



2020 Advisory Conference

October 27–29

Converging knowledge and behaviors to deepen client relationships

CONVERGE

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SEVEN MINDSET SHIFTS TO DRIVE DIFFERENTIATION AND GROWTH AMID DISRUPTION

October 28, 2020

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Speakers list



Bethany Novis
Partner and Leader, Business
Consulting Services Group

Bethany leads RKL's Business Consulting Services Group, directing the new service development, talent development and client experience across the firm's consulting capabilities.



Allison Schlegelmilch
Director of Marketing

Allison leads the firm's brand visibility, awareness and engagement strategies tapping into her extensive experience in advertising, public relations, content strategy, events and more.



Eric Wenger
Partner, Tax Services Group

Eric is a partner in RKL's Tax Services, advising closely held family owned companies in a variety of tax, succession and business issues. Eric also serves as the Managing Partner of the firm's Lancaster Office, overseeing operations and fostering a positive work environment for the team.



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Agenda

Topic	Minutes
The Marketing Mindset Shift	10 – 15
The Growth Mindset Shift	10 – 15
The Leadership Mindset Shift	10 – 15
Choose Your Own Adventure/Questions & Answers	20



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Objectives

By the end of this course, you will be able to:

- Recognize best practices for differentiating your firm through thought leadership
- Identify ways to develop relevant and timely service offerings for your clients
- Foster a culture of cross-firm collaboration



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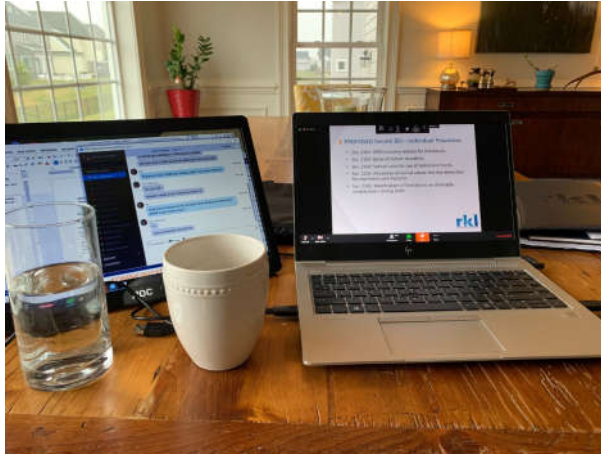
THE MARKETING MINDSET SHIFT

Allison Schlegelmilch

An overview: leading our markets through adversity

You guessed it.

C



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An overview: leading our markets through adversity

In the 30 weeks that followed we:

- Educated a total of 12,000 attendees through 30 webinars
- Increased web traffic YoY by 300% through blog posts, videos and on-demand webinar content



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An overview: leading our markets through adversity

In the 30 weeks that followed we:

- Earned media interviews with the *New York Times*, *Washington Post* and *Wall Street Journal* + dozens of other regional media
- Gained dozens of new clients, a robust pipeline of opportunities and unprecedented brand awareness and visibility

The New York Times

THE WALL STREET JOURNAL

The Washington Post



CENTRAL PENN. BUSINESS JOURNAL



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The
Marketing
Mindset

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MINDSET SHIFT #1:

It isn't about content.

It's about ***differentiation***.

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Mindset shift #1: seizing the opportunity to differentiate

- Approach the crisis from multiple angles – people, process and profit
- Be first to market, despite lack of clarity
- Client-focused content design kept current issues, challenges at the forefront of our planning
- Practice radical transparency – here's what we know, here's what we don't



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Mindset shift #1: seizing the opportunity to differentiate

- Walk the journey with our clients, week after week
- Above all, be human. Make a connection, create a community
- Delivering content vs. thought leadership




Cathy Hirko, editor, Central Penn Business Journal



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The
Marketing
Mindset

MINDSET SHIFT #2:
Design, develop, test,
repeat.


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Mindset shift #2: design, develop, test, repeat

- Frequently revisit the “why” to stay aligned
- Understand and frequently communicate your core marketing objective
- Create a team of partners/team members with similar client-focused mindsets
- Utilize client feedback from surveys, one-on-one discussions, etc.
- Assess short- and long-term needs frequently and design content accordingly (back-to-school, etc.)
- Create structure and cadence for meetings

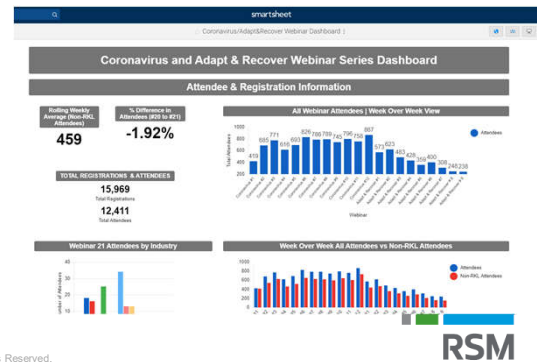
 

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Mindset Shift #2: design, develop, test, repeat

- Experiment with different content formats
- Adapt and evolve to stay relevant
- Deliver meaningful metrics
- Protect and nurture the product



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THE GROWTH MINDSET SHIFT

Bethany Novis

An overview: seizing opportunities for growth

Meanwhile, we seized the opportunity to serve our clients and grow non-recurring consulting work. Over the past 30 weeks, we:

- Helped 300+ clients apply for >\$100 million in PPP loans
- Forecasted forgiveness on \$60 million in PPP loans held by 113 clients
- Responded to 2,000+ client questions related to PPP
- Captured nearly \$1 million in COVID-19 tax credits for 11 clients
- Productized and marketed a Form 941 “how to” video package
- Gained dozens of new clients for outsourced work or special projects for outsourced accounting and HR practices



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The
Growth
Mindset

MINDSET SHIFT #3:
Hire for mindset



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An overview: hire for mindset

The right team can rise to any challenge. Look beyond technical expertise. Our power combination that allowed for rapid service development and innovation included:

- Adaptability – eager to pivot into uncharted territory
- Entrepreneurial – able to recognize business or growth opportunities
- Resiliency – able to tolerate shifting ground, changing environment and even failure
- Team-oriented – motivated and inspired by seeing the entire team succeed



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The
Growth
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MINDSET SHIFT #4:

Recognize demand and
seize it



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An overview: recognize demand and seize it

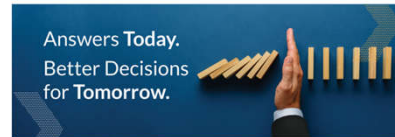
With a constant feedback loop from our weekly webinar, we were more attuned to demand, resulting in the development of PPP services and opportunities for our human resources consulting group. Here's what we learned:

- Give a highly engaged team a problem and they will come up with a solution = PPP loan forgiveness model
- Let your customer design your menu – listen; they'll tell you what they want/need
- Experiment with different formats (e.g., Form 941, on-demand videos)



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Have questions about PPP loan forgiveness?
Cash flow forecasting?
Your organization's short and long-term plans?

RKL is here to help.

Dear Friend of RKL:

The past six weeks have presented no shortage of challenges for organizational leaders. If your business has received or anticipates receiving one of the 1.3 million loans issued by the SBA through the Paycheck Protection Program, it's likely you're facing a whole new slate of uncertainties.

With the eight-week clock ticking, you need to have confidence that the actions you take today regarding **owner and employee compensation, workforce headcount, cost evaluation and overall business strategy** won't jeopardize loan forgiveness.

In response to these concerns, we've developed a new **Loan Forgiveness & Cash Flow Forecast** solution. This offering utilizes various data points from your



The
Growth
Mindset

MINDSET SHIFT #5:
Scale your advisory
services

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An overview: scale your advisory services

With fast-moving changes, creating a model for both internal and external client service was key.

- Evaluated different industry sales models – landed on a “sales territory” approach
- Matched consultants with partners by expertise and personality
- Set clear goals and expectations for touchpoints and engagement...both on partner/consultant side
- Collaborative approach, not a “hand off”
- Able to build bridges that would have taken us years to build



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THE LEADERSHIP MINDSET SHIFT

Eric Wenger

The Leadership Mindset

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MINDSET SHIFT #6:



Cross-functional collaboration is the secret sauce

Mindset shift #6: cross-functional collaboration

Diversity of perspective and expertise was a true strength in this process. How do you do that when you're moving quickly and have a large team?

- Core planning group representing various practice areas and services lines
- Solicit input and ideas from other partners and key team members on an on-going basis
- Ensures diversity of thought and expertise, leading to greater awareness of expertise and capabilities among our audience
- Look for opportunities to knock down silos
- The client is central to all conversations, regardless of practice or service line



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The
Leadership
Mindset

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MINDSET SHIFT #7:



**It's not about my client.
It's about our clients.**

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Mindset shift #7: it's not about my client, it's about our clients

The process provided a welcomed departure from the “book-of-business” mindset.

- Shift from the WIIFM factor to driving a pipeline of opportunity for the entire firm
- Create systems to incentivize an “our client” mindset
- Use thought leadership content to scale client service for our highly in-demand partners and managers
- Foster an environment of trust where partners welcome the opportunity to bring other experts in to serve their clients

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The seven mindset shifts for growth and differentiation

1. It's not about content. It's about differentiation.
2. Design, develop, test, repeat.
3. Hire for mindset.
4. Recognize demand and seize it.
5. Scale your advisory services.
6. Cross-functional collaboration is the secret sauce.
7. It's not about my client. It's about our clients.



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