Deepen Your Client Relationships and Grow

6 April 2022

10:00 am to 12:00 pm

Constance Kawelenga CA (SA)

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- 23 + years of experience in Audit, Tax, Accounting and Organisational Development

- 7 + years creating, developing, and supporting entrepreneurial enterprises

- Focus on Mentorship of Businesses from Ideation to Seed, Start-Up and Growth

- 8 + as CEO of Zuva

CEO, ZUVA

OVERVIEW

Problem, Need or Both?	PEOPLE are at the centre of economies
Cycle-focused lens	Features, functions, benefits and advantages
Augment your offerings	10 easy ways to deepen client relationships

Deepen Your Client Relationships and Grow: Overview

- Marketing
- Referrals, and
- Organic growth through cultivating your existing client base

NEEDS AND PROBLEMS APPROACH

Pains and Gains Approach: is your business:

- Meeting a need?

- Solving a problem?

- Both?

Business Model Canvas

Problems / Needs	Solutions	Benefits (Revenues)	Unique Value Proposition	Customers
- State the problem or unmet need. - Describe the problem or unmet need. - What is the scale of the problem? - Who is affected by the problem? - Who is not affected? - What are the underlying drivers or causes of the problem? - What is at stake if the problem or need is unmet?	- List and describe each solution/product/service. - What are the features and benefits of the solution? - How will we know that the solution is working? - Does the solution add value to customer? Describe the value. - Is it easily found in other businesses? - Can it be replaced by another solution? - Is it expensive for someone to imitate? - How do customers respond to price? - Is the solution convenient? - Is the solution reliable? - Is the solution of high quality? - How does our solution compare to solutions offered by others?	- How do we make revenue from each customer segment? - Are there multiple revenue streams? - What are our customers willing to pay? - What do they already pay? - Is the revenue stream continuous? - Where is our break-even point? - When do we achieve profitability? - How do customers prefer to pay? - How much does each revenue stream contribute to the overall revenue? - What are our sales projections? - What is the return on investment?	- What value do we deliver to the customer? - Which one of our customers' problems are we helping to solve? - What customer needs are we satisfying? - What differentiates us from the competition? - Is the value proposition compelling?	- Who are our different customers? - How would we describe our customers? - Where are our customers located? - What are the users of the solution? - Who are the influencers/recommenders? - What are the unmet needs or problems for which we are providing a solution to the customer? - What are the general likes/dislikes of potential customers? - How does cost influence the customer to purchase our solution? - What factors are potential customers likely to consider before purchasing the solution? - What needs or problems of the customer hurt the most or are most urgent? - How aware are customers of their needs or problems?

Problems / Needs

Problems / Needs

- **State the problem or unmet need**
- **Describe the problem or unmet need**
- **What is the scale of the problem?**
- **Who is affected by the problem?**
- **Who is not affected?**
- **What are the underlying drivers or causes of the problem?**
- **What is at stake if the problem or need is unmet?**

Solutions

Solution

- List and describe each solution/product/service.
- What are the features and benefits of the solution?
- How will we know that the solution is working?
- Does the solution add value to customer? Describe the value.
- Is it easily found in other businesses?
- Can it be replaced by another solution?
- Is it expensive for someone to imitate?
- How do customers respond to price?
- Is the solution convenient?
- Is the solution reliable?
- Is the solution of high quality?
- How does our solution compare to solutions offered by others?
- How will we deliver solution to customers?

Unique Value Proposition

Unique Value Proposition

- What value do we deliver to the customer?
- Which one of our customers' problems are we helping to solve?
- What customer needs are we satisfying?
- What differentiates us from the competition?
- Is the value proposition compelling?

Benefits / Revenue

Benefits (Revenues)

- How do we make revenue from each customer segment?
- Are there multiple revenue streams?
- What are our customers willing to pay?
- What do they already pay?
- Is the revenue stream continuous?
- Where is our break-even point?
- When do we achieve profitability?
- How do customers prefer to pay?
- How much does each revenue stream contribute to the overall revenue?
- What are our sales projections?
- What is the return on investment?

RECAP

- Problem
- Solution
- Unique Value Proposition
- Customers
- Revenue / Benefits

The central theme

People are at the centre of economies and markets, and without people - there would be no need for an economy or market.

Customers (1 of 2)

Customers

- Who are our different customers?

- How would we describe our customers?

- Where are our customers located?

- What are the users of the solution?

- Who are the influencers/recommenders?

- What are the unmet needs or problems for which we are providing a solution to the customer?

- What are the general likes/dislikes of potential customers?

- How does cost influence the customer to purchase our solution?

- What factors are potential customers likely to consider before purchasing the solution?

- What needs or problems of the customer hurt the most or are most urgent?

- How aware are customers of their needs or problems?

Customers (2 of 2)

Customers

- Who are our different customers?

- How would we describe our customers?

- Where are our customers located?

- What are the users of the solution?

- Who are the influencers/recommenders?

- What are the unmet needs or problems for which we are providing a solution to the customer?

- What are the general likes/dislikes of potential customers?

- How does cost influence the customer to purchase our solution?

- What factors are potential customers likely to consider before purchasing the solution?

- What needs or problems of the customer hurt the most or are most urgent?

- How aware are customers of their needs or problems?

[Picture Characterizing Customer]	**Give the customer a persona. Describe in real terms, e.g., specific age, family, and gender.**
Words Used to Describe Himself/Herself	
Dreams/Visions/Aspirations	
Key Objectives	
Challenges	
Economic Impact of Not Achieving Objective	
Greatest Fears/Worries	
Typical Behaviors	
Likes to Do	
Values Most	
Ultimate Outcomes Desired from Buying Your Solution	
Qualities and Capabilities of Solution that Allow Customer to Overcome Challenges, etc.	
The Effects of Qualities and Capabilities on Customer's Ability to Achieve Objectives	
Measurable Benefit from Customer Achieving Objectives	

Empathy Map

Business Model - The Empathy Map

Designed for:

Designed by:

Date:

Interation:

Customer Perspective:

What does she
THINK and FEEL?

What does she
HEAR?

What does she
SEE?

What does she
SAY and DO?

PAIN

GAIN

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Who is the Customer?	
Annual Revenue	
Number of Employees	
Industry	
Years in Business	
Markets Served	
Products/Services Offered	
Job Titles	
Level of Experience	
How does the Customer Think?	
How do they Handle Change?	
What Market are they Focused on?	
How do they make Decisions?	
Technical Sophistication	
Professionalism	
Awareness of Options Available	
Level of Risk Aversion	
Likes/Dislikes	

What are the Customer's Buying Behaviors?	
Response to Marketing	
Purchase Methods	
Memberships	
Internet Usage Patterns	
Habits and Skills	

Other Aspects of Customer	
Use of Technology	
Purchasing Power	
Management Style	
Purchasing Process	
Business Culture	
Languages Spoken	
Geographic Location	

Recap

- Central theme
- Customer box (Business Model Canvas)

- Idea
- Seed
- Start-up, and
- Growth

STAGE	IDEA	SEED	START-UP	GROWTH
Sources of funding	Founder, friends, family	Family, friends, "Angel Investors". "Angel Investors". Development Funding Institutions (DFI's)	Founder, Friends, Family, "Angel Investors", Venture Capitalists, Development Funding Institutions (DFI's)	Founder, Friends, Family, "Angel Investors", Venture Capitalists, Private Equity, Development Funding Institutions (DFI's)
What to have in place	• Business Model Canvas	• Concept document • Vision, Mission, and Action Plan • Progress Report • Monthly Management Accounts (Income Statement, Balance Sheet, Cash Flow Statement)	• Detailed 3–5-year business plan in place • Progress Report • Annual Financial Statements • Monthly Management Accounts (Income Statement, Balance Sheet, Cash Flow Statement)	• Detailed 3–5-year business plan in place • Progress Report • Annual Financial Statements • Monthly Management Accounts (Income Statement, Balance Sheet, Cash Flow Statement)
Compliances		• CIPC • Income Tax • VAT • PAYE • CSD • Bank account	• CIPC • Income Tax • VAT • PAYE/UIF/SDL • Workmen's Compensation • CSD • Bank account • Trade agreements	• CIPC • Income Tax • VAT • PAYE/UIF/SDL • Workmen's Compensation • CSD • Bank account • Trade agreements
Support needed by businesses	• Ideation Skills • Market Research	• Business Model Development Skills • Organisational Development Skills • Accounting, Budgeting, Tax, Secretarial and other Compliance Services	• Business Plans • Organisational Development Skills Accounting, Tax, Secretarial and other Compliance Services • Capital Raising • Audit • Legal • Commercial	• Business Plans • Organisational Development Skills Accounting, Tax, Secretarial and other Compliance Services • Capital Raising • Business Valuations • Audit • Legal • Commercial

Business Model Canvas

Find a profitable purpose (niche market)	Customers	Competition	Product and Price	Product Testing
1. Is there a hobby or skill you're particularly passionate about or good at? 2. What skills come naturally to you? 3. How do you enjoy spending your free time? 4. What do you look forward to doing when you aren't doing it? 5. Do friends, family, and colleagues ask for your advice on a specific topic? 6. How do you approach problem-solving? 7. What topics do you enjoy learning about? 8. What magazines do you subscribe to? What topics do you like to learn about most? 9. What clubs or organizations do you belong to?	2. State the problem or unmet need. 3. Describe the problem or unmet need. 4. What is the scale of the problem? 5. How can your passion service their need? 6. What is their motive for buying? 7. What are your customer's buying behaviours? 8. Where do they spend their time on social media? 9. What do they care about? 10. What do they share? 11. What is important to them? 12. What are the customer demographics? 13. What are the customer values and interests? 14. What are the customer locations?	1. How many other businesses are you competing with? 2. What are their prices? 3. What is the quality of their offerings? 4. (Use competitive research online) 5. What tone are they using in their marketing? 6. Which platforms are they marketing on? 7. Which competitors turn up when you use keywords that you have specified? 8. What pages turn up when you use analytics of other pages that your audience likes?	1. What is the product quality? 2. What is the price? 3. Use Resources like Amazon (for products), G2 (for software), agency directories (for services), and PRICEFY.IO (for price monitoring)	1. Create landing page 2. Utilise paid adverts 3. If idea doesn't take off, go back to drawing board

Social Media

1. What is your customers' age group?
2. What kind of jobs do they have?
3. What are their income levels?
4. What is their gender?
5. What are their pains?
6. What are their problems?
7. Which social media platforms are they on?
8. Where do they spend their time on social media?
9. What do they care about?
10. What do they share?
11. Who have we identified as competitors for this audience?
12. Which platforms are the competitors marketing on?
13. What tone are the competitors using in their marketing?
14. What pages turn up when you use analytics of other pages that your audience likes?

Content Strategy

1. What platforms are best suited to your target audience?
2. What is your planned content media?
   a. Videos & images
   b. Blogs / posts
   c. Announcements
   d. Video stories
   e. Other
1. What is the planned frequency of your engagement?
3. What is the planned volume of your engagements?
4. What is a suitable tone for your audience?
5. What are the best analytics tools to use?
6. What is the best timing of your engagements?

Key Activities and Resources/Costs

1. What activities and processes are executed to deliver the solution?
2. What are the key resources are needed for the activities?
3. What are the key costs of implementing the business?
4. What are our general costs of operating?
5. What are the costs of our inputs and resources?
6. What are our fixed costs?
7. What are our variable costs?
8. What are our start-up costs?
9. What are our advertising/manufacturing costs?
10. What are our costs associated with distribution?
11. Where can we get economies of scale and scope?

Revenues

1. How do we make revenue from each customer segment?
2. Are there multiple revenue streams?
3. What are our customers willing to pay?
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Key Experts

1. Engage accountant
2. Research and engage marketing expert
3. Research and engage legal expert
4. Research and engage business coach

COLOURED HAT	THINK OF	DETAILED DESCRIPTION
	White paper	The white hat is about data and information. It is used to record information that is currently available and to identify further information that may be needed.
	Fire and warmth	The red hat is associated with feelings, intuition, and emotion. The red hat allows people to put forward feelings without justification or prejudice.
	Sunshine	The yellow hat is for a positive view of things. It looks for benefits in a situation. This hat encourages a positive view even in people who are always critical.
	A stern judge	The black hat relates to caution. It is used for critical judgement. Sometimes it is easy to overuse the black hat.
	Vegetation and rich growth	The green hat is for creative thinking and generating new ideas. This is your creative thinking cap.
	The sky and overview	The blue hat is about process control. It is used for thinking about thinking. The blue hat asks for summaries, conclusions and decisions.

RECAP

- Business Growth stages

- Idea Stage
  - Business Model Canvas
  - Six Thinking Hats

| STAGE	IDEA	SEED	START-UP	GROWTH
Sources of funding	Founder, friends, family	Family, friends, "Angel Investors". "Angel Investors". Development Funding Institutions (DFI's)	Founder, Friends, Family, "Angel Investors", Venture Capitalists, Development Funding Institutions (DFI's)	Founder, Friends, Family, "Angel Investors", Venture Capitalists, Private Equity, Development Funding Institutions (DFI's)
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Start-up and Growth Stages

- Business Plan Preparation

- Capital Raising Assistance and Commercial Advice

- Business Valuations

- Compilation of Annual Financial Statements

- Audit

RECAP

- Seed, Start-Up and Growth

- Idea Stage
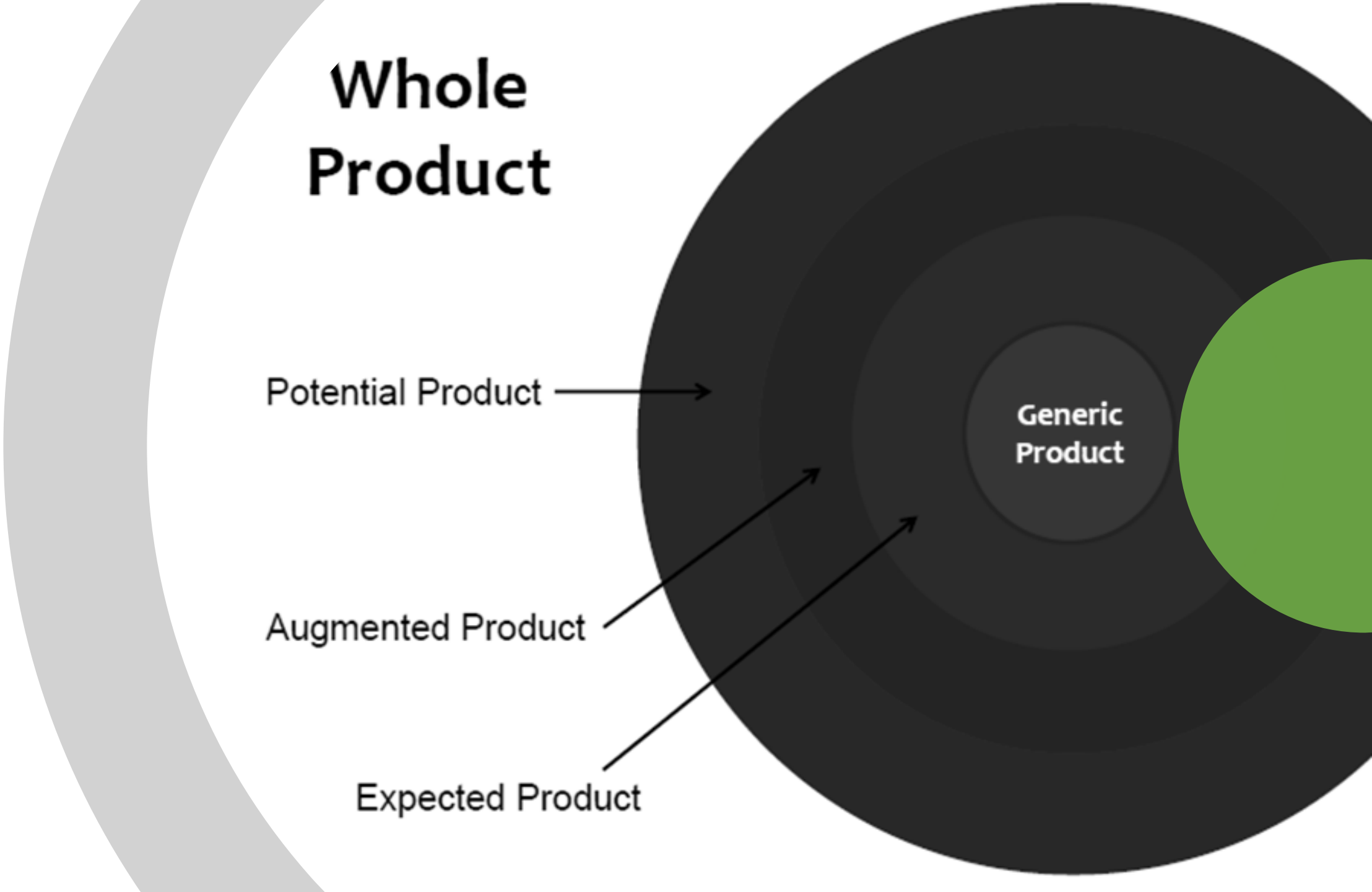 - Business Model Canvas
  - Six Thinking Hats

Whole Product
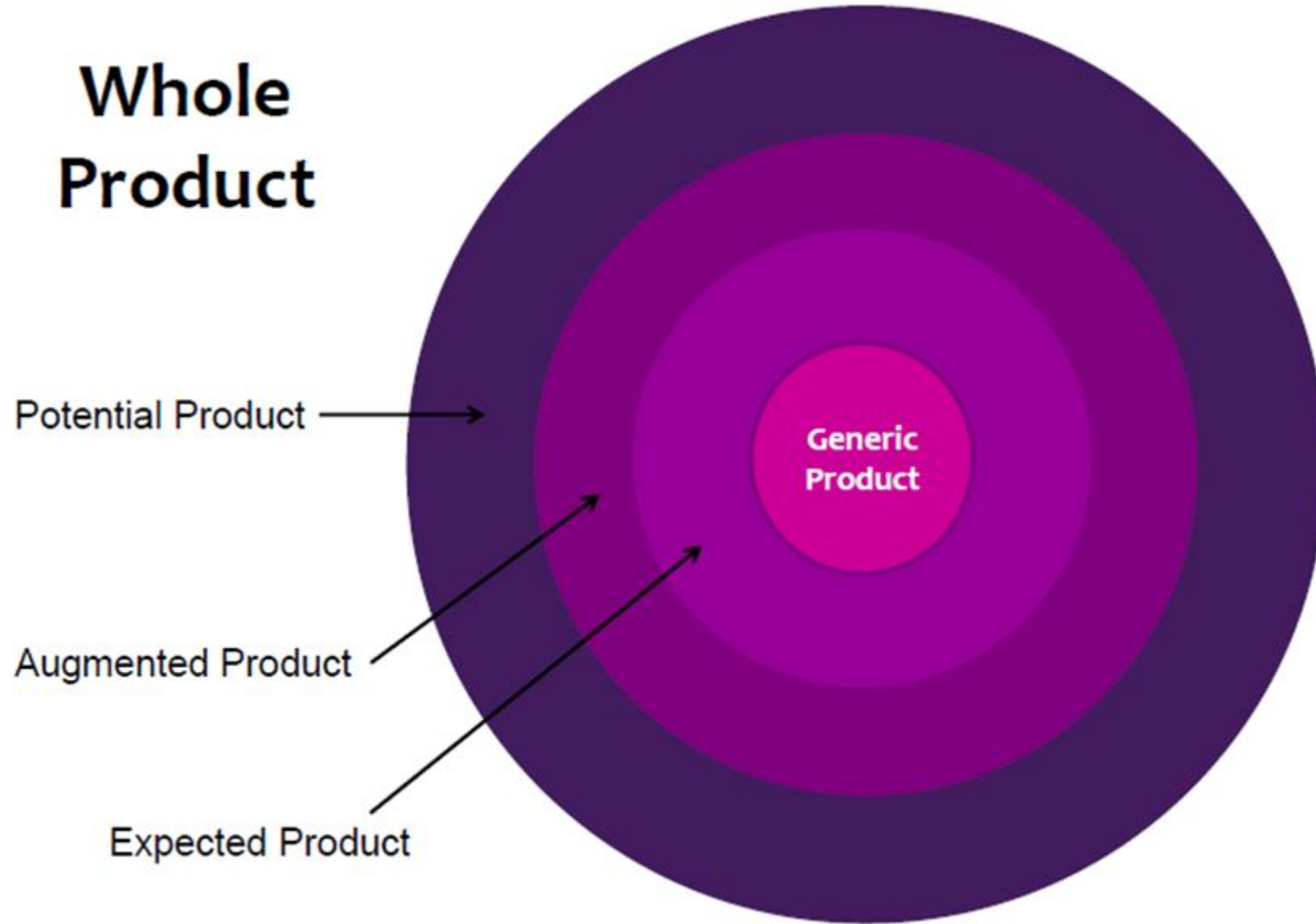
Potential Product

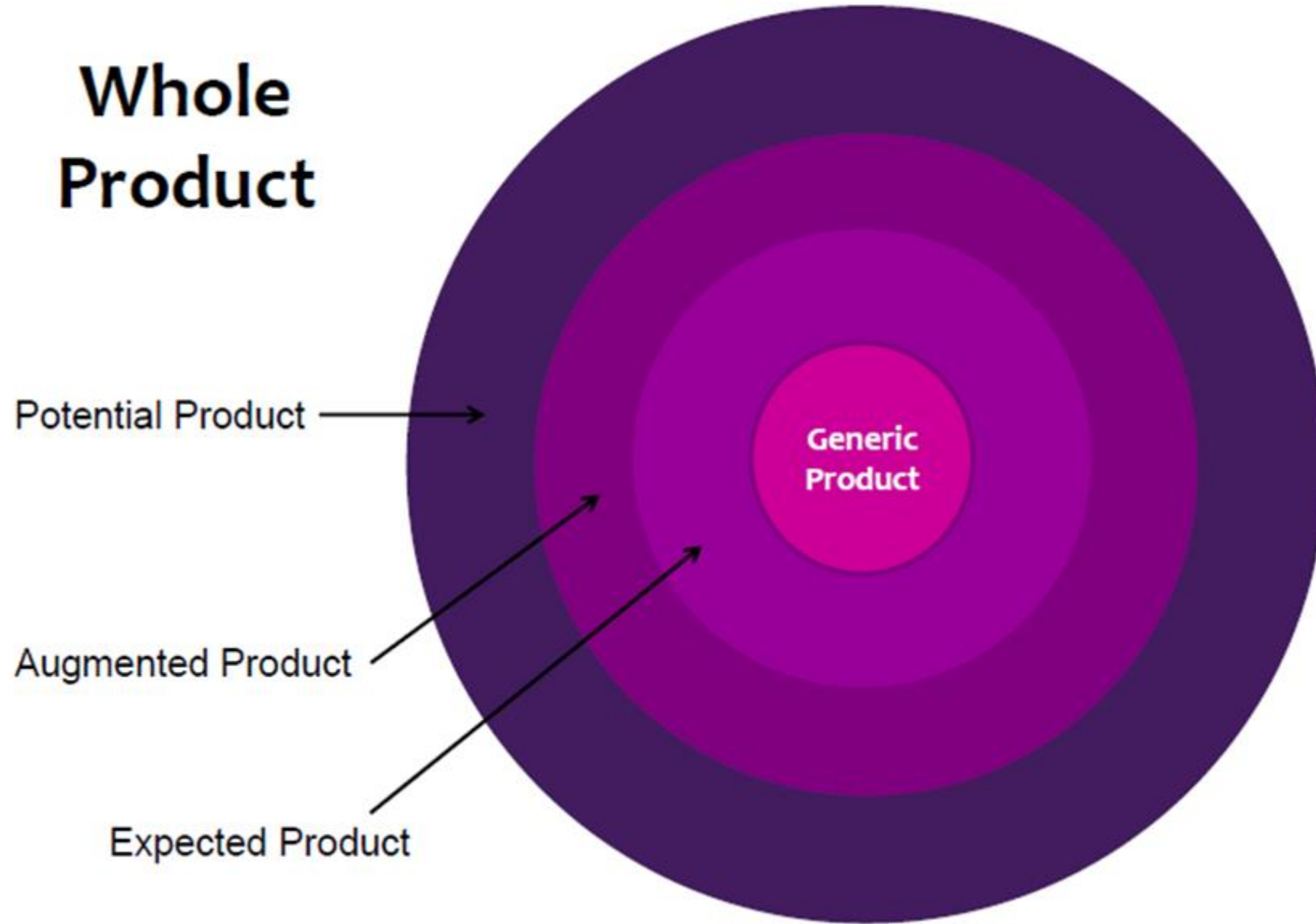Augmented Product

Expected Product

Generic Product

Whole Product

Potential Product

Augmented Product

Expected Product

Generic Product

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Whole Product

Potential Product

Augmented Product

Expected Product

Generic Product

RECAP

- Whole Product
  - Generic
  - Expected
  - Augmented
  - Potential

Features and Functions

Functions – what we do – eg we provide accounting, tax and related services

Features – the "packaging" around what we do. How do we do what we do?

Features Priority Matrix

	Urgent	Not Urgent
Important	**MUST HAVE**	**SHOULD HAVE**
Not Important	**COULD HAVE**	**NICE TO HAVE**

FEATURES REGISTER

Feature	Must Have	Should have	Could Have	Nice To Have
Customer focus	X			
Time-saving systems		X		
Cost saving orientation	X			
Fast Turnaround		X		
Profit orientation	X			
Cash flow orientation	X			
Affordable pricing				X
Personalised services	X			
Systems orientation		X		
Risk focus		X		
Internal control focus			X	
Strategic direction focus		X		

RECAP

- Functions
- Features
- Benefits
- Advantages
- Features Priority Matrix
- Features Register

10 ways to deepen client relationships (1 of 2)

01

Focus on meeting needs / solving problems

02

Get granular – connect with the individuals in your client

03

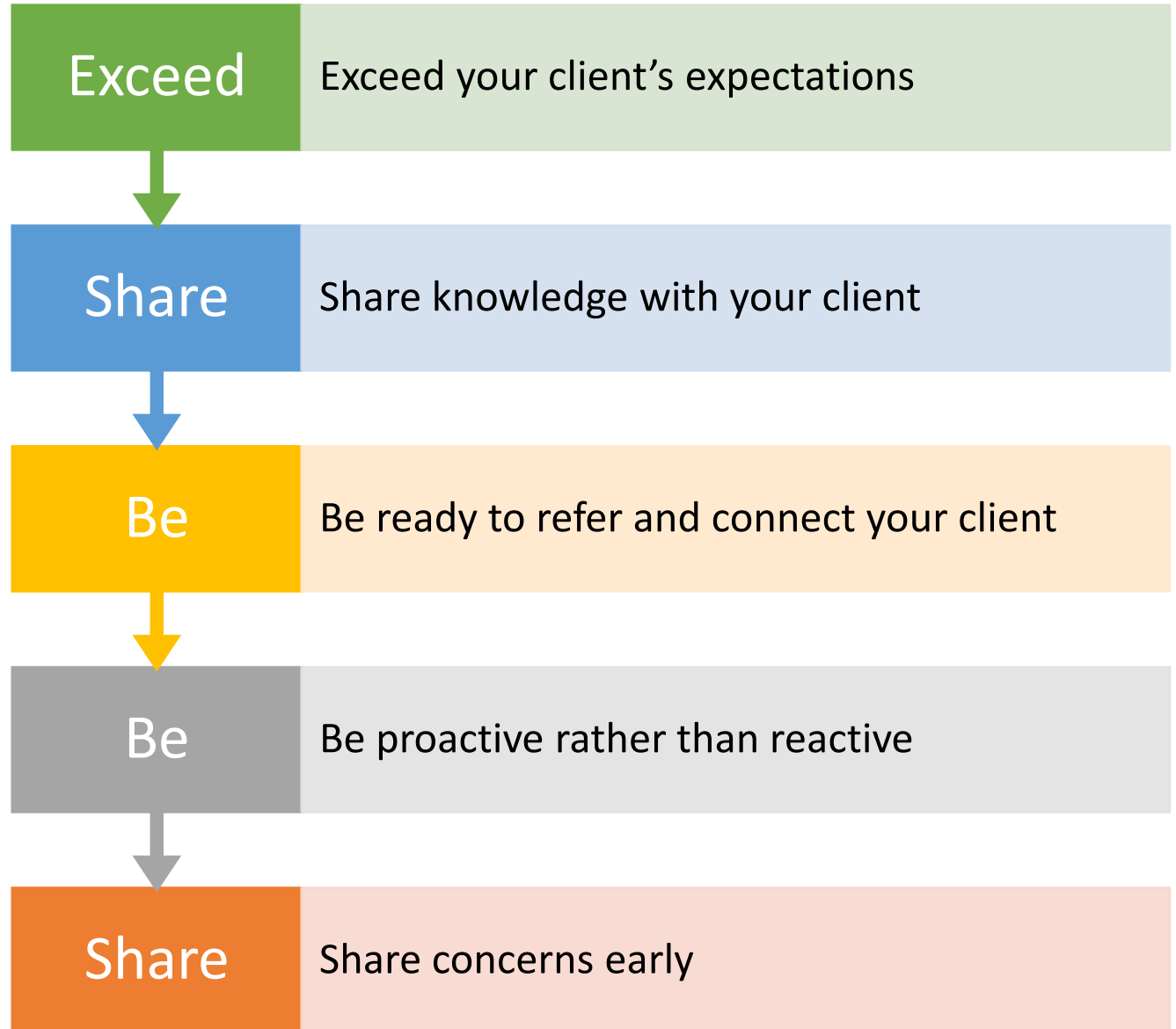Understand your client's vision, mission, and goals

04

Speak your client's language and embrace small talk

05

Communicate and actively listen to your clients

10 ways to deepen client relationships (2 of 2)

Exceed	Exceed your client's expectations
Share	Share knowledge with your client
Be	Be ready to refer and connect your client
Be	Be proactive rather than reactive
Share	Share concerns early

Thank you!