


"Increasing Shareholder Value by Identifying and Solving Internal Control Weaknesses"

Steve Wakefield



---

---

---

---

---

---


---

---

### Contents

- Who is this Guy?
- What does this Guy do?
- Shareholder Value
- Cash is King
  - Order to Cash Cycle
  - Cash Disbursements Cycle
  - Other Cash Controls
- Profitability a Must
  - Reporting
  - Planning
- Execution is Key
  - Communication
  - Review Process

"Cash is King - Profitability a Must - Execution is Key"



---

---

---

---

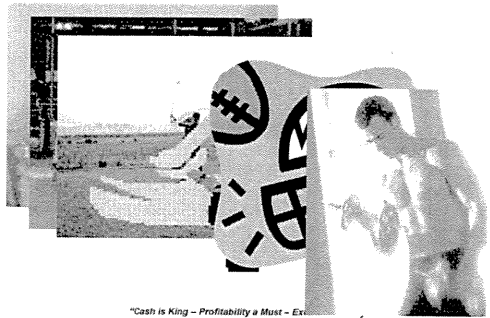
---

---

---

---

### Background – Who is this guy?



"Cash is King - Profitability a Must - Execution is Key"

---

---

---

---

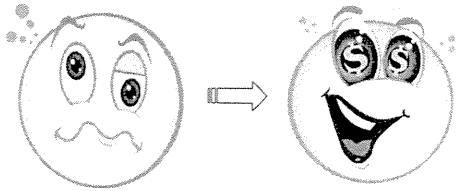
---

---

---

---

What does this guy do?



"Cash is King - Profitability a Must - Execution is Key"

---

---

---

---

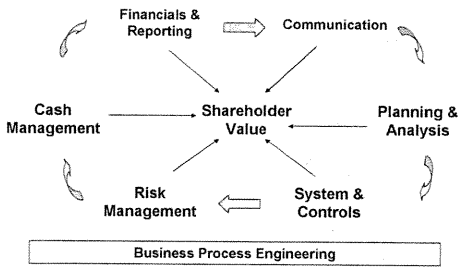
---

---

---

---

Creating Shareholder Value



"Cash is King - Profitability a Must - Execution is Key"

---

---

---

---

---

---

---

---

**Cash is King**

"Cash is King - Profitability a Must - Execution is Key"

---

---

---

---

---

---

---

---

### "Cash is King" – Identifying Internal Control Weaknesses

- Unsure of Future Cash Flows
- Worried about making a bonus
- Frustrated that CASH is not maximized
- Perplexed at why they are cash strapped



Indicators – DSO is high

Large amount of AR in over 90 days

Bonus was less this year v PY

"Cash is King – Profitability a Must – Execution is Key"



---

---

---

---

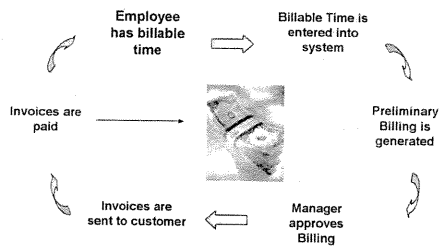
---

---

---

---

### Order to Cash Cycle – Professional Services Firm



"Cash is King – Profitability a Must – Execution is Key"

---

---

---

---

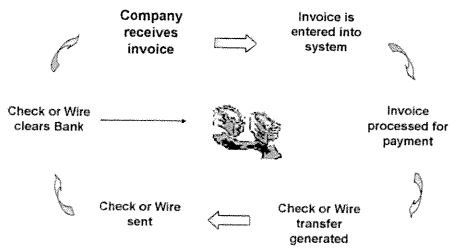
---

---

---

---

### Cash Disbursements Cycle - Vendors



"Cash is King – Profitability a Must – Execution is Key"

---

---

---

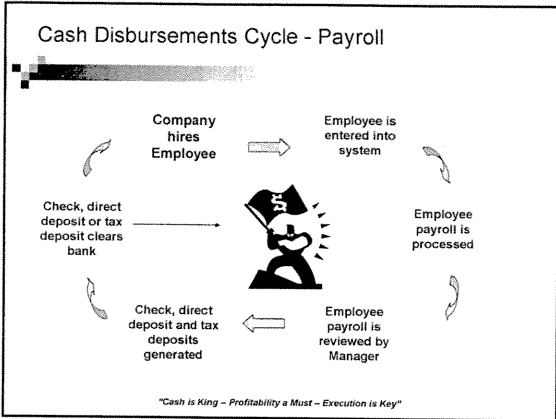
---

---

---

---

---




---

---

---

---

---

---

---

---

### Other Cash Controls (1)

- Daily Cash Position Statement
- Weekly
  - AR Aging Report
  - Six week rolling cash projection
  - Cash disbursements Report
- Monthly
  - Projections

**CASH IS KING!!!**

**LEGACY**  
BY THE WAY... WE'RE NOT JUST A COMPANY... WE'RE A CULTURE.

*"Cash is King - Profitability a Must - Execution is Key"*

---

---

---

---

---

---

---

---

### Other Cash Controls (2)

- Bank accounts reconciled
- Customers and credit checks
- Receivable Write offs approved
- Reconcile Health insurance bills

**LEGACY**  
BY THE WAY... WE'RE NOT JUST A COMPANY... WE'RE A CULTURE.

*"Cash is King - Profitability a Must - Execution is Key"*

---

---

---

---

---

---

---

---

## Banking Products that Support Cash Flow



- On line banking
- ZBA
- Lockbox
- Remote Deposit
- Sweep Accounts

"Cash is King – Profitability a Must – Execution is Key"



---

---

---

---

---

---

---

---

## Profitability a Must

"Cash is King – Profitability a Must – Execution is Key"

---

---

---

---

---

---

---

---

## Financials & Reporting – Identification



-W  
-In  
-U  
pr  
-C

n

Inc

kly

"Cash is King – Profitability a Must – Execution is Key"



---

---

---

---

---

---

---

---

## Financials & Reporting - Solutions

### -Monthly (Summary and Detailed)

- Operating metrics
- P&L by line of business
- Comparative Balance Sheet
  - Ensure all accounts reconciled and receive management review
- Trend Analysis
- Risk Concentration
- Customer/Job profitability
- Projections, Forecast (PL and cash)



"Cash is King - Profitability a Must - Execution is Key"



---

---

---

---

---

---

---

---

## Financial & Reporting Examples



Microsoft Office  
Excel Worksheet

"Cash is King - Profitability a Must - Execution is Key"



---

---

---

---

---

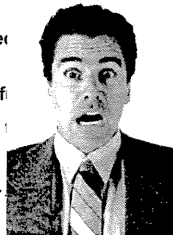
---

---

---

## Planning & Analysis - Identification

- Aggravated because where money is being spent
- Unsure about financial position
- Worried about business plan



Indicator Business plan

"Cash is King - Profitability a Must - Execution is Key"



---

---

---

---

---

---

---

---

## Planning & Analysis - Solutions

- Strategic Plan
  - Exit strategy
- Annual budgets
- Monthly projections
- Must be used as a basis to measure actual results



"Cash is King – Profitability a Must – Execution is Key"

LEGACY  
SOLUTIONS

---

---

---

---

---

---

---

---

## Planning & Analysis – Exit Strategy

- Exit Strategy
  - Sale
  - Merge
  - Internal Succession
  - Timing



"Cash is King – Profitability a Must – Execution is Key"

LEGACY  
SOLUTIONS

---

---

---

---

---

---

---

---

## Planning & Analysis – Strategic Plan

- Analysis & Evaluation
  - Industry
  - Enterprise
  - Trend
  - SWOT
  - Competencies & Gaps
- Strategy
  - Vision
  - Initiatives
  - Current & Desired State
  - Financial Plan
- Governance



"Cash is King – Profitability a Must – Execution is Key"

---

---

---

---

---

---

---

---

**Execution is Key**

*"Cash is King – Profitability a Must – Execution is Key"*

---

---

---

---

---

---


---

---

**Communications – Identification**

-Frustrated that no **what is going on**  
 -Upset at not know **information**

**Indicator – No sc** **gement meetings**



*"Cash is King – Profitability a Must – Execution is Key"*

LEGACY

---

---

---

---

---

---


---

---

**Communications - Solutions**

-Monthly management meetings to review

- Financials
- Operating metrics
- Trends
- Cash Flow
- AR Aging
- Challenges
- Pipeline
- Policies and Procedures
- Other



*"Cash is King – Profitability a Must – Execution is Key"*

LEGACY

---

---

---

---

---

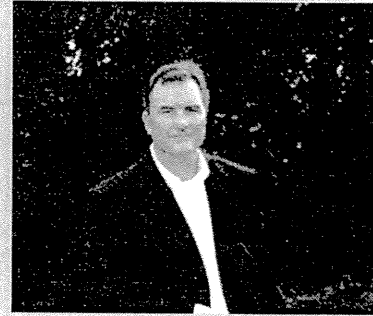
---

---

---

**Legacy Business Partners**  
**Steven R. Wakefield, MBA, CPA**  
**Principal**

---



Steve has more than 16 years of finance and operations experience with companies in a variety of industries. Prior to founding Legacy Business Partners, Steve held management positions with Inc 500, Atlanta Business Chronicle Pacesetter, venture capital and publicly-traded organizations. While with these companies, Steve raised capital, restructured debt, reengineered business processes, developed management reporting, managed risks, implemented multiple systems ranging from SAP to Quickbooks and established financial controls. In doing so, he successfully increased shareholder value time after time.

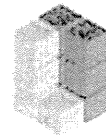
Steve realized that what set him apart from others in his field was his unique ability to drive the operating as well as the financial aspects of a company. In addition, he recognized the need in the marketplace for business consultants that can partner with companies throughout their growth cycle. As a result, Steve founded Legacy Business Partners. Since that time, he has successfully assisted companies in a wide variety of areas, including acquiring companies, restructuring debt, establishing management reporting, implementing software, obtaining operating capital, implementing operating metrics, implementing financial controls, and reporting to the board of directors. Steve has built a reputation for providing unsurpassed quality service to each business with whom he partners.

Steve received a Master of Business Administration Degree from the University of Alabama and a Bachelor of Science Degree in Accounting from Troy University, and holds CPA licenses in Georgia and Alabama. Steve has also been a part time instructor at Georgia State University and is a recurring guest lecturer at the University of West Georgia.

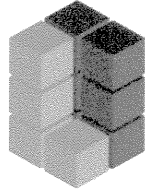
Steve is very active in the Atlanta community. Steve is on the Leadership Team of the Atlanta Financial Executive Network Group ("FENG"), serves as treasurer of the Atlanta chapter of the Georgia Society of CPAs, as well as a member of the leadership team for the Valuation and Litigation Section. Steve is also a member of the Atlanta Executive Forum, the CFO Roundtable, the American Institute of CPAs, and the Alabama Society of CPAs. In addition, Steve serves on the finance committee of his church and coaches little league baseball.

13010 Morris Road  
Building 1, 6<sup>th</sup> Floor  
Alpharetta, Georgia 30004  
770-576-1955

GA License # 025162  
AL License # 5126



**LEGACY**  
BUSINESS PARTNERS  
Structured Financial Futures.



LEGACY

BUSINESS PARTNERS

Structured Financial Futures.

Presentation Title: "Increasing Shareholder Value by Identifying and Solving Internal Control Weaknesses"

At the end of the course, the participant will be better equipped to increase shareholder value by identifying internal control weaknesses and offering solutions to strengthen the internal control framework. The course is based on three overriding principles, which are:

- "Cash is King"
  - "Order to Cash Cycle"
    - Identify internal control weakness
    - Solutions for increasing Shareholder Value
  - "Cash disbursements cycle"
    - Identify internal control weakness
    - Solutions for increasing Shareholder Value
  - Other Cash Controls
    - Reconciliations
    - Employee benefit administration
    - Reporting
  
- "Profitability a Must"
  - Reporting
    - Identify internal control weakness
    - Solutions for increasing Shareholder Value
  - Planning
    - Budgets
    - Strategic Plans
  
- "Execution is Key"
  - Communication
  - Review process