



Wifi – World_WiFi
Password – a\$gfQ21u0
Teas & Coffees next door
Take your bag, name badge

The National Conference

kirsty@TheCFN.org.uk

Chairman, The Corporate Finance Network

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ACTION POINTS

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Achieving Excellence in All We Do

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New faces



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Global impacts on our doorstep

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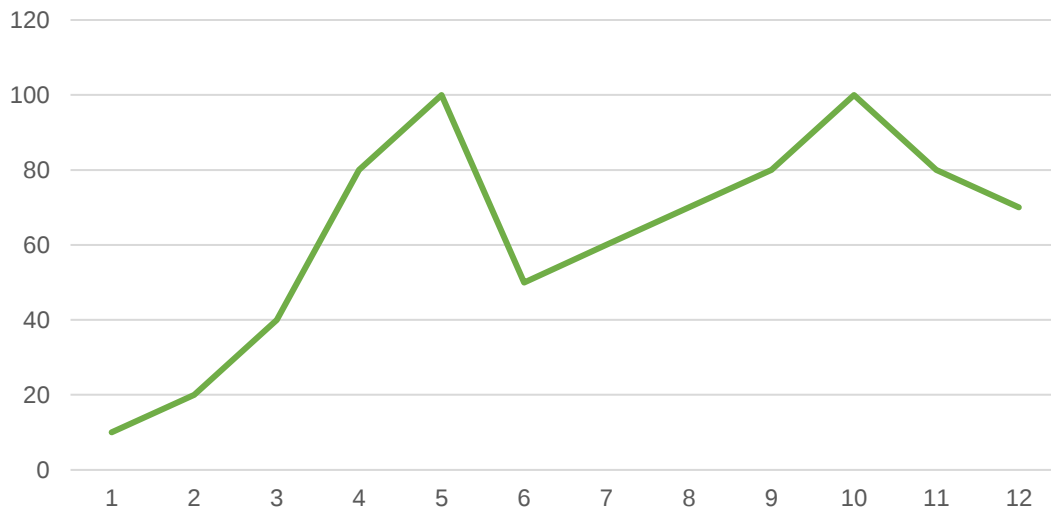


Benchmarking member firms of The Corporate Finance Network 2023															
	8	5	11	13	14	10	4	7	15	6	9	1	2	12	3
CF Fees this year 2022/23	55,000	42,025	130,000	420,000	28,800	269,449	100,000	110,000	205,000	320,000	79,605	409,000	49,000	600,000	315,000
% total firm's fees	1.4%	1.8%	1.9%	3.0%	3.0%	3.9%	4.0%	4.0%	4.9%	7.0%	8.0%	8.5%	9.0%	15.0%	17.5%
CF Fees last year 2021/22		37,832	200,000	500,000	18,000	193,441		150,000	150,000	430,690	34,887	260,000	14,000	1,100,000	
% change in CF fees		11.08%	-35.00%	-16.00%	60.00%	39.29%		-26.67%	36.67%	-25.70%	128.18%	57.31%	250.00%	-45.45%	
Estimate firm's total fee income	3,800,000	2,334,722	7,000,000	14,000,000	960,000	6,908,949	2,500,000	2,750,000	4,183,673	4,571,429	995,063	4,811,765	544,444	4,000,000	1,800,000
Target CF fees 2023/24	150,000	48,000	200,000	500,000	50,000	195,000	75,000	150,000	200,000	350,000	100,000	420,000	100,000	750,000	400,000
At 5% of firm income target fees of	190,000	116,736	350,000	700,000	48,000	345,447	125,000	137,500	209,184	228,571	49,753	240,588	27,222	200,000	90,000
Target under/over potential if 5% of firm income	-27%	-143%	-75%	-40%	4%	-77%	-67%	8%	-5%	35%	50%	43%	73%	73%	78%
Pipeline CF fees at Oct 23	25,000	268,625	50,000	1,200,000	10,000	188,000	15,000	75,000	150,000	400,000	50,000	210,000	20,000	600,000	250,000
Current pipeline as % 2023/24 target	17%	560%	25%	240%	20%	96%	20%	50%	75%	114%	50%	50%	20%	80%	63%
2022/23 fees as % of target fees set last year		88%	43%	65%	58%	104%		73%	103%	64%	80%	132%	98%	75%	

- % of fees – aim for 5% from internal clients;
- is target reasonable?
- Pipeline fees – aim for 100% of target fees
 - V high pipeline fees, review for unrealistic cases; are they truly being progressed along the journey?
 - V low pipeline fees – need more deal origination for PACs & Exit Planning

Why build pipeline?

1. Workflow – fees, energy, health



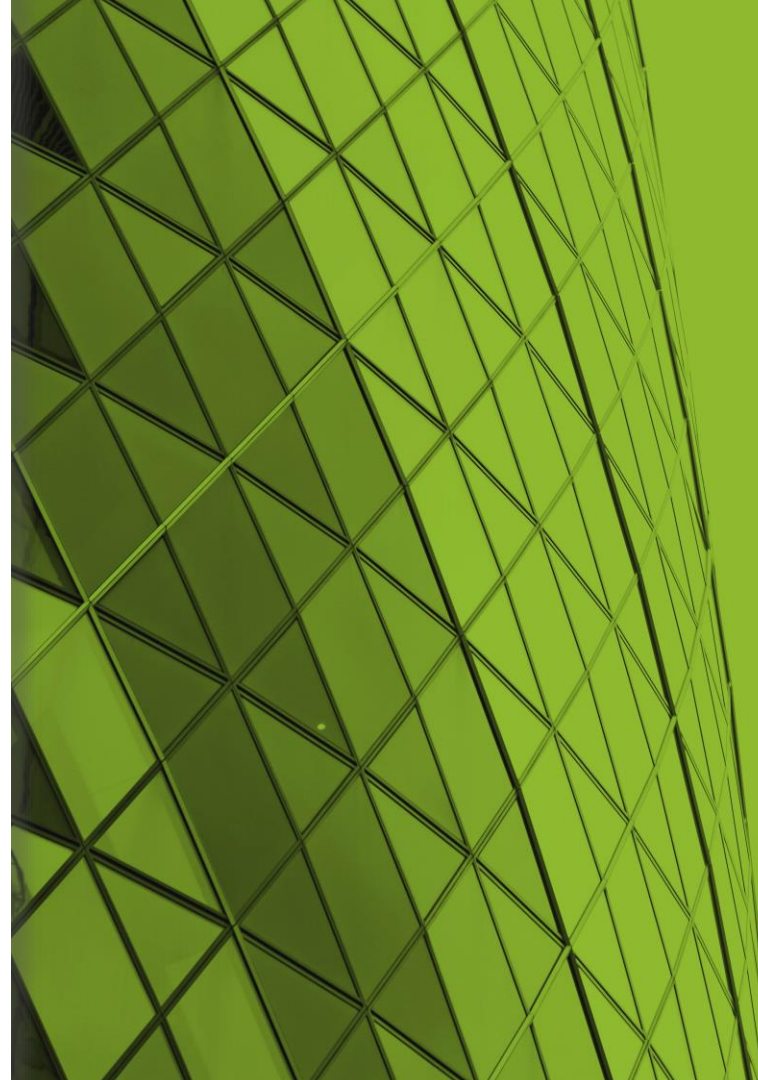
Why build pipeline?

2. Confidence to invest in people & tech
3. To be attractive to new hires
4. Valuation for acquirers/investors
5. Reputation in your community for client service & skill of deal origination

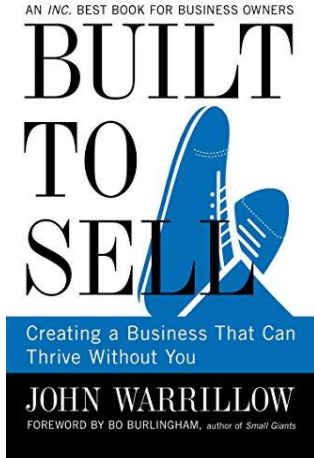


Potentially Acquisitive Clients

- We start matching businesses advertised for sale in the same sector as the client
- Every 4-6 weeks Jack will report
- Send the matches on email, even if not exact match 'thought you'd be interested'
- Update the matches spreadsheet
- When 3 matches, then discuss their thoughts about acquisition
 - Discuss the process of a purchase
 - How we mitigate risk – structure, funding, due diligence, legal docs & warranties/indemnities
 - Share blogs on your website
 - SWOT analysis then establish ideal acquisition criteria
 - Do a target search off-market and make approaches (chargeable)
- After 3 matches, remove and replace with another client



Exit planning



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Deal Originator for multi-partner firms

- Katy – background/experience
- Focus on working with senior leaders their clients
 - Exit planning
 - PACs
- Hold meetings with client (& partner/director contact)
- Run Exit Planning workshop
- Write report, action plan & timescale
- Project manage tasks
- Per hour, per month – min 5hrs @ £80/hr (from 1/4/24 £100/hr)
- Hybrid working - no time/cost added for travel to in-person meetings

Business case for 5hrs/£400 per month

Activity	Hours	Your costs	Your fees
Discuss clients with partners/directors	1 hr each partner	£80	
Attend meetings with clients to discuss exit planning	3 hrs incl prep & summarise next steps	£240	
Facilitate stage 1 of 123 or Exit Planning Workshop	4 hrs incl report/action plan/timescale	£320	Say £1k or £2k+
Monthly pipeline update to CF team	1 hr per month	£80	
		£720	Say £1k or £2k+
Project manage actions, monthly or quarterly	1 hr per client per month	£80	TBA
When sale/acquisition transaction, handover notes to CF team	1 hr	£80	Deal fees