

MANAGEMENT & PROFITABILITY ANALYSES

Typical Services for Engineers, Architects and Other Professional Firms

- ◆ **Assess management structure** for effectiveness, efficiency and leadership
- ◆ **Assess infrastructure necessary for a succession plan** of principals, partners & middle management.
- ◆ **Assess operations and support procedures**; recommend improvements relating directly to the bottom line.
- ◆ **Assess the relationships** among marketing/sales, operations and accounting; recommend improvements in procedures and communications.
- ◆ **Assess internal & external training** and provide recommendations for programs including:
 - Leadership training for principals
 - Team building for middle management team; assess team and recommend techniques for efficient interaction and communications with superiors, subordinates and peers
 - Management training for technical staff
- ◆ **Analyze overall accounting procedures** to maximize efficiency and total monthly billings; provide an infrastructure to streamline payment procedures for clients.
- ◆ **Analyze fee arrangements, contract terms and scope of work**; recommend methods of documenting and obtaining payments for out-of-scope services
- ◆ **Analyze management of accounts receivable**; recommend an infrastructure to promote “up-front” procedures that ensure achievable AR/Cash Flow goals.
- ◆ **Analyze effectiveness of recording time entries**; recommend timely, clear billing cycles to facilitate prompt client payment.
- ◆ **Analyze quality control procedures**; recommend improvements.
- ◆ **Assist in transactions** relating to asset purchases, merger and/or acquisitions.
- ◆ **Resolve financial and/or legal disputes** among shareholders or partners.

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Representative Experiences

◆ STRATEGIC PLANNING FOR ENGINEERING FIRM

An internationally respected engineering firm retained John E. Osborn P.C. to implement management and financial strategies to enhance profitability and improve service delivery. We assisted the firm in successfully implementing effective accounts receivable management and in improving contracts and contract procedures.

◆ WINDING DOWN AN ARCHITECTURE FIRM

An established architecture firm specializing in health care faced a critical situation in which healthcare institutions were unable to pay their architectural fees. Vendors and engineering subconsultants of the architectural firm, however, still demanded payment. We handled a work out of the architecture firm's debt by holding funds in escrow and paying pro rata amounts to each creditor. The architecture firm and its principals avoided company and personal bankruptcy.