business finances. The course addresses the following themes:

**Planning Properly:** Planning is one of the most important elements to the success and survival of any business. And, virtually everything within the Profit Mastery course, in one way or another, affects the planning process.

**Monitor Financial Position:** This refers to the critical importance of the business owner having access, on a regular basis, to accurate and timely financial statements for the business. More importantly, it means that the business owner understands how to interpret the information in the financial statements. And most importantly, that the owner and staff know how to use that information to help them identify the company's strengths, weaknesses, and opportunities to make different, and hopefully better, decisions in the future.

**Understanding Price – Volume – Costs:** An owner and staff need to understand what a business needs to think about and plan for if the business experiences any fluctuations in Price, Volume or Costs. An owner will learn about managing items that directly affect the income statement, and specifically, we are talking about understanding how to use the tool of Break-Even Analysis.

**Manage Cash Flow:** Statistically this tends to be the number one reason businesses fail. Concentrating on a company's cash flow and working capital will become a key area of focus. Profit is often the primary measurement owners use for gauging the success of a business; however, if it isn't making money (cash flowing), it will not matter how much profit is made, you will soon be out of business.

**Manage Growth:** It seems as if every business wants to grow, and most every business owner intuitively knows that growth costs money. Participants will forecast potential costs of their growth goals before the costs actually happen. Then, they'll have time to plan for where the money is going

to come from, and how through better management, they might be able to reduce the capital otherwise needed to pay for the future growth.

**Borrow Properly:** Participants will gain new perspectives about what information their banker or other financial partners need to obtain from the business in order to make timely and intelligent decisions about their financing needs. They'll also see why the paperwork the bank requires is so important for the business owner to understand and why it's important to their financing partners. Business owners will also be learning the language of finance and learn how to better communicate with their financing sources.

**Plan for Transition:** Too many businesses that are otherwise very successful have had to be sold to pay for death taxes or long-term health care needs of the owners because the owners did not pay attention to this area. We tend to put off thinking about planning for retirement because it's in the future. It's never too early to start the process of retirement and estate planning.

The Profit Mastery program is designed to assist small business owners, managers, and others in your company better understand financial management and increase their chances of success.

### **Training Module Summary:**

#### **SECTION 1: PROFIT MASTERY INTRODUCTION**

- Seven Steps to Building Value
- Errors and Omissions Check list
- Biz FIT assessment

#### **SECTION 2: FINANCIAL POSITION**

- Evaluate Financial Performance Using Ratios
- Using the Scorecard and Road Map
- Complete a Profit Mastery Assessment

#### **SECTION 3: PRICE – VOLUME - COSTS**

- Understanding Break-Even Analysis
- Using Your Income Statement as a Management Tool
- Understanding the Impacts of Changes in Price, Volume, and Costs

#### **SECTION 4: CASH FLOW**

- Create a Projected Income Statement and Related Cash Budget
- Forecasting the Future
- Projecting Seasonality in a Business
- Apply Management Efficiencies to Your Forecast

#### **SECTION 5: MANAGE GROWTH**

- Calculating "Financial Gap"
- Sustainable Growth Rate

#### **SECTION 6: BANKS AND TRANSITION**

- Dealing with Banks and Bankers
- Alternate Sources of Funds
- Planning for Business Transition

If you would like to learn more about Profit Mastery and how a staff member of Northern Initiatives can help facilitate training for your company, please contact Kathy Leone at [kleone@niupnorth.org](mailto:kleone@niupnorth.org), 906.226.1669.