

# ACCOUNTANT CAUGHT ASLEEP AT THE WHEEL ...

Let's face facts, the majority of accounting firms in this country are either flatlining or in decline.

In our recent blog, how [GST disguised the need for marketing](#) I examined a number of reasons why so many firms are struggling to grow and how they are now characterised by an ageing client base. Their brand is stale, they have no real point of difference and they have been reduced to what I describe as 'compliance sweatshops'.

No doubt, the commoditization of compliance work through the automation of data entry and outsourcing finds these firms under pressure. The profession is being disrupted in so many ways and firms who follow the 'SALY' (same as last year) model with a total focus on compliance work are going to pay the price.

As we all know, in business, the definition of insanity is keep doing things the same way and expect different results. The internet and cloud technology have changed the profession forever and marketing for professional service firms has also changed.

If you're still relying on traditional offline marketing methods to grow your firm, be warned. Flyers, local newspaper ads and Yellow Pages might have served you well in the past but they don't deliver anymore.

Old habits die hard but these tactics have lost their marketing mojo. Digital Marketing is part of the 'new rules' of business and the marketing magnets for accounting firms are all online tactics - Google searches, content marketing, email campaigns and social media.

Research from Hinge Marketing tells us that a professional services firm generating 60% or more of their leads from digital sources are likely to be twice as profitable as firms who generate less than 20% of their leads online.

There's no doubt, adopting new technology and tactics can certainly present a challenge because most people prefer the "old way" because it's easy and doesn't require a change of habits.

While I'm certainly not advocating you abandon all those tried and true methods, you need to know that Online Marketing techniques are significantly cheaper and provide a greater return on investment.

## REIGNITE YOUR REFERRAL ENGINES

Historically, accountants haven't invested heavily in marketing. They have relied on satisfied clients referring them to family, friends and business colleagues.



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This has been very successful but there has been a shift. Firms with an ageing client base have seen their referrals dry up in recent years because an ageing client base full of 55 to 60 year-olds don't refer like a client base full of 35 year-olds. The baby boomer generation are in wind down mode and they're not buying businesses or investment properties.

They're also not the generation setting up self-managed super funds. These services and referrals have fuelled the growth in small firms for years but it's now time to turn your attention to the 'millennials'.

These millennials range in age from 16 to 36 and have grown up in an electronics-filled and increasingly online and socially-networked world. In the US, millennials have surpassed the baby boomers as the nation's largest living generation. The demographics in this country are similar and the millennials are the business owners of today and tomorrow. They have been raised under the mantra of "follow your dreams" and on average start a business 8 years earlier than their parents' generation. They plan to work smarter than their baby boomer parents and you simply can't afford to ignore them.

Unlike previous generations, they don't rely on word of mouth referrals. Instead, they put their faith in commentary on social media channels and online reviews. When they get a referral to an accountant their reflex is to check out the firm's website. Unfortunately, this is where so many accounting firms let themselves down. In 90 percent of cases they are finding an accountant's website that is just an 'electronic brochure' that lists the who, what and where of the firm. It's not the first impression that most firms are proud of so if your website isn't generating a constant stream of new clients then it's time for a makeover.

### BRAND OR BLAND?

Over the past 8 years we have helped dozens of firms re-brand. Don't underestimate the value and importance of your brand. The millennials expect a modern, fresh and creative look and they will pass judgement on your firm in a split second based on your online presence. Get it right and you will enjoy the spoils because online marketing is relatively inexpensive and works 24/7/365.



*Millennials on average start a business 8 years earlier than their parents' generation.*

The websites we build for members of the Accountants Accelerator Group are designed to generate leads. They are producing six figure returns for firms because they deliver precisely what the millennials want including an emphasis on cloud-based technology. These websites paint the firm as industry experts and deliver practical, educational content in many forms including videos, blogs, emails, social media, articles, white papers, e-books and brochures.

The search engines like Google crave quality, relevant content. If you deliver they reward you with high search engine page rankings. In turn, these online search results coupled with a lead generation website provide you with a steady stream of leads, prospects and new clients.



In the digital and social age your marketing could be the difference between doom, gloom and boom.

Unfortunately, a large number of accountants got complacent and fell asleep at the marketing wheel. In the blink of an eye they now find their brand is tired and their ageing client base is leaking with clients retiring, selling their business and falling off their perches. To maximise the value of your practise you need to attract the next generation of clients and reignite your referral engines.

Here's the big wake up call. A study of online marketing for professional services firms found that firms that generate at least 40% of their leads online grew four times faster than firms that did not generate online leads. They were also two times more profitable.

It's time to shift your marketing focus online and your website is your most important business development tool. It's your silent Marketing Account Executive working 24/7/365 to generate leads and new business. You need to stop thinking of your website as a cost; it's an investment and you need to measure your return on investment.

Of course, marketing is a lot more than just a website and you need a marketing plan. It serves as your roadmap and if you persist with those old offline strategies you'll find it's like running your business looking in the rear-view mirror. A collision is just around the corner.

*Pat Camm*



# What's Your Accounting Firm Worth?



Accountants all want to know, what's their firm really worth? Unfortunately, there's no short answer to that question because every firm is different and the value of your practise will depend on a number of factors.

The good news is, if you are contemplating selling, it's a vendor's market. In Melbourne alone there are several hundred firms looking to acquire fees ranging from \$100k to \$5M in fees. Demand is at peak levels but supply is scarce as the baby boomer principals and partners 'dig in' and are working well beyond the conventional retirement age. It is a very difficult market for these hundreds of frustrated buyers.

Before we launch into all the factors that influence the value of an accounting practise let's calculate the actual level of fees you are selling. In essence, you are selling your 'future maintainable fees' from your client list. To arrive at this critical figure, let's assume you invoiced \$700k in the 2017 financial year and you now need to estimate your 2017/18 'future maintainable fees'.



Last year's fees are a great starting point but you need to subtract fees for:

- clients for whom you did work for in 2017 but have left the firm or died.
- clients whose circumstances have changed (i.e. they may have sold their business or retired so their fees will drop).
- disbursements like shelf company purchases or SMSF set ups because these are not recurring annual fees.
- one-off consulting assignments because they are not 'maintainable'
- multi-year returns you completed last and the maintainable fee is the fee for one year.

**Your \$700k in fees might now be only \$630k of future maintainable fees.**



On the other side of the coin, you can add fees for:

- new clients who are on your lodgement programme and estimate their fees for next year.
- clients who are expanding – they may have bought a new business, set up another branch office or have a new SMSF in their structure.
- a small inflation factor added to last year's fee.

**Your 'future maintainable fees' might now end up at \$670k for 2017/18.**

I'm specifically focused on valuations for smaller firms with fees of less than \$1M here and generally speaking, these firms are valued on a 'cents in the dollar' basis. For larger firms with fees in excess of the \$1M mark, the valuation method could shift towards a multiple of EBIT (Earnings Before Interest and Tax) after allowing a notional salary for the Principal or Partners.

# FACTORS THAT IMPACT THE PRICE OF AN ACCOUNTING FIRM

Let's now explore some of the factors that add value to your firm as well as the issues that can have an adverse effect on prices.

## 1. PRICE

Let me say right up front, the size of the fees for sale will impact on the number of potential buyers. The sweet spot for most buyers is around the \$500k mark and if you are a vendor in the south-eastern suburbs of Melbourne looking to sell around \$500k of fees you would have a queue of 40 buyers on your doorstep. If you were selling \$1M in fees, the queue would be substantially shorter. At the \$2M level you would only have a handful of buyers. The economics of supply and demand apply and a larger pool of buyers equates to higher prices.



## 2. BREAKDOWN OF FEES

The split of fees between individuals, businesses and super funds also has a big bearing on price. Individual returns are not flavour of the month and if your firm was simply an 'I Return Factory' in the mould of H & R Block or an ITP franchise then the valuation would probably be about half of a more traditional accounting firm that predominantly services business clients with a sprinkling of individual returns. The demand for these I Return practices is very low.

## 3. LOCATION

Location also influences prices. The demand for fees is very strong on the eastern sea board of the country and particularly in the inner metropolitan areas. It falls away as you push towards the outer suburbs and there is simply not the same demand for accounting fees in regional towns. Again, economics 101 applies with the supply and demand equation. Having said that, nearly every accounting practice can be sold in this market.



## 4. CLIENT BASE

Fundamentally, buyers are buying a list of clients on your lodgement programme. If you have an over reliance on two or three large clients then that poses a major risk for investors. Will these clients transition to the new owner? Will they see this change of ownership as an opportunity to change accountants?

If the buyer loses these clients in the handover the value of their investment diminishes overnight. The contract of sale will probably include a retention clause (e.g. 10% of price) to protect the buyer so if the fees don't reach the 'future maintainable fee' level, you won't receive the full retention amount 12 or 24 months after settlement. Buyers obviously want to minimise the risk so a price reduction or a higher retention amount could apply to this group of larger clients.

The age of your client base is also a very important aspect of the valuation. Buyers will focus their due diligence on your top twenty fee paying clients and if a high percentage of them are aged over 55 then there will be concerns that the practice could disintegrate in the next few years. Remember, they are buying future maintainable fees and clients moving into the twilight or pension years simply don't attract the same value. You'll also find ageing clients don't refer new business like their 30 year old counterparts. They aren't buying investment properties or starting businesses and these services have driven growth in smaller firms for decades.

If the majority of your top 30 clients are aged over 50 then you need to start planning your exit strategy now. Look at ways to rejuvenate your ageing client base and it might be time to start looking at digital marketing tactics that focus on attracting younger clients.



## 5. STAFF

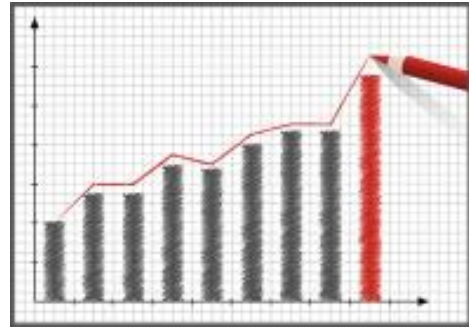
Selling your practice involves transitioning your client relationships AND your staff. It's natural for staff to build great relationships with clients and your staff can be the glue that binds the sale together.



Buyers generally don't want to 'rock the boat' in the early months after settlement and will want to retain productive staff or at least put them on a three month probation period. They also fear that staff might move on and take some clients with them so expect a grilling from a buyer about your staff before they make an offer to buy the business. They will focus on each employee's productivity and loyalty. Top quality, high performing staff add value to the business.

## 6. GROWTH

If your fees are flatlining or in freefall, this will obviously impact buyer interest. Declining fees are a symptom and a warning sign of bigger issues. If the practice is leaking clients due to an ageing client base, poor service or below par work, the writing is on the wall and no one wants to go down with the ship. Most firms are buying fees to create growth and a leaky boat is not going to solve their own growth problem.



The declining practice is common and typically the vendor took their foot off the marketing pedal years ago. These firms are characterised by an outdated brand, electronic brochure style website and they are almost invisible on social media channels. In the digital and social age your marketing could be the difference between boom, doom and gloom.

[Read more about How to Grow Your Firm Here.](#)

## 7. PROFITABILITY

Buyers are investors looking for a return on their investment and if your profitability is headed south then you have a problem. Technology and automation have decreased the value of many compliance based services, while the cost of running a firm continues to rise.

Buyers will benchmark your firm against theirs and others they are considering buying. If the numbers don't stack up they will want a discounted price or walk away. For example, if you are only generating \$100k per full time employee and they are doing \$150k per full time employee then your fees could be too 'cheap' or the firm is unproductive. It makes sense, if a buyer is evaluating two practices with similar fees, the more profitable firm will win out in 99% of cases.



The keys to increasing profitability in your firm include:

- embrace technological advances in accounting as a way of saving time and money (i.e. create more efficiencies)
- provide value added and advisory services – premium priced services that deliver a higher return on your time
- Add on services that increase the fees and profit from each client (e.g. [vehicle and equipment finance](#), audit insurance, mortgages, financial planning services.)

## 8. TECHNOLOGY

Technology has changed the accounting profession and as a bare minimum, buyers will expect your firm to be virtually paperless with all records kept electronically. Better still, they gravitate to firms who have moved their clients to the cloud.

If your offices are furnished with dual screens and modern hardware then you get a big tick because buyers don't want to inherit archive boxes of files and dozens of filing cabinets. They waste space and archaic filing systems are inefficient. The storage requirements add to the cost of rent and drag down the firm's profitability.

On the point of technology, software systems can also help get a sale over the line. If you use the same software (general ledger or SMSF) as the buyer this can create time savings when converting files. It won't devalue your practice but it will make you more attractive to a buyer.



There are other factors at play when valuing an accounting practice but the important thing to remember is, start preparing early.

If you're contemplating selling your accounting fees in the next few years, now is the time to address all eight of the valuation factors described above. Of course, if you need any assistance please don't hesitate to [Contact Us](#).



### Done For You Inbound Marketing for your firm:

- A modern brand inc. name, logo, colour palette and tone guidelines
- New Website – Conversion Rate Optimised
- Blogs and Newsletters written by industry professionals and sent on autopilot
- Corporate Videos – Five per year, professionally produced & branded
- Search Engine Optimised throughout
- Help and support from mentors and peers



# Have You Found Your Point of Difference?

I often ask accountants this question, What's your point of difference compared to other firms?

In eighty percent of cases they respond with answers like - our personal service, great service or awesome service. Unfortunately, if most firms are saying the same thing it can't be a true differentiator!

Other common answers that accountants provide include references to their experienced team and proactive approach. The truth is, great service, an experienced team and a proactive approach should be a 'given' for accounting firms. Being reliable, efficient and friendly are 'must haves' for accounting firms not points of difference.

## So, what's your point of difference? How do you stand out from other accounting firms?

The reality is, the accounting profession is a sea of sameness with very few firms standing out in the crowd. Having said that, high-growth firms have clear differentiators, so how do they do it? They understand that first impressions count, and the best way to stand out from the crowd is to have a stand out first impression – namely, an extraordinary website. If you Google 'accountant your suburb' you'll find most firm's websites are cookie-cutter sites that have been created using the same template and the content has been cloned from another website. If you read our blog, *How Accountant Became Number One on Google* you'll find 61 percent of people don't go past the third position on the first page of search results. As such, templated websites full of duplicate content and pages of bullet points listing your services are almost invisible to Google. They won't appear in the first 3 pages of a Google search let alone the top three unpaid listings on page one.

In the digital and social era, your website needs to be more than just an electronic billboard. In fact, we believe the primary purpose of your website is to attract new business and therefore, your website should store all your marketing content. It should serve as 'home base' and people reading a blog, on a social media channel like Facebook or Twitter, watching a video on YouTube or reading an email should be redirected back to your website. You can cross promote your content to maximize its reach and influence by sharing your blog post on social media channels, use email to promote your latest case study and promote your e-Book on your blog. All of these strategies are designed to draw prospects back to your website where you should have a 'call to action' (like book a free consultation, download our free guide, subscribe to our newsletter or get instant access to a report) to convert their website visit into a prospective new client.

Driving traffic to your website and giving prospects the information they need is important, but generating leads and converting those leads into clients is the end game. Without a website that engages, educates, builds relationships, contains calls to action and is responsive to mobile devices you won't be winning any new clients soon. We have clear evidence that websites work, with one Melbourne based firm in our [Accountants Accelerator Group](#) generating more than \$300k of new business from their website in the past 18 months. Meanwhile another member in the northern suburbs has generated a six figure return from their website for the third consecutive year. If you don't think your website is your most important marketing tool think again. The online marketing revolution is here to stay and you need to stop looking at your website as a cost; it is an investment.

Also, at a time when the talent pool in the profession is shallow, your website also serves as a recruitment tool. It can also get referrals over the line because people tend to jump online to validate a referral and if your website creates the wrong first impression you might find your referrals don't even contact you. In a sense, your bland billboard type website could be costing you business.



In another blog, "*Why Do Accountants Spend So Little On Marketing*," we highlighted some research that supports the fact that firms who generate 40 to 60 percent of their leads online will achieve greater growth, and the more leads you generate online, the more profitable your firm will be. The evidence supports the fact that your firm will never reach its full profit potential without a remarkable online presence.



### THE COMPLIANCE TRAP

Compliance work is being commoditized with cloud based programs automating a lot of the data entry processes and outsourcing decreasing the labour costs. If 80 percent of your revenue comes from data entry and checking and lodging historical data with government agencies then you probably don't have time to provide value added services. There's no perceived value in compliance work anymore, so shifting your clients to the cloud should be a priority. There are no files to send, no paperwork to

email, no confusion over which version of the software the client is using and you can log into their file anytime and from anywhere. Ultimately, you'll spend less time on each client file which means improved efficiency and cheaper operating costs. Most importantly, you'll free up time to work on their business and deliver what clients really want - help to grow their business, their profits and their wealth.

The commoditisation of compliance work also puts downward pressure on fees, with new players entering the market prepared to do the 'bread and butter' compliance work for less. As we know from Economics 101, competing on price for low end bookkeeping work is a recipe for disaster. To convince clients to stay with you (or move to your firm) you need to have a point of difference. You need to reclaim the role of trusted advisor and having cloud based systems that provide access to accurate real-time data will free up capacity to deliver extra services. The *Accounting and Financial Services Benchmarking Report* produced by *Macquarie* suggests that, "high-performing firms are focusing on creating value that will both drive referrals from existing clients and grow revenue per client. These practices have spent more time understanding their clients' needs and in turn have introduced additional services, resulting in a

higher proportion of multidisciplinary clients.

The twenty to forty year old millennials trust the cloud so if you're looking to regenerate your ageing client base it's time to get with the program. Cloud based firms are now the norm so don't hang your hat on it as your point of difference.

It is, however, a valuable tool in freeing up your time to deliver value added services which may be your point of difference. Real-time reporting is priceless to an accountant who wants to provide timely financial advice to their clients.

Every accountant is obviously skilled in preparing financial statements, tax returns and cash flow budgets. However, if you still think the tax return is the end of the client process you are thinking like a compliance sweatshop. Clients want and deserve more and members of the [Accountants Accelerator Group](#) list their services beyond compliance as their winning differentiator. They are trained in basic marketing so they can assist clients with their lead generation website and help them improve their search engine page rankings, social media strategies, digital publishing, video production and how to convert prospects into customers.

These firms are different because the compliance work is the start of the client process not the end. They do more than just keep the score and focus on helping clients grow their revenue and profits.

**What's your firm's point of difference?**





# BREAKING NEWS FOR ACCOUNTING FIRMS!

When surveyed, one of the main reasons why clients changed accountants was a lack of communication. Some clients might mention price, slow turnaround times or a failure to return phone calls and emails but failing to stay in touch is high on the departure list.

Newsletters let you alert clients to your full range of accounting, tax, financial and consulting services. They can build loyalty and while your newsletter won't directly lead to an engagement or 'sale', they often pave the way. They help you keep in touch with clients, referral sources and can even introduce your firm to new prospects. In the digital age, every accounting firm needs a regular client newsletter and if you don't have one, your clients are missing out and you are ignoring a proven marketing tactic.

Newsletters assist with client retention, can cross-sell and up-sell your services plus help build new client relationships. They let you engage with your niche markets and provide the ideal forum to 'ask' for referrals. The quarterly 'On the Money' newsletter we produce exclusively for Australian accounting firms is branded with your firm logo and it passively asks for referrals at the foot of each edition. Your newsletter provides a valuable touch point with clients so you remain top of mind.



## On The Money Quarterly Newsletter

That said, we have spoken to a number of accountants whose shoulders droop when we mention newsletters. They are eager to create and send newsletters, but they just do not have the resources or time to produce them. Other firms opt for 'off the shelf' newsletters that are full of technical tax and case law. Guess what, your clients don't want to do a Masters of Taxation by correspondence.

They want information on how to grow their business, their profits and their wealth. They want ideas on how to manage their cash flow and tips on succession planning. We have developed a standalone newsletter service which does all the work for you.

Our “On The Money” client newsletters are designed to help you nurture your clients for enhanced retention and market to prospects and referral sources effectively, without costing you valuable billable time or costly effort.

**Don't get enough client referrals?** Your newsletter includes a referral request that politely asks your clients for referrals to their friends, family and business colleagues.

**Clients not buying enough of your value-added services?** The content of this newsletter 'sells' your full range of services including your value-added consultancy services.

**Losing clients?** The newsletter provides tips on growing their business, the latest marketing tools and apps. It makes you look marketing and tech savvy, and positions you as a priceless advisor, so you retain your clients for longer.

**Not winning enough NEW business clients?** You can use the newsletter as a free giveaway from an opt-in box on your website. It encourages business owners to sign up for useful information on growing their business, then sells your services alongside advisory articles.

**Don't have the time or expertise to produce your own newsletter'?** We produce the quarterly newsletter for you - customised with your firm logo and contact details. Producing an in-house newsletter can be time consuming, you sacrifice valuable billable time and you have to decide on topics, research and write the articles, then format the newsletter. On The Money is a completely Done For You service.

**Can't write compelling content?** Accountants aren't journalists and too many firms think buying an off the shelf 'tax' newsletter is the solution. The truth is, content is critical and clients don't want a newsletter full of tax law, the latest tax cases and rulings. They want to know how to grow their business, not do a Masters of Taxation by correspondence. For that reason we provide content on hot topics for small business owners including the latest marketing techniques and business automation tools, tax planning ideas, the latest apps for business and wealth creation ideas. Having said that, the bumper June edition each year contains all the important budget and tax changes.

**Can't get your newsletter out on time, every time?** A big challenge with client newsletters is developing the habit so they go out to your client database on time, every time. This newsletter is delivered to your inbox a week before the end of each quarter so all you need to do is email it to your clients.



The quarterly "On The Money" newsletter for accountants is available in a format that allows you to:

1. Email the newsletter to your client base
2. Print the newsletter and mail it to your clients
3. Post the PDF of the newsletter on your website

## On The Money

### Quarterly Client Newsletter

in PDF form

\$440 per annum

[Click Here to Sign Up](#)

Consistent communication is not only important for building trust and loyalty, it is also important for just reminding clients that you're there for them. By keeping your firm at the forefront of current and prospective clients' minds, positioning yourself as a trusted advisor, and cross-selling and upselling your services alongside that, you will show business owners that you are worth more than just end of year accounts... in fact, you are an invaluable expert in growing their business, profits and wealth.

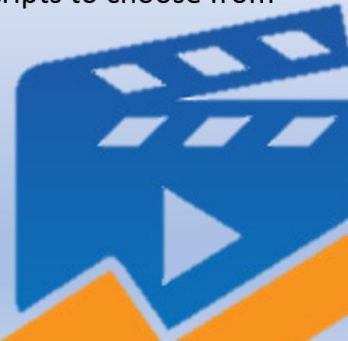
Get the word out there! Let business owners know you are open for business with a newsletter of your own.

## WANT TO GROW YOUR FIRM

### Video Production Service

- Script writers who are experts in both Marketing and Accounting
- Over 20 pre-prepared industry specific scripts to choose from
- Scripts tailored to your firm, services, and niche industries
- Modern recording studio including green screen and teleprompter
- Cutting edge post production including branding, graphics, and captions

[Click Here to Learn More](#)



# Case Study

## SBG ACCOUNTANTS & BUSINESS ADVISORS – MELBOURNE IN HIS WORDS



“Whenever I need anything creative or marketing related I know I can go to Pat and the team to produce something special. Everyone at P J Camm & Associates ‘gets’ professional services marketing and most importantly, they understand the intricacies of the accounting profession. They are at the cutting edge when it comes to building lead generation websites for accountants and they consistently produce content that has a ‘wow’ factor. Our Accelerator website is 3 steps ahead of the pack and has delivered a 6 figure return the last 3 years in terms of new client work.”

**Paul Dobson – Director**

### THE CHALLENGE

SBG Accountants & Business Advisors are located in the Melbourne CBD and over the past 15 years they have built a reputation as a highly-respected accounting firm. In 2013 the firm recognised they had an ageing client base and their referrals had started to slow. They knew it was time for a more focused and systematic approach to marketing. Their brand was a bit tired and didn’t ‘talk’ to their target market. Their website was just an electronic brochure and they weren’t attracting their ideal type of client. Paul Dobson, the firm’s Principal, knew what was needed: “We wanted to rebrand and modernise the firm to appeal to a younger generation of clients. We knew consumer behaviour was shifting and our online presence didn’t really reflect who we were. We didn’t have the time, knowledge or resources to re-engineer our brand or website and we were a bit shy on the social media platforms so I reached out to P J Camm & Associates. I’m so glad we did because the outcome has been amazing. We are a totally different firm today as a result.”



### THE SOLUTION

Before SBG Accountants & Business Advisors started working with P J Camm & Associates, their approach to marketing, as Paul puts it, “was very ad-hoc. We never had any real system in place, we didn’t have a blog or videos and our newsletters went out spasmodically.”

Paul says, “The truth is, we were too busy servicing our clients to focus on finding clients. Our marketing was not effective. They gave our brand a refresh and then rebuilt our entire website which is now the marketing hub of the firm. It drives new business and is home base for all our marketing content.”

“The website process was also educational,” continues Paul, “and the focus on specialist services and industry niches has changed the practice forever. In the past we had to ring someone to make changes to the website and that was incredibly inconvenient. We can now do that internally and instantly. I was captivated by the way the process unfolded because we got an education on the importance of websites, Search Engine Optimization and how Google works. The shift from traditional offline marketing tactics to online tactics was a game changer for us and these strategies and automation tools have transformed the firm.

We now help our clients with their websites which gives us a massive point of difference compared to other firms. Pat and the team not only built us a lead generation machine but they also coach us in marketing so we do more than just keep the score for our clients.”

## THE RESULTS

The firm is delighted with the results. “They sat down with us and strategized about how they were going to help us. It wasn’t just the website, it was about identifying our ideal type of client, their industry and matching that with our specialist skills. In the past we took on almost every client who contacted us but we now have strict selection criteria. We probably reject more clients than we take on but we cherry pick the clients who want more than just tax returns and financial statements. It’s more fun; the office is buzzing with regular new clients, they fit our fee structure and twe are impacting on their bottom line.”

“The website dovetails into our overall business strategy and positions us as an innovative and proactive firm. It drives consistent and qualified leads and plenty of quality new clients,” says Paul. “We know we are getting a huge return on our website investment and they keep innovating with new ideas and functionality on our website. The videos are brilliant, the blogs and newsletters target our ideal type of client and we are active on social media that fuels our marketing fire.”

According to Paul, “That’s just the tip of the iceberg because we turn to P J Camm & Associates for help with our clients as well. They are our marketing partners and ever since we joined the Accountants Accelerator Group we have not looked back. We love the exclusive member benefits and the value we get when we meet with the other members at the quarterly brainstorm events. My only regret is we didn’t discover the Accountants Accelerator Group earlier.”



### Thank you for reading the July 2017 issue of The General Journal.

We hope you found it enjoyable, educational and even inspiring.

If you would like to discuss any of these articles with like-minded accountants, you can join the discussion on [our blog here](#).

If you have any questions of queries for us around the topics we have discussed or our products or services please do not hesitate to contact us on the details below.

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Buying &  
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