Taylor Business Group has been a leader in the IT industry for almost two decades. As evidenced by clients who represent nearly $400,000,000 in annual revenue, Taylor Business Group has developed the metrics and methods that drive business success. The average Net Operating Income (NOI) of our members has increased from under 8% to over 12%. That’s over $16,000,000 of additional real profit created annually!
Taylor Business Group has been a leader in the IT industry for almost two decades. As evidenced by clients who represent nearly $400,000,000 in annual revenue, Taylor Business Group has developed the metrics and methods that drive business success. The average Net Operating Income (NOI) of our members has increased from under 8% to over 12%. That's over $16,000,000 of additional real profit created annually!
Roadmap to Profitability - Financial Dashboard and Modeling Tool

Taylor Business Group is pleased to offer the Roadmap to Profitability Financial Dashboard, a revolutionary way of looking at your financials.

You no longer need to be baffled at what your income statement or balance sheet is telling you. The Roadmap to Profitability Financial Dashboard will display in graphical terms how each segment of your company is performing by comparing your results to the Taylor Business Group’s industry leading performance benchmarks.

This is an online service. You simply upload your chart of accounts, income statement and balance sheet in a CSV format to a secure location on our website and these reports are automatically generated for you. You choose the time period(s) for the reports.

Income Statement Dashboard

Through the use of gauges, you will be able to determine if you are not meeting the benchmarks (in the red), close but not at the benchmarks (in the yellow) or exceeding the benchmarks (in the green) as shown below:

This first page, as seen above, is an overall snapshot of your income statement for the period you have selected. You can drill down into the details of each segment of your business by clicking any of the other tabs (Products, Services, Recurring, Non-recurring, Sales or Admin).
When you click one of those tabs a detail of that part of your business appears:

On any of those tabs (Services was chosen as seen above), you can view your financial performance in detail for that part of your business. Note that on some of the displays there is a blue ball. This is a slider that will allow you to adjust the values of an item.

For example, on the page above you see that Service Salaries is in the red. You can move the blue ball slider to the left to see the overall effect of reducing the salaries (until it turns green) for your service department's profitability and the effect on the overall company's profitability (see the gauge in the far upper right hand corner). This feature allows you to play the ‘what if” game with any of your numbers.

**Balance Sheet Dashboard**

Many of us pay too little attention to our Balance Sheet. Our creditors, however, pay a lot of attention to our Balance Sheet.

**The Roadmap to Profitability Financial Dashboard produces gauges that show the results of:**

- Current Ratio
- Quick Ratio
- Debt Ratio
- Sales Days Outstanding
- Return on Assets Ratio
An example of the Current Ratio is seen below:

Note that there is an explanation of how the ratio is calculated and why it is important to you. Now you have the opportunity to view the financial well being of your business in a way that makes sense and in a manner that will allow you to take action on any ratio that is not meeting expectations.

Trending Dashboard

The final aspect of the Roadmap to Profitability Financial Dashboard is trending. In essence, how are the components of your business performing over time. Up to 24 months of data can be accumulated for the trends.

An example of a trend page is found below:
There are 6 basic areas of trending:

- Product
- Service Revenues
- Service Gross Profit
- Sales Expense
- Administration
- Net Operating Income

This allows you to look over multiple time periods at how you are improving your business, and, at the pace you are going, project what your business will produce in the future.

Finally, we end with some of the financial benchmarks our members work against. For these results, the column titled “TBG Bench” represents the average for all companies reporting. The column titled “Profit Masters” represents the top 25% of those reporting:

<table>
<thead>
<tr>
<th>Metric</th>
<th>TBG Bench</th>
<th>Profit Masters</th>
</tr>
</thead>
<tbody>
<tr>
<td>Net Operating Income</td>
<td>10%</td>
<td>21%</td>
</tr>
<tr>
<td>Product Margin</td>
<td>17.75%</td>
<td>24%</td>
</tr>
<tr>
<td>Percent Services to Total Revenue</td>
<td>60%</td>
<td>71%</td>
</tr>
<tr>
<td>Percent Annuity to Service Revenue</td>
<td>60%</td>
<td>71%</td>
</tr>
<tr>
<td>Service Salaries % of Service Revenue</td>
<td>33%</td>
<td>31%</td>
</tr>
<tr>
<td>Service Gross Profit Margin</td>
<td>55%</td>
<td>58%</td>
</tr>
<tr>
<td>Sales Expense as % of Total Revenue</td>
<td>10%</td>
<td>6%</td>
</tr>
<tr>
<td>Gross Profit after Sales Expense</td>
<td>30%</td>
<td>43%</td>
</tr>
<tr>
<td>Admin Expense % of Total Revenue</td>
<td>20%</td>
<td>21%</td>
</tr>
<tr>
<td>Service Revenue per Service Person</td>
<td>$15,600</td>
<td>$20,609</td>
</tr>
<tr>
<td>Service GP per Service Person</td>
<td>$8,580</td>
<td>$12,085</td>
</tr>
<tr>
<td>Revenue per Employee</td>
<td>$20,000</td>
<td>$23,862</td>
</tr>
<tr>
<td>NOI per Employee</td>
<td>$2,000</td>
<td>$4,342</td>
</tr>
</tbody>
</table>
Business Improvement Groups

Business Improvement Groups (or BIGs) consist of 10-12 non-competing members. The group will become a close network of advisors that you can call upon when you have any business issue facing you that you would like input from outside the company. Every member signs a non-disclosure agreement, so whatever is said or presented stays within the group.

Here are some significant facts about the Taylor Business Group's BIGs you should be aware of:

- BIGs are not management retreats. They are executive management focused reviews and conferences.
- They are not member lead. They are facilitated by coaches trained in facilitating effective group meetings.
- BIGs do not involve group techie talk. They focus on business discussions that help implement efficiencies and processes in your business to drive more profits to your bottom line.
- The group meets twice per year in person for a two-day meeting. The other ten months, the group has a 90-minute conference call.

The agenda for the in-person meetings generally consist of the following:

- **Financial Analysis** - If you are participating in an owner (Profit Makers) BIG, you will be asked to upload your financials into our renown Roadmap to Profitability Financial Dashboard. Participants in the Service Managers BIGs will be asked to complete a spreadsheet for uploading. This information is then put onto 30 plus charts with the other members information and our targeted benchmarks to give you a view of how your period-over-period and year-over-year numerical performance of your business compares to others in the group and to the benchmarks. All companies will be represented by a unique letter on all of the charts.

- **Special Topics** - There will be one or two special topics that we as a group identify to cover in our meetings. Examples of special topics can be annuity revenues, compensation plans, business systems, specialty products, pricing, sales issues, service issues, disaster recovery, managed services, manufacturer/distributor issues, etc. The group decides what they are.

- **Objectives** - you will be asked to develop company/departmental fiscal year objectives and activities and present them to the group. These are reviewed during the calls and meetings. You will present your success in implementing those objectives and activities.

- **Board Presentation** - Two members at each conference will be asked to present their company’s performance to the rest of the group as though they were presenting to a board of directors. This is a very positive experience garnering ideas from other members on how to better improve your business.

- **Roundtable Discussion** - With the time remaining, we entertain a general roundtable discussion on any topic that a member would like to receive input from the rest of the group on a topic that may not have been covered in the course of the conference.
PROFIT MAKERS FOR OWNERS BUSINESS IMPROVEMENT GROUPS

Managing a technology company is challenging, to say the least. Managing it profitably is an even bigger challenge! The Profit Makers Business Improvement Groups (BIGs) meet 2 or 3 times per year in person. Additionally, there is an accountability conference call the other 10 months.

These meetings and calls are designed to help you compare your business results, issues and opportunities with other technology companies from around the country.

What you can expect:

- Meet with ~10 other Owners/Presidents of non-competitive technology companies from around the country
- Understand and use financial benchmarking
- Discuss special topics decided upon by the group that are relevant to your business
- Help group members with each other’s business issues:
  - Become a “Board of Advisors”
- Share new and profitable opportunities or ideas that you have discovered
- Meet with industry vendors to discuss new opportunities
- Discuss personnel compensation and performance metrics
- Compare financial performance:
  - With yourself over time
  - With group members
  - Compared to industry benchmarks
  - Compared to Best in Class performers

PROFIT MAKERS FOR COOs BUSINESS IMPROVEMENT GROUPS

The Profit Makers COO Groups meet 2 times per year in person. Additionally, there is an accountability conference call the other 10 months.

These meetings are designed for the Senior Executive who is leading a larger Services organization or who has extensive experience in this role.

What you can expect:

- Meet with ~10 other COOs of non-competitive technology companies from around the country
- Discuss business related issues that you may be having
- Help other group members with their business issues
- Compare your Service organization’s financials to over 30 financial benchmarks for a technology company
- Share new and profitable opportunities or ideas that you have discovered
- Discuss personnel compensation and performance metrics
- Discuss special topics decided upon by the group that are relevant to your business
PROFIT MAKERS FOR SERVICE BUSINESS IMPROVEMENT GROUPS

The Service Manager’s Business Improvement Groups (BIGs) meet 2 times per year. Additionally, there is an accountability conference call the other 10 months. They are designed to help you keep up-to-date on the different trends regarding service offerings, issues and opportunities within the technology industry.

What you can expect:

• Meet with ~10 other non-competitive Service Managers from around the country
• Discuss service related issues that you may be having
• Help other Service Managers with their service department issues
• Recommend new techniques or ideas that you have discovered
• Review a confidential comparison of your service department’s financial results with other members of the Business Improvement Group
• Discuss service personnel compensation and performance metrics
• Compare your department’s operations to those of the other Business Improvement Group members
• Understand the Financial Scoreboard—Your P&L

Members will leave with:

• BIG workbook for reference
• New product & vendor opportunities
• New ideas for better service department performance
• A better understanding of the components of a profitable service business
Sales Transformation Program

Why Sales Engines Tend To Fail

Most MSPs struggle with building a scalable sales model. It is not uncommon for MSPs to grow their business rapidly through their operational and administrative excellence to a point. Then, they tend to hit the sales "wall"; where they can’t grow using their current sales model. More often than not, this sales block can stagnate their growth for years.

At this point, most owners will look to hire salespeople to build the business. Unfortunately, this is often a disaster for both the owner and the sales professional(s). It can lead to the hiring and on-boarding of a succession of sales people who don’t perform and leave within months. In some cases, this pattern can be repeated for years on-end leading to wasted time and lost market opportunity.

The Owner Must Change For The Sales Results To Change

In our direct coaching work and sales transformation peer groups, we have worked with many of our clients to overcome this sales chasm. The owners who successfully built their sales engine shared a common roadmap and set of best practices that other MSP owners can emulate.

Here are the 6 essential steps for sales transformation that can serve as your roadmap:

1. The owner has to be "all in" and lead the charge: The owner must drive the changes within the company, which I'll explain further below, but even more importantly, they must change their own way of doing things. They will have to be personally dedicated to build a new sales model - complete with implementing new processes, developing a new team and mastering new ways to lead/manage. This will have to be a top personal priority or it won’t work.

2. The owner must invest: The biggest investment an owner must make is their own time. Our clients commit to investing 50% of their time specifically on sales transformation (often more). Secondly, they have to invest substantial money in five areas: 1) Sales process definition and automation 2) Hiring the right level of talent (recruiters and compensation) 3) On-boarding 4) Training - Development and Tools 5) Training and coaching for themselves. We will cover each of these aspects in the points that follow.

3. The owner needs new skills: Leading, managing and motivating a sales force is far different than overseeing the service department or your administrative staff. The owner needs new skills to engage in the performance producing sales management activities - weekly sales objectives; daily huddles; pre-call planning; post-call debriefs, weekly sales meetings, activity tracking and one on one coaching sessions.
4. **The owner must build the sales infrastructure:** Here is the infrastructure that you will need:

   - **Sales Playbook:** The sales process you follow systematically - including skills, tactics and stage gate criteria (how do you know you are progressing in the sales process)
   - **Tools and Training for Appointment Setting:** To set up call blocks and ensure the volume of activity and disciplined follow up required to be successful
   - **On-Boarding:** Establishing a roadmap for success by your sales force - especially in-depth understanding of your offering catalogue, quoting, weekly calendar of activities and shadowing on client and prospect calls.
   - **CRM/Sales Process Automation and Pipeline Reporting:** This will make your sales force more productive by following a standard sales process that feeds into the management systems that you will use to direct effort and produce the desired results.
   - **Metrics to Manage By:** You need both activity metrics and results metrics. Fortunately, only two activity metrics matter: 1) number of new prospective clients meetings per week and 2) how qualified these opportunities are in terms of client’s “pain” points; the appeal of your business case and their readiness to change.

5. **The owner has to hire the right talent:** You need to set standards for your ideal candidate in terms of functional skills, experience/track record and behavioral attributes. Our advice is to target sales executives with a clear track record in building their own book of business (in a B to B environment with SMB clients).

6. **The owner has to become a transformational sales coach:** Whether it is in a small group setting or one on one, it is the quality of coaching makes the difference in your sales results. Transformational coaching hits on all of three of the following aspects with your team:

   - Effort/Activity
   - Sales Skills/Call Execution
   - Motivation
   - Culture/Integrity

**The Results:**

While results vary depending on the owners’ commitment, time investment and follow through, here is what our owners can expect to produce:

- 8-10 discovery meetings per month with qualified MSP prospects per sales person
- 1-2 new MSP sales per month for each sales person
- 20-30% increase in sales to existing clients

**The Program:**

The Sales Transformation Program has been refined by over 3 years of investment and learning. Here is what the program requires for you to achieve results:
Taylor Services Overview

- One on one on-boarding meeting and readiness plan with Michael Cummings in our Saint Charles, IL offices
- 4 quarterly working sessions (two days each in Chicago)
- Monthly action plans
- Weekly or bi-monthly accountability calls
- Limited to 8 participants in each group

Are You Willing To Do What It Takes?

Transforming your sales model is fully dependent on the owner - and it is a big job. But, taking shortcuts or looking for an easier approach just doesn’t work. In our sales transformation programs, TBG clients devote themselves to an 18 month effort to transform their ability to lead, manage and scale a new sales model. But, once the transformation is achieved, the results are enduring.
Direct Coaching

There are times when the answers or solutions cannot be found internally. There are times when fresh, new ideas to existing business issues are the best solution. There are times when a review of your business is essential to ensure your growth objectives. At these times, Taylor Business Group has executive level coaches that can work with you on a one-on-one basis.

Our coaches are experienced owners themselves. We have been working with and assisting VARs, Systems Integrators and MSPs from across North America since 2001.

Our consultants work with the management team and staff of your company in order to enhance your company’s processes and procedures within the Sales, Service and Administration functions of your company. Our objective is to drive more profits to the bottom line, increase productivity, enhance customer satisfaction and increase overall company efficiencies. We also believe it is instrumental to build a team environment within your business.

In addition, we will ask you to put together a list of priorities you feel need to be addressed immediately. We then employ a process to establish action plans for you to implement these plans followed by a constant review by both of us to ensure those action plans are being implemented.

Finally, we can look to recast your financials into our format to identify those areas of your business that are performing to our benchmarks and those that are not. From that recast, we would provide you with processes, activities and procedures to improve your financials.

OWNER / EXECUTIVE DIRECT COACHING

Owner / Executive Coaching is a one-on-one engagement with the principal(s) of the business. These typically are focused on one or two areas of the business where the principal does not have experience or is struggling with implementing a solution. Executive Coaching is also used to help accelerate the company’s growth and ensure your growth objectives are met.

Our consultants work with the management team and staff of your company in order to enhance your company’s processes and procedures within the sales, service and administration functions of your company in order to drive more profits to the bottom line, increase productivity, enhance customer satisfaction and increase overall company efficiencies.

We will put together a list of priorities you feel need to be addressed immediately. We then employ a process to establish action plans for you to implement followed by a constant review by both of us to ensure those action plans are being implemented.

Coaching is distinct from consulting. Coaching is the art of understanding where the business owner wants to go and guiding them along the way to the solution. It also provides the accountability that most owners don’t have.
Here are some questions to ponder. If you answer yes to them, then consider an Owner/Executive Coach:

- Do you want to grow and do you understand how to grow?
- What is your growth goal for 2018?
- Do you know what your service margin is?
- How do you invest in your staff?
- How do you invest in yourself?
- What is holding you back from investing in yourself?
- Do you work ON the business or IN the business?
- How much longer until you want to exit the business?
- Do you need advice from someone you can trust?
- Do you have a grasp of your financials?
- Do all of my employees know exactly how they are being measured?
- Do business systems support corporate objectives?
- Do we have an effective and relevant budget process?

ACQUIRING AN MSP DIRECT COACHING

Taylor Business Group has successfully coached many of our clients through the acquisition process. Typically, our clients will ask for our assistance when they have an active deal in play (we don’t act as brokers to find the deal).

Then we can help you through each step of the deal cycle, including:

- Initial valuations of the target company:
  - Financial and operational benchmarks
  - Accounting review
  - Sales and service department capabilities

- Letter of intent support:
  - Deal structure
  - Critical contingencies
  - Negotiation

- Due diligence support - Deep drill analysis of:
  - Customer base
  - Sales capability
  - Financial and operating performance
  - Accounting practices and reporting
  - Service operations – process, metrics and technology
  - Deal scorecard
Taylor Services Overview

- Counsel with other advisors (accountants, attorneys, investors, etc.)

- **Integration plan and support:**
  - Comprehensive work plan
  - Employee transition
  - Customer transition
  - Operational absorption
  - Agreements and contracts

If you have a deal opportunity, we can help you to evaluate and execute. With Taylor Business Group, you can close on the right opportunities in the right way – and achieve the results that you desire.

**EXITING THE BUSINESS  DIRECT COACHING**

Taylor Business Group has successfully coached many of our clients to develop their exit strategy, build the value of their business, find the right buyer and deal and execute the sale.

**Build the Value of Your Business**

Here is how we help you get the highest value for your business when exiting:

- Develop your exit strategy and time table
- Perform the initial valuation of your business company
  - Financial and operational benchmarks
  - Accounting review
  - Sales and service department capabilities
  - Deal options
- Define and execute a plan to build the value of your business
  - Identify the improvements with highest impact on your valuation
  - Develop action plan to make improvement
  - Support your execution

**Find and Execute the Right Deal**

Then we can help you through each step of the deal cycle, including:

- Market your company to potential acquirers
Taylor Services Overview

• **Letter of intent support**
  - Deal structure
  - Critical contingencies
  - Negotiation

• **Due diligence support: Deep drill analysis of**
  - Customer base
  - Sales capability
  - Financial and operating performance
  - Accounting practices and reporting
  - Service operations – process, metrics and technology
  - Deal scorecard
  - Counsel with other advisors (accountants, attorneys, investors, etc.)

• **Integration plan and support**
  - Comprehensive work plan
  - Employee transition
  - Customer transition
  - Operational absorption
  - Agreements and contracts

If you want to exit your business in the next 1-3 years, we can help you to evaluate and execute. With Taylor Business Group, achieve the value from your blood, sweat, and tears that you invested in your business, and get the payoff that you desire.

**OPERATIONAL EXCELLENCE DIRECT COACHING**

You have a clear vision for your company, and now it's time to turn your vision and mission into strategy and tactics.

Operational Excellence Coaching from Taylor Business Group will help you realize your vision through building an implementation strategy, then working with you to execute on that strategy. This program focuses on the "how", in a manner specific to your particular goals, situation, and company culture.

**Key elements include:**

• **Optimizing Results** - While focusing solely on the desired outcome should be the start of any new process, the end goal is to achieve the best result for all stakeholders while minimizing costs. Automation can play a key role in this in addition to training, process reviews, and more.
• **Mapping and Improvements** - Mapping and improving the client experience across your service catalog, from pre-sales to renewals and, eventually, off-boarding. How do we ensure flat-rate clients get just the right level of touch to value your services without driving up costs? How is client feedback solicited, and how is it processed internally?

• **Achieving Definition** - Defining success for everyone on the team. At the end of each day, everyone should know if they’ve successfully advanced the company's mission.

• **The Organization** - Designing the right organizational structure both for today and as you grow, with accountability and transparency at all levels.

• **Tool ROI** - Maximizing the return on investment for tool purchases. Every trade show is filled with vendors whose products can drive real value when both implemented correctly and also integrated into your organization’s workflows. Too often we see these tools costing more revenue than they generate, a situation we can help to correct.

**SALES TRANSFORMATION  DIRECT COACHING**

Most MSPs struggle with building a scalable sales model. It is not uncommon for MSPs to grow their business rapidly through their operational and administrative excellence to a point. Then, they tend to hit the sales "wall"; where they can’t grow using their current sales model (often with the owner acting as the prime sales person). This sales block can stagnate your growth for years.

At this point, most owners will look to hire salespeople to build the business. Unfortunately, this is often a disaster for both the owner and the sales professional(s). It can lead to the hiring and on-boarding of a succession of sales people who don’t perform and leave within months. In some cases, this pattern can be repeated for years on end leading to wasted time and lost market opportunity.

In our direct coaching work and sales transformation peer groups, we have worked with many of our clients to overcome this sales chasm. The owners who successfully built their sales engine shared a common roadmap and set of best practices that other MSP owners can emulate.

Here is the steps we take to transform your sales results. We begin with a day and a half kickoff working session in Saint Charles IL to build your tailored action planThen we execute the plan on a weekly or bi weekly basis.

**Here are the building blocks that we will execute together:**

• **Define your new job as the owner**: The owner has to be "all in" and lead the charge: The owner must drive the changes within the company that we will discuss in a minute. But, even more importantly - they must change their own way of doing things. They will have to be personally dedicated to build a new sales model - complete with implementing new processes, developing a new team and mastering new ways to lead/manage. This will have to be a top personal priority or it won’t work.
• **Identify investments:** The biggest investment an owner must make is their own time. Our clients commit to investing 50% of their time specifically on sales transformation (often more). Secondly, they have to invest substantial money in 5 areas: 1) Sales process definition and automation 2) Hiring the right level of talent (recruiters and compensation) 3) On boarding 4) Training; Development and Tools 5) Training and coaching for themselves. We will cover each of these aspects in the points that follow.

• **Train the owner in sales leadership:** Leading, managing and motivating a sales force is far different than overseeing the service department or your administrative staff. The owner needs new skills to engage in the performance producing sales management activities - weekly sales objectives; daily huddles; pre-call planning; post-call debriefs, weekly sales meetings, activity tracking and one on one coaching sessions.

• **Hire the right talent:** You need to set standards for your ideal candidate in terms of functional skills, experience/track record and behavioral attributes. Our advice is to target sales executives with a clear track record in building their own book of business (in a B to B environment with SMB clients).

• **Coach this talent to achieve top performance:** The owner has to become a transformational sales coach: Whether it is in a small group setting or one on one, it is the quality of coaching makes the difference in your sales results.

  **Transformational coaching hits on all four of the following aspects with your team:**
  
  • Effort/Activity
  • Sales Skills/Call Execution
  • Motivation
  • Culture/Integrity

• **Build out the sales process:** The owner must build the sales infrastructure.

  **Here is the infrastructure that you will need:**

  • Sales Playbook: The sales process you follow systematically - including skills, tactics and stage gate criteria (how do you know you are progressing in the sales process)
  • Appointment Setting Tools and Training: To set up call blocks and ensure the volume of activity and disciplined follow up required to be successful
  • On Boarding: Establishing a roadmap for success by your sales force - especially in-depth understanding of your offering catalogue, quoting, weekly calendar of activities and shadowing on client and prospect calls.
  • CRM/Sales Process Automation and pipeline reporting: This will make your sales force more productive by following a standard sales process that feeds into the management systems that you will use to direct effort and produce the desired results.
  • Metrics to manage by: You need both activity metrics and results metrics. Fortunately, only two activity metrics matter: 1) number of new prospective clients meetings per week and 2) how qualified these opportunities are in terms of client’s “pain” points; the appeal of your business case and their readiness to change.
As you can see, transforming your sales model is fully dependent on the owner - and it is a big job. But, taking shortcuts or looking for an easier approach just doesn’t work. In our sales transformation programs, TBG clients devote themselves to an 18 month effort to transform their ability to lead, manage and scale a new sales model. But, once the transformation is achieved, the results are enduring.
Webinars

Webinars are an opportunity to learn about a topic in a short amount of time. The objective of our webinars is to provide relevant information about a current topic along with providing actionable items the attendee can work on immediately following the webinar.

Here are some of the webinars that we've offered recently:

- Accounting 101 for MSP’s
- 7 Ways for Copier Dealers to Avoid Mistakes Getting Into Managed IT Services
- How MSP Owners Need to Evolve and Invest to Build a Formidable and Scalable Sales Engine
- 10 Most Important Numbers - Overview
- 10 Most Important Numbers - Service Department Profitability
- 10 Most Important Numbers - Product Margin
- 10 Most Important Numbers - Hourly Service Rates
- 10 Most Important Numbers - Sales Compensation
- 10 Most Important Numbers - Admin Expense
- 10 Most Important Numbers - Service Utilization
- 10 Most Important Numbers - Managed Service GP
- 10 Most Important Numbers - Service Salaries
Training

We offer two types of training: **Classroom Training** where the student travels to a 1.5 day meeting and **Live Online Training**.

Our Classroom Training is targeted at subjects that are harder to grasp like financials, where we think it is helpful to do projects as a team, where we want to use role playing or where we need group participation to ensure everyone has command of the targeted outcome.

The Live Online Training is targeted at a subject that can be grasped easily through remote training methods. It also typically has less interaction but we strive hard to overcome the reluctance of participants to engage.

**MEMBERS BIG ACCELERATOR (MBA) CLASSROOM TRAINING**

This class is designed to get a new member ready for their first peer group meeting. It is also a glimpse into what it is like to be in a peer group so folks who aren’t sure about joining a group can come and spend time in a peer setting.

During this class, we cover the following topics:

1. **The Culture of Taylor Business Group**
   - How groups work and why they are successful
   - The Evolving Leader
   - The Primary Roles of a Leader

2. **Benchmarking**
   - Why is it important
   - Where our numbers come from
   - A deep dive into the numbers

3. **Chart of Accounts for MSPs**

4. **Roadmap To Profitability**
   - How to onboard
   - What is needed from each member
   - What the Taylor consultant does
   - How to access the dashboard through the portal
   - How to effectively use the modeling tool
5. Setting SMART Objectives

- Strategic, Measurable, Attainable, Relevant and Time-bound
- Three objectives per quarter
- Three action items associated with completing each objective

SALES MANAGEMENT CLASSROOM TRAINING

The goal of this Classroom Training is to enable owners and operating executives to lead a sales process and become a great sales leader on an accelerated basis. Many owners and executives are not trained sales leaders even though they may be doing a lot of selling themselves. Leading sales and focusing on relationship development is both a skill and a discipline. In this session, you will be trained and coached on how you can build the personal skills you need to develop as a sales leader. Then, we will teach you the processes, activities, metrics, and management systems that allow you to lead and drive bottom-line sales.

This Classroom Training will provide the best practices, process and methodologies to begin and build a successful sales team. Topics covered will include:

- Common Mistakes and Failures in Sales Leadership
- How Owners Become Sales Leaders and Performance Coaches
- The Sales Leadership Roadmap
- Customer and Revenue Strategy
- Sales Objectives
- Process and Activities
- Metrics and Management
- and more...

SELLING VALUE CLASSROOM TRAINING

Successfully selling any product is more than art, it’s skill, however, understanding and effectively utilizing the skills required for success is not an easy task! This Classroom Training is designed to guide sales people through a sales process providing them a foundation to successful solutions-based selling.

What you can expect:

- Learn how to prospect for suspects
- Learn how to separate suspects from prospects
- Create a “Ho Hum Crasher”
- Understand the primary qualifiers required to have a prospect
- Discuss the marshaling of resources for large opportunities
- Understand the difference between obstacles and objections
- Learn the different fears of buying for each personality type
- Create a proposal built on value not price
- Learn how to effectively “pop the question”
• Understand how to turn your opportunity into a “solution” sale

Attendees will leave with:

• Seminar workbook for reference
• “Ho Hum Crashers”
• Qualifying techniques
• Common sales objections and responses
• The outline of an effective proposal
• Closing techniques
• An understanding of how different personality types buy
• An approach to create selling solutions

SERVICE LEADERSHIP CLASSROOM TRAINING

Managing a technology company is challenging, to say the least. Managing it profitably is an even bigger challenge! This Classroom Training is designed to help you understand revenue opportunities and cost considerations in order to maximize the profitability from your company’s Service Department.

What you can expect:

• Understand the many roles of the service department
• Discuss service personnel organizational positions, responsibilities and career paths
• Write meaningful job descriptions
• Learn the 13 Steps of a Perfect Installation (and how to avoid what really happens)
• Capitalize on nine different service revenue opportunities
• Understand business system software requirements
• Discuss service personnel compensation and performance metrics
• Learn how to price service personnel’s time
• Discuss how to measure the performance of the Service Department
• Understand the Financial Scoreboard—Your P&L

Attendees will leave with:

• Seminar workbook for reference
• Sample Job Descriptions
• Spreadsheet Templates in Excel
• Service Maintenance Agreement
• A better understanding of the components of a profitable service business
• Six different sets of service performance benchmarks
CRM BEST PRACTICES FOR MSPs LIVE ONLINE TRAINING

We are offering a 3-part web based training program for MSP owners, Services Leaders and Client Account Managers conducted by Michael Cummings – Director Of The Sales Transformation Program and veteran business coach for leaders in the IT industry, as well as mid-sized MSPs.

Building high value client relationships is the foundation of a top performing MSP business. It is easy to believe that if we are delivering top notch service and support efficiently to our clients that they value our services and are loyal to us. Unfortunately, this is not true.

Based on our sales and business coaching work with over 120 of our clients, we find that the client account management practices of most MSPs must be improved dramatically.

Solid service delivery doesn’t translate into strong client relationships. Clients expect excellent service as “table stakes”. Earning their respect as trusted business advisors requires more.

That is why we have decided to make this training available to you. The program is based on the best practices employed by world class client relationship managers in the IT industry and proven to work with our mid-sized IT MSP clients in Taylor Business Group’s sales transformation program.

If you are an MSP owner who has been facing stagnant revenue growth AND who is committed to make the building of your sales engine your #1 priority, then you could benefit from our sales transformation program.

The 11 Biggest Mistakes in Client Relationship Management That MSPs Make

- The owner gets distracted from client relationship building as their number one priority
- Drifting into reactive and transactional relationship with clients
- Hiring the wrong people to be client account managers
- Assuming client service is the same as relationship building
- Focusing on metrics that don’t matter to clients
- Failing to broaden your web of relationships within the client organization
- Not proactively seeking out “points of business pain” that create opportunities to deepen the relationship
- Failing to establish a roadmap to build your relationship with the client and their business
- Not aligning your service team into the client relationship development process
- Lacking a client centered, systematic and disciplined client relationship development process
- Failing to train account managers on how to be a business advisors

If you avoid these mistakes, there is a large amount of revenue to be generated from your client base (25% growth year over year at a minimum, usually much higher). More importantly, this will ensure the longevity of your client base and protect against competitor’s promotional attacks. The final benefit is that clients who value you as a business advisor will go out of their way to refer business to you. Clients who don’t value you will not bother.
The Training Program We Offer You

Here are the critical skills that we will teach MSP owners, Services leaders and client account managers:

- What clients value – seeing your relationship through the eyes of the clients
- What it takes to be viewed as a trusted business advisor
- How technical professionals can leverage their natural skills
- Using a questioning strategy and listening skills to deepen your understanding of your client’s business priorities
- Conducting business dialogues with owners and senior executives
- How clients view the impact of information technology on their business operations
- How to “sell” like a business advisor and consultant
- Aligning your recommendations to your client’s business priorities
- How to focus on a few critical metrics to reinforce your ROI to them
- Securing decisions from your clients
- What is the best way to conduct business reviews
- The components of an IT roadmap for your clients
- Building personal chemistry and stronger relationships with your clients

Remember, your best clients are your competitor’s best prospective clients.

BEST PRACTICES FOR SERVICE EXECUTIVES & LEADERS LIVE ONLINE TRAINING

The Need For This Training

Building high value relationships is the foundation of a top performing MSP business. It is easy to believe that if we are delivering top notch service and support efficiently to our clients that they value our services and are loyal to us. Unfortunately, this is not true.

Based on our sales and business coaching work with over 120 of our clients, we find that the practices of the Service Organization of most MSPs must be improved dramatically.

Solid service delivery doesn’t translate into strong client relationships but it is the table stakes needed to get into and stay in the game.

That is why we have decided to make this training available to you. The program is based on the best practices employed by world class Service Leaders in the IT industry and proven to work with our mid-sized IT MSP clients in Taylor Business Group.

The Purpose of This Program

- Understanding the many roles of the Service organization – as you grow, you add different expertise to your staff. The interaction of each of these roles is critical to success.
- You will need to clearly define each of their roles and responsibilities along with providing a career path for each of them.
Taylor Services Overview

- Writing clear and concise job descriptions
- Identifying the nine different service revenue opportunities
- Discuss service personnel compensation and performance metrics
- Learn how to price service personnel’s time
- Discuss how to measure the performance of the Service Department
- Understand the Financial Scoreboard—Your P&L

Who Should Attend: MSP owners, Services Leaders / vCIOs and COOs

How The Training Is Conducted: The sessions are conducted as a series of 3 live go to meeting sessions, each lasting 3 hours:

Session 1:
- Introductions
- SWOT Analysis
- Role of the Service Department
- Service Career Positions
- Project Management
- Service Revenue Opportunities

Session 2:
- Service Revenue Opportunities, continued
- Business Systems Requirements
- Service Personnel Compensation

Session 3:
- Pricing Service Personnel's Time
- Measuring Service Personnel Performance
- Final SWOT Analysis
- The follow up

Handouts and Take Home Material:
- Seminar workbook for reference
- Sample Job Descriptions
- Spreadsheets Templates in Excel
- Service Maintenance Agreement
- A better understanding of the components of a profitable service business
- Six different sets of service performance benchmarks

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Special Services

In addition to our major offerings, the Taylor Business Group provides a choice of special services which include a broad selection of programs to help you, the MSP owner or high-level executive, to increase the value, productivity, and profitability, of your organization while preparing your business for potential sale or acquisition.

EXECUTIVE RECRUITING SPECIAL SERVICES

Most of our clients have ambitious plans for their MSP business. They aspire to double their revenue and simultaneously increase their gross margin and NOI dramatically over the next 18 months. Simply put, they aspire to build a scalable business model capable of driving profitable growth for years to come.

The downside of hiring the wrong talent is huge. Mistakes have dire consequences for both the company and the employee. Bad hires lead to enormous amounts of wasted time, missed opportunities, severe personal trauma, damaged careers and business nose dives. Using the right process and leveraging our expertise and eye for talent, we can minimize this risk together.

So, what stops them from realizing this vision? In many cases, the obstacle is talent.

There are two strategic hires that Taylor Business Group focuses on – because they will make or break your growth, ability to scale, and ultimately the value of your business:

• A transformative services leader
• The sales force and client account managers

Hiring Transformative Services Leaders

Often, MSP’s end up promoting a current service technician into the service manager role. In many cases, this person does a great job up to a point. But, as both the workload grows and the team size increases, their background and experience are not adequate to meet the new pressures or management requirements for this bigger job. I have found that most owners recognize this limitation in their service leadership, but don’t know what to do about it.

Instead, you need a game changer. Specifically, you need to recruit a services leader with the professional depth, a proven track record and senior executive experience that would transform their service team.

But, where would they find this talent? Why would they join a growing MSP? How would they like working with the owners and fit into an entrepreneurial environment? Can we structure a compensation package that would seal the deal?

That is where Taylor Business Group comes into the picture. We partner with our clients to find, screen, interview, and land the senior executive talent they aspire to hire.
Here is the typical profile of people that we hire:

- Over 10-15 years of experience
- Combination of both service desk, remote management and project management experience
- Profit/loss, budgeting and financial responsibilities
- Led and managed teams of 5-10+ service professionals
- Customer facing leadership and relationship management track record
- In depth experience with the required toolkit (PSA and RMM tools etc)
- Responsibility for team mentoring, development and management
- PMP, ITIL or equivalent experience
- Senior executive presence
- Practical hands-on working style
- Fits into the leadership style and teaming nature of the owners and senior executives

Do you need to change the game? If your current services leader isn’t the transformational talent that you need to grow your business, you should own up to it and make a change. Top talent is available and interested in every market. You can attract them.

**Hiring Sales and Client Account Management Talent**

The top priority for many MSPs is to build a top performing sales engine. Unfortunately, the desired results are elusive – because they don’t know how to hire the right sales people and client account managers. In fact, this may be the most difficult hiring situation that most MSPs face.

In the vast majority of these cases, sales executives leave within 6 months – because they weren’t the right hire in the first place. Then, the cycle repeats itself over and over.

We have helped dozens of our clients to hire sales people and client account managers. Almost all of these hires are top performers.

What is the secret? First it is our total focus on the MSP business and deep understanding of what it takes to succeed in sales for our industry. Then, it comes down to having a disciplined process, hyper-specific hiring profiles and a good eye for sales and client account management talent.

You are looking for people who **CAN** do the job (the right skills) and **WILL** do the job (self motivated and entrepreneurial).

**Partners In Your Talent Acquisition**

Taylor Business Group performs our search work on a retained basis (hire us for a fixed fee to pursue the search and hire the talent). This is necessary to enable the type of partnership it takes to get the talent that you desire. We will provide the help and support that you need.
MERGERS AND ACQUISITIONS SPECIAL SERVICES

A 12 month program to buy and integrate an acquisition in the IT Managed Services Market. (Limited to 10 Participants for our January 2018 Kickoff)

It is no secret that acquisitions within the MSP industry are occurring at a record pace and higher multiples are being paid out. This consolidation will accelerate.

Why? Many MSPs have hit a sales plateau that they aren’t able to surmount. Other owners are aging out and looking to move on to the next opportunity. A substantial number have not been able to drive the ROI they need on a consistent and sustainable basis. And the day to day risk to reward realities often become overwhelming in time.

Targeting The Right Acquisitions, Getting It Done, and Reaping The Benefits

Within the Taylor Business Group client base, acquisitions are a proven way to achieve rapid and profitable growth – if done in a professional and disciplined manner.

However, here is what we see in our industry:

- MSP owners lack a formal and intentional process for finding companies to acquire, pursue and integrate into their business
- This lack of an explicit and aggressive acquisition process means that many MSPs miss the opportunities to dramatically grow their business
- This lack of readiness can lead to wasting time, making bad deals or failing to achieve the expected ROI and anticipated synergies

The Structure Of The Acquisition Acceleration Program

This program is unique and leverages the cumulative experience of the Taylor Business Group client base.

The program has been designed by Michael France and Michael Cummings – with the help and support of our clients who have made multiple successful acquisitions in the MSP business.

The program combines four workshops to train you how to find the right acquisition, close the deal and integrate the acquisition. Then, we develop an action plan for each participant and execute the plan on a week to week and month to month basis.

Our training, hands-on coaching; access to best practices and peer group accountability turns the desire for an acquisition into an intentional business process for you. This can be a game changer for you in 2018.

How it works:

- The group is intended for MSPs that want to aggressively pursue an acquisition in the next year to 18 months
- Taught by Michael France, Michael Cummings, and MSP owners have had made several successful acquisitions during the past few years
Taylor Services Overview

• The structure of the program:
  • On-boarding process to ensure that you are ready to acquire
  • 12-18 month program of both workshops and coaching (four workshops and monthly coaching to execute your acquisition plan):
    • **On-boarding**: Includes a valuation of your company and complete of a readiness assessment (Value Builder, plus review session with our coaches) –including RTP if not a current client
    • **Four working sessions to build your acquisition competency:**
      • **Plan**: Understanding the process, key steps and skills required for successful acquisitions
      • **Finding deals**: How to prospect and network with owners to find willing sellers that fit your acquisition profile
      • **Pursuing and closing deals**: Understand the key steps and milestones (LOI; DD; Close) and how to execute each step with no surprises or mis-steps
      • **Integrating the acquisition**: How to efficiently transition customers, employees and other assets into your operation and achieve your operational and financial performance targets
  • Monthly coaching to help execute the plan and be accountable for both effort and results
  • Group accountability calls to ensure that all members are putting in the desired effort and making the progress they desire

**TOOL SET OPTIMIZATION** SPECIAL SERVICES

As a managed services provider, you rely on a bevy of tools - PSAs, RMMs, vendor portals, and more. All of these cost you money every month, and Taylor Business Group can help you to get the best return for that investment, aligning the tools to your business. We use our extensive, hands-on MSP experience to implement, configure, manage, and integrate these tools based on best practices blended with the unique needs of your team and clients.

• **Improve Client Experience** - As an information solution provider, your clients expect you to have a 360° view of their environment and service needs. Do your systems give your technical team the clarity they need? Can you identify client service issues in need of immediate attention?

• **Better Data, More Insight** - You've finally managed to get your technical team entering 100% of their time - congratulations! Now you need to ensure you are getting the insights from that data to make key business decisions. Are your tools aligned to your business KPIs?

• **More Effective Tech** - The tools you invest in are designed to help you to leverage your technical team more, but do you find them costing more tech time than you expected? We can help you to streamline and simplify, letting your technical team spend more time with clients, and less time remembering which option to select in drop-down fields or consolidating tickets for the same issue.

We specialize in the ConnectWise and Kaseya families of products.
PROCESS OPTIMIZATION SPECIAL SERVICES

Good processes support your team, not stifle them, enabling them to operate at their highest levels. This is doubly true for managed service providers, where operational efficiency and effectiveness are critical to client retention, team retention, and profitability.

Taylor Business Group will work with your processes at both tactical and strategic levels, maximizing the outputs, ensuring processes align with both each other and your overall mission. We take an approach of mapping the current process (whatever it may be), eliminating or consolidating unnecessary steps, using your tools to automate as much as possible, and baking in accountability and measurements.

- **Accountability, Reporting, and KPIs** - Good processes are a critical prerequisite for having good data, and good data is essential for informed decision making at all levels of your company. Our team will help you to define measurements of both inputs and outputs, tracking the outcomes and identifying which processes are working as intended, and which may benefit from further attention.

- **Service Delivery and Project** - You train your team to answer calls with a smile, and to put the customer needs first, but do your processes support that mission? When a client asks for support, do you have a clear process that handles that request from initiation to completion, defining accountability and success for each step of the client’s journey?

- **Internal Processes** - Everything from hiring and terminations to auditing documentation and agreement renewals, we will apply the same methodology to making your internal processes as effective as your client-facing ones. Your team will appreciate the consistency in approach, and you can spend less time worrying about which time off requests need attention.

Taylor Business Group can help with these and more, including working with you to design an operationally effective project flow from sales through project completion that will maximize your outcomes and profitability.

BUSINESS INTELLIGENCE INSIGHTS SPECIAL SERVICES

With over 2.5 million TB of data generated daily, cutting through the noise to find actionable insights can be a daunting task. Built-in application reporting often disappoints as well, featuring reports designed by developers that offer limited insights. Taylor Business Group can help, tying data from your line of business applications to your KPIs to create dashboards and reports that help your team know how they are doing, and what needs attention.

FINANCE AND ACCOUNTING SPECIAL SERVICES

Finance and Accounting Consulting from the Taylor Business Group can help you gain more control over the financial aspects of your business. Through detailed analysis and assessment, we can help you plan and create a positive financial position.
Have you been asking yourselves these questions?

- Why can't I get my financials completed in a timely manner each month?
- Are my financial statements correct?
- Does my Chart of Accounts really reflect my business today?
- Can someone tell me exactly what my Income Statement and Balance Sheet are reporting?
- Why are my Accounts Receivables not being collected?
- Why are my expenses not aligned with my revenues?
- Why don’t statements go out by the 20th of every month?
- Who is managing my cash flow?
- What should my financials look like versus what they are?
- Do I really need to hire more administrative staff to run my back office?
- How can I get better terms with my vendors?

The Taylor Business Group offers solutions to these questions. We have finance and accounting consultants on our team who can work with you to resolve these issues by first providing an assessment of your financials and accounting processes and then determine a course of action to resolve the problems being encountered.

In addition to the finance and accounting services mentioned above, our team of consultants can work with you to develop a Process and Procedures Manual and Employee Handbook. These two documents will help provide your staff with written explanations of your processes and procedures and the expectations of office performance along with company benefits.

SUCCESS BY SELECTION ASSESSMENT SPECIAL SERVICES

Jobs --- and the talents of the people who fill them --- are the building blocks of business success. For your businesses to excel, it’s essential to focus on identifying better ways to secure the talent necessary for optimum performance and productivity in specific jobs.

It is clear that candidates have unique behaviors and motivators that can be matched to specific jobs... but seldom are!! The challenge is to discover the talents required by a job and then match them to the talents of your candidates. The bottom line is that the right talent in the right job equals top performance, greater employee satisfaction and high retention levels.

To assist you in this job/candidate talent matching process, Taylor Business Group introduced our “Success by Selection Assessment” program. The patented process uncovers job-related behaviors and motivators and provides feedback to help you to understand why they are necessary for superior performance. The Job/Talent comparison process will produce questions that can be used as a guide in crafting applicable job-specific questions for an interview and generate a personalized assessment that will measure the behavioral style and workplace motivators of candidates. As a result, comparing candidate talents to job talent requirements is straight-forward.
The **SBS Assessment** service utilizes the validated, reliable TTI Success Insights™ Report provided by TTI, Ltd. --- an international organization with a proven track record along with the highly acclaimed **DISC Personality Assessment Report**. This report is used in the job matching process but also has application once the hiring process is complete since the behavioral and motivational insights in the report can be used with new employees for coaching, talent development and performance appraisals.

DISC stands for **Dominance**, **Influencing**, **Steadiness** and **Conscientious**. The behavior of most of the population is a combination of two or more styles; therefore, to refer to someone merely as a High D is useful in describing only their primary or core behavior. The first step of learning the DISC language is to learn the Pure Styles (High D, High I, High S, and High C) and be able to recognize a person's primary behavior and adapt accordingly.

We tested 10 each of the most successful technical and sales talent from our client base. From that testing not only were standard benchmarks for behavioral style established but were also able to provide motivator factor benchmarks to help determine the most effective management techniques for prospective or current employees.

**THE VALUEBUILDER™ SYSTEM SPECIAL SERVICES**

After analyzing more than 30,000 businesses using the ValueBuilder System™, researchers discovered that companies with a Value Builder Score of 80 or more received offers that were 71% higher than the average business. Whether you want to sell your business for a premium now, or simply know that you could, The Taylor Business Group, using The ValueBuilder System™, will help you dramatically increase the value of your company. In just 13 minutes, and at no cost to you, you can know your company’s Value Builder Score.
Our Mission

Our mission is to provide ideas and methodologies for the management team of our clients to implement or enhance strategic thinking into their organization; thus providing their employees and customers a clear vision of the client’s future, the products and services to be offered, and the means to deliver their services and products for a reasonable profit.

Our History

The Taylor Business Group was started in 2001 by Larry and Elaine Schulze in an effort to share the senior management expertise and knowledge that they gained, respectively, over the past three decades. TBG has enjoyed constant growth since its inception and has provided management coaching to hundreds of IT Solution Providers through management coaching engagements, Business Improvement Groups (peer-to-peer groups), and management workshops.

TBG will bring years of management experience to your company. We can assist in areas of management coaching pertaining to your sales, service, or administrative departments. Our focus is to assist you in driving more profits to your bottom line. In addition to management coaching, TBG now offers finance and accounting services to assist ITSPs with their back office process and procedures.

Taylor Business Group has been a leader in the IT industry for almost two decades. As evidenced by clients who represent nearly $400,000,000 in annual revenue, Taylor Business Group has developed the metrics and methods that drive business success. The average Net Operating Income (NOI) of our members has increased from under 8% to over 12%. That's over $16,000,000 of additional real profit created annually!