

Practice Management
How to build a practice
A Discussion

28 March 2015

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Some Pointers

- Building a Practice is like raising a family
 - Anything & everything necessary is your responsibility
 - The buck stops at your end
- Objective of starting a Practice should be very clear
 - What is it that drives you towards this decision?
 - Ability and willingness to **INVEST** time, money and effort
- Skills are a must; a pre-requisite
 - Not necessarily you will earn enough; depends on role & clients ability

Building a Practice

Why & How?



Some Questions

- Do you have the necessary skills to get into Practice?
- Are you passionate about what you do?
- Do you genuinely believe that you can build a practice?
- Do you have patience?
- What do you have to offer?
- Are you in it alone or planning a partnership?
- Do you have the necessary bandwidth and support?
- Are you in practice for Money?

Practice Development

- Service offerings
 - Be very clear on what you intend to offer
 - Boutique outfit v/s Departmental Store
- Need to manage monthly cash-flows
 - Minimise unnecessary overheads to start with
 - Ensure your “bread & butter”; “cheese” can follow; **but don’t lose focus**
- Focus on building more relationships; not just more clients
 - Adding volume is not growth
 - You will grow when your clients grow

Practice Development

- Explore options of partnering or associating with other firms
 - You may get a ready platform to build on
- Legacy firms with no succession plans / options
 - May approach on a royalty basis
- Don't lose focus of your end objective
 - Gradually but definitely move towards this

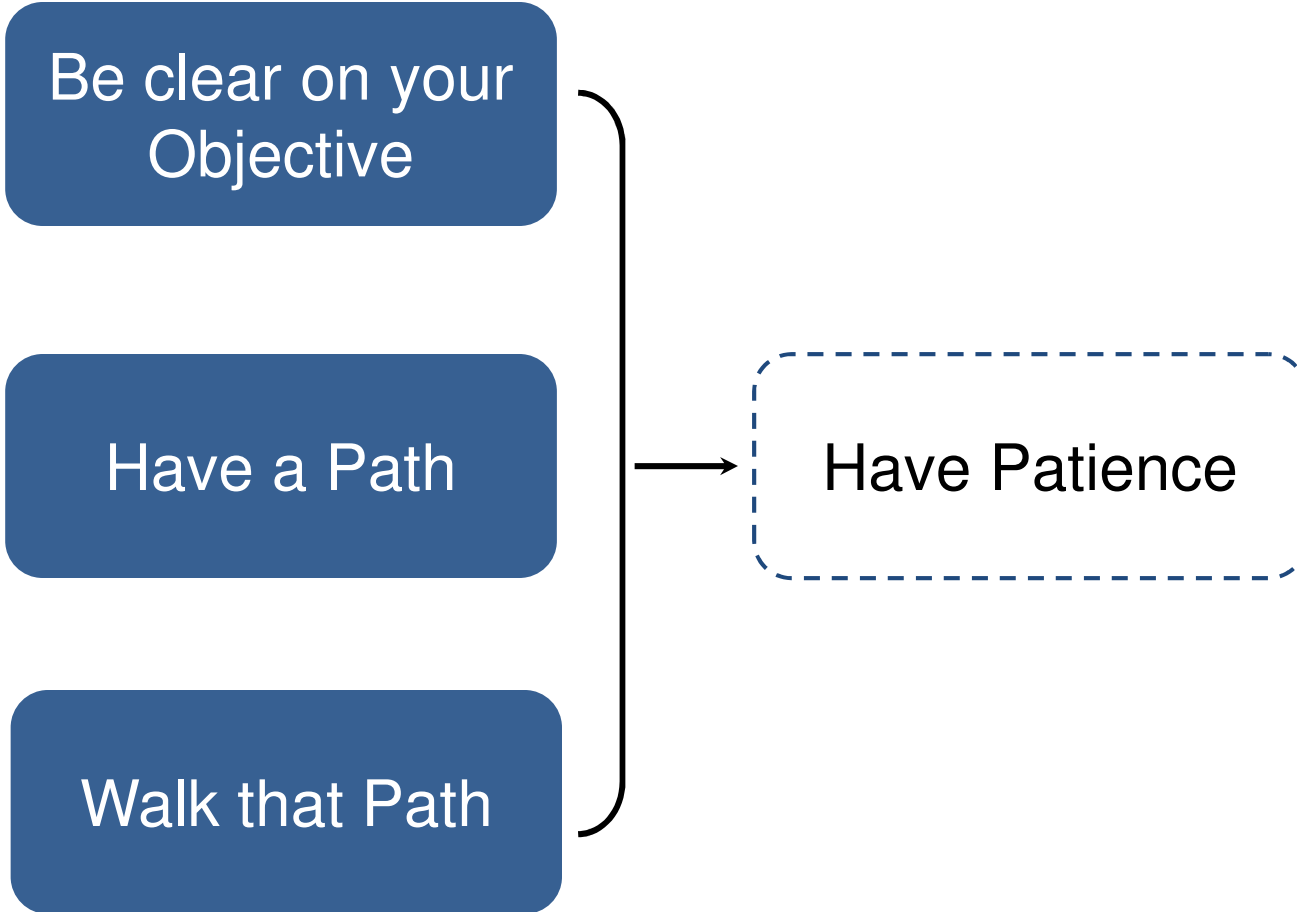
Important Considerations

- Delivery of the subject is what matters
 - Name / brand is secondary; individual under that brand who matters
- Professional should be liked
 - Client's comfort is in the individual's ability to deliver
- Once you get the opportunity, grab with both hands
 - But make sure you deliver; and in a timely and effective manner
- Highly competitive space
 - Hence critical to have focus

Important Considerations

- Do not expect immediate gains or recognition
 - Most professionals get recognized after 40
- Keep an eye on inorganic options
 - Gone are days when you could start small and become big
 - Critical is to get like minded people to partner / network
- Limit to what an individual can do
 - Generalist v/s Focused offering

In Summary



Management & Tools



Office Management

- Client development & Management
 - Clients (relationship & execution) & Pipeline
- Time Sheets
 - Charge out rates
 - Client costing (incl. OPE) & recovery
 - Managing idle time (non – chargeable) & bench strength
- Receivables management
- Monthly MIS
- Budgets & Planning

Technology Support

- IT infrastructure
- Access to relevant softwares (some sample softwares)
 - Tally
 - C A Office
 - PayPac
 - Prowess, Capitaline
- Server & Networking (with back-up facilities)
- Internet Connection (with good speed)

Everything can be managed Online with Technology use

Need for Documentation / Filing

- Regulatory requirements
- Peer review
- Continuity and planning
- Internal discipline and accountability
- Support for forming opinion
- Evidence in case of disputes

Types of Documents / Evidence

- Physical documents
- Third party representations
- Computations
- Client representations
- Accounting records
- Analytical procedures
- Other research material
- Important correspondence

Key Characteristics of Filing

- Complete
- Relevant
- Concise
- Accurate
- Organised
- Ease of Access

**Whether in Physical form or Electronic,
Filing is essential & critical**

KIRTANE & PANDIT

All the Best!

