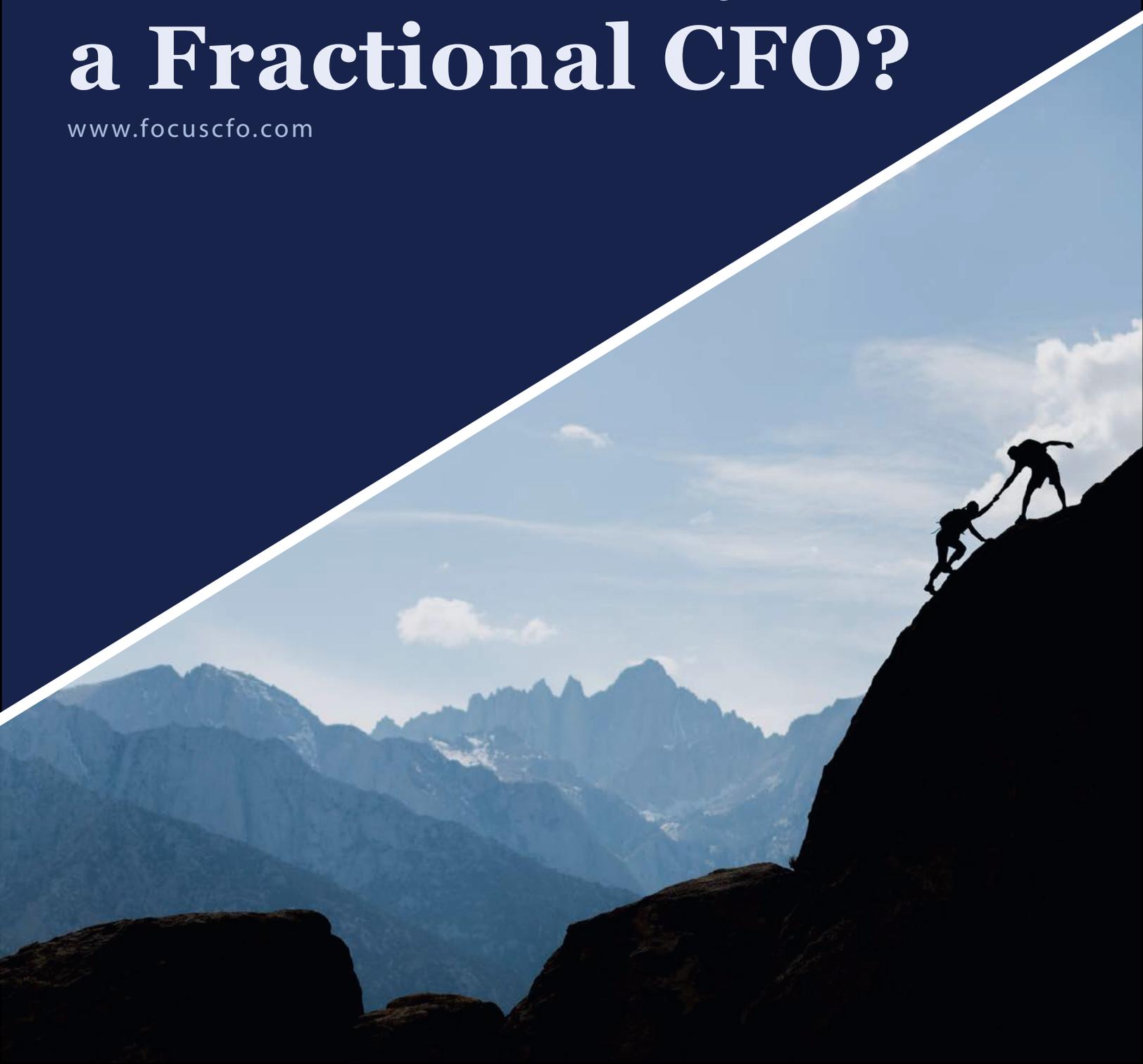
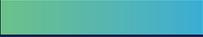




# Are You Ready for a Fractional CFO?

[www.focuscfo.com](http://www.focuscfo.com)





Helping  
entrepreneurs  
on the climb  
to sustainable,  
transferrable  
value.

## *About Us*

Founded in 2001, FocusCFO is an industry leader in providing embedded Fractional CFO services.

FocusCFO works closely with small to medium-sized businesses helping business owners gain control over three key financial and operational areas: increasing cash flow, reducing business risk, and creating a platform for scalable growth. This allows business owners to realize full financial control and increased value in their businesses.

*“The most-valued CFOs are visionaries – they have an eye toward the future work closely with top leadership and aren’t shy about recommending strategic moves.”*

## What is a CFO?

A Chief Financial Officer (CFO) is a senior executive who is responsible for the fiscal health of the business. The CFO’s responsibilities include, but aren’t limited to, cash flow, financial planning, building a top-notch finance and accounting team, ensuring revenues and expenses stay in balance, advising on exit planning and transitions, and developing strategy along with the business owner and leadership teams.

*What's more important than where you've been?  
Where you're going.*

# Understanding What a CFO Does



<p><b>Bookkeeper</b>          Transactional Entry          AP / AR          Journal Entries  <b>CPA</b>          Tax Strategy          Tax Returns</p>	<p><b>Controller</b>          Financial Statements          Internal Controls          Tax &amp; Regulatory Compliance          Manage Auditors          HR Coordination</p>
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<p><b>CFO</b>          Cash flow analysis          Develop key metrics          Forecasts and budgets          Financing strategies          Optimize Pricing          Vendor Negotiation</p>	<p>Asset Allocation          Optimize Inventory          Employee Benefits &amp; Retention          Profitability Analysis by Customer &amp; Product or Service          Value Growth Strategy</p>
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A CFO brings leadership and a forward-focused strategy, charting the path up the mountain.

We're here to help you position your business for health, growth, and value.

Accountants, bookkeepers, and controllers are all vital parts of an organization's financial team, but also vastly different roles from an experienced CFO who focuses on forward-looking financial strategy and guidance. Bookkeepers, Accountants, and Controllers act as historians, telling the story of where you've been.

To reach the top of your mountain, you need a seasoned financial executive who can analyze your business and strategize a plan to not only strengthen your foundation and build a healthy business, but to grow and create transferrable business value.



## *What is a Fractional CFO?*

Fractional CFOs provide the same high-level support as traditional full-time CFOs but for a fraction of the week, and at a fraction of the cost.

Growth in a business is great—but it also means new territory, full of unknowns. Many of our clients share a handful of common concerns: they are anxious as they tackle challenges at a new scale or level of complexity, frustrated as they realize that the processes, systems, and resources that got the organization to this point may not get them to the next level of their climb without significant improvement, worried about how to pay for the present, while also planning for the future— and that they are lacking a guide who has been there to lead the way.

***If any of these resonate with you, a fractional CFO can place strategic financial guidance within reach.***

At FocusCFO, our Fractional CFOs become embedded into our client's leadership team, like a traditional full-time CFO, but for a fraction of the week (and a fraction of the cost). They provide the same forward-looking, strategic, and financial guidance as traditional CFOs. We do not act as outside consultants who stop by to dispense advice and leave it to you to figure out implementation - but as experienced guides on your climb, working **IN** the business, side-by-side with the owners and managers.

We work with businesses of all sizes, meeting you where you are with financial strategies tailored to your unique needs, goals, and level of complexity. Whether working on-site or remotely, our CFOs embed themselves in your management team to provide experience, informed decision making, guidance, and strategies to lead you to the top of your mountain.

## *Types of CFOs*

### FRACTIONAL

Similar to a full-time CFO, just for a fraction of the week. Fractional CFOs can serve anywhere from a half a day a week to multiple full days per week, depending on the client's needs and level of complexity.

*Long-term relationship*

### FULL-TIME

Traditional employee-employer relationship, with full-time salary and benefits. Often times, for small and medium-sized businesses, this is a controller role with a CFO label and lacks the strategic focus of a true CFO.

*Long-term relationship*

### INTERIM

Fill in temporarily during a search for a replacement CFO.

*Typically full-time for 6-18 months.*

### PROJECT

Hired to accomplish a specific objective (e.g., prepare a transaction or facilitate transition)

*Short-term (3-12 months)*

*“If you’re struggling with how you can take your organization to a different level, a quality CFO is essential as you evaluate what you’re doing and planning what you need to do.”*

-Mike Davis, President | Junior Achievement

## Is your business ready for a CFO?

The growth that takes businesses to the next level often takes entrepreneurs out of their comfort zones. The good news is you don't have to go it alone. A good CFO works at your side to drive the business towards maximum impact, whether the next summit of your business is growth, transition, or simply greater control of your finances.



## *Raise Your Hand If...*

Our Founder, Brad Martyn, shares his experience at a seminar for business owners several years ago. The speaker, an investment banker, stood in front of a crowd of 300 entrepreneurs sharing his insights on how to grow business value.

“How many of you are owners?” he asked. All hands went up.

“How many of you have a CFO?” Most hands stayed up.

“I’m not talking about a controller who closes your books, or a CPA who does your taxes. I’m talking about a true CFO that matches your strategy with your numbers.” Nearly every hand went down.

“It is impossible to maximize the value of your company without a CFO to match your strategy to your numbers and develop a forward-looking financial roadmap for your business.”

It is impossible to maximize the value of your company without a CFO to match your strategy to your numbers and develop a forward-looking financial roadmap for your business.

# *Is a Fractional CFO Right for You?*

## 12 QUESTIONS TO DETERMINE IF YOU'RE READY TO BENEFIT FROM A FRACTIONAL CFO

1. Do you receive timely and accurate financial reports and key metrics?
2. Is cash flow a challenge for the business?
3. Is revenue growing, but profits are flat or shrinking?
4. Do you know the profitability of each client, product and service?
5. Do you have a strong, effective relationship with your CPA, bank and insurance advisor?
6. Do you have the internal financial leadership to get to the next level?
7. Do you have defined business and personal goals for the next 1-2 years? 3-5 years? Beyond?
8. Are you concerned that the value of the business will not fund your retirement/ estate goals?
9. Do you have a defined goal for the succession of your business?
10. Are you stuck spending too much time *in* the weeds of the business, instead of strategically working *on* the business?
11. Do you have updated systems and documented processes? Retention plans for key employees?
12. Are you living the life you want at this stage... and having fun?

*If concerns arise in any of these areas, you could benefit from a complimentary consultation.*

Contact your local area president or visit [www.focuscfo.com/contact](http://www.focuscfo.com/contact) to schedule today.

# You're Ready for a CFO If You Want to...

## *Take Control Of Your Finances*

Are you worrying about cash flow, paying bills and making payroll—all while flying blind about whether it is a good time to invest in enhancing the business? If you're struggling to pay for the present while planning for the future, let our CFOs help. They have decades of experience navigating these challenges and can build models and strategies to chart your path to health, growth and value.

## *Ease Growing Pains*

Growth is hard. If you, like many business owners, have found yourself working at a scale or complexity that is just outside your comfort zone, we can help. Just like climbing a mountain, growth is challenging, a process fraught with unknowns. A CFO acts as your guide and will make the climb with you and help you chart a path to the top. It still won't be easy—but you will have support.

## *Get Out Of The Weeds*

Are you anxiously stuck working IN the details of the business, instead of ON the business? A CFO can help you expand your field of vision beyond day-to-day operations and develop financial strategies and roadmaps to success. You get out of the weeds and, in the process, position your business for health, growth, and value.

## *Find the Fun Again*

Many business owners hit a wall at some point in their entrepreneurial journey. The business used to inspire energy and excitement, but over time, it becomes drudgery—what you have to do, rather than what you want to do. With the right strategic guidance and support, you can learn to shift your focus to the big vision and find the fun again.

# You're Ready for a CFO If You Want to...

(CONTINUED)

## *Make Better Decisions*

There comes a time in the growth of every business when what you don't know becomes a threat to your survival. The most successful entrepreneurs and leaders use those moments to ask for help. They source the right people with the right expertise and fill the gaps.

At FocusCFO, that's what we do. We embed ourselves with our clients to become an extension of their leadership team, helping you filter out the noise, understand what metrics matter and to make better decisions.

## *Secure Your Future*

Do you know your wealth gap –the difference between what you need your business to be worth and how much you'd net if you sold today? For most business owners, personal and business financial planning are tightly interwoven, with most of their net worth tied up in their business.

Knowing your wealth gap is the first step in achieving your personal financial goals. Next, it's about building value in your business to get you there. That's where a CFO can become invaluable: they will implement a proven process to help you build sustainable, transferrable value in your business. We can guide you to the future you've always dreamed of.

*“I think FocusCFO is the most brilliant concept. It allows small businesses to grow in the best way; we get the best of the best at an affordable price and we are so grateful.”*

-Lisa King, Founder | Brownie Points

# Common Questions Business Owners Ask When Considering Hiring a CFO



## *Is there a revenue mark or headcount that determines when I should add a CFO?*

Consider bringing on a fractional CFO when you need to do critical forward planning—when your business is up and running with many spinning plates, but you're not sure where to take it next.

At this point you need someone to make sense of the financials. The only person who truly understands the economics of a business—what actually makes it work—is a chief financial officer.

You have some data, you know who you're serving and what they are buying, but your CFO will help you understand your business and the overall dynamics better than you ever thought you would. They will help turn the data you have into information and actionable insight.

This isn't an expense, this is an investment. A CFO should pay for themselves multiple times over!



## *Aren't most CFO's overqualified for my business? How can I afford one?*

There is a growing number of baby boomers who want to remain in the workplace - including a community of highly experienced chief financial officers. This provides a unique opportunity for small and mid-sized businesses to tap into their knowledge and expertise.

The fractional CFO model is a win-win relationship. Your business benefits from their extensive

experience, at a fraction of the cost of a full-time CFO. Average engagement for our clients is one half or one full day per week.

From the CFO's perspective, they benefit from the intellectual challenge of working with several businesses simultaneously, making an impact in their community, as well as having greater control over their work schedule.



## *Why do businesses neglect to bring on such a critical addition to the team?*

Beyond simply not knowing that they need a CFO, many simply don't want to spend the money.

What many entrepreneurs don't realize is that they're already spending that money in lost profits, lost opportunities and misspending (see below for more on this).

Many entrepreneurs are able to see the bigger picture and/or they don't understand the dynamics of the business from the high-level

financial point of view that a seasoned financial professional can bring.

You can't always go with your gut in making financial decisions, which is what a lot of entrepreneurs try to do.

A CFO is an investment in your company; they will pull data and provide insights in order to help the business make better decisions with the goal of building sustainable, transferrable business value.



## *What does it cost a business to not bring on a CFO?*

The lack of a CFO's direction leads to many lost opportunities to price your products and services properly, to manage your invested cash in inventory, and to separate good customers from bad customers.

There are many hidden costs in doing business, such as the cost of maintaining a demanding client. Its margin on variable costs may be the same, but because of the additional management time and hand holding it's different.

A CFO will peel back the onion, at which point you'll most likely find that you're not making money in one or more areas of your business. It's not unusual for a company to be losing money and have no idea where it's going.

It's hard to see without actually running the numbers, which many people don't really know how to do.



## *What else will a CFO do for my company?*

A CFO will take a magnifying glass to your numbers and look at staffing and other expenses vs. revenue. When they examine things like manufacturing costs and sales cycles for products, it gives you the information you need to calculate an accurate ROI (Return on Investment).

A CFO is also in charge of the financial future of a company while maintaining the past. The bills have to go out, invoices collected, cash managed,

payroll paid, and new business ideas have to be vetted. A good CFO will analyze a new structure and how to model it.

The accuracy of the model is key. Calculating the revenue alone won't give you accurate information. You must know the exact costs of doing business so that when you take on new business categories, they can be designed to make a profit.



## *Why can't a bookkeeper or accountant do the job?*

While vital to the financial health of your company, accountants and bookkeepers are not providing actionable forward-focused strategy.

Most firms start out with a tax return person. A classic accountant who is in charge of the rear-view mirror. The only period of time being examined by an accountant is the past year, which is a bit late for decision making, and only at the level of detail needed to satisfy the IRS. The

accounting firm has only your tax return in mind and classically assigns expenses to categories that are only appropriate for your tax return and not for running a business.

A regular bookkeeper records all transactions and perhaps even helps with sending invoices and collecting money. While the bookkeeper handles payroll and helps file tax findings, you're not getting actionable, forward-looking information.

# Next Steps

*Financial freedom starts with a simple conversation.*

Contact your local Area President or visit [www.focuscfo.com/contact](http://www.focuscfo.com/contact) to schedule your complimentary consultation today.

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1. Let's start with a conversation about your challenges and vision to see if we are a fit for each other.
  2. A complimentary half-day assessment: A CFO will sit down with you to explore further, assess fit and need, and chart a path forward.
  3. Let's get to work: your CFO will work closely with you and your team to set priorities, deliverables, and execute the plan.
  4. Reach new heights—with a trusted guide at your side, climbing to greater health, growth, and value.