

# Announcing the launch of GrowNow Practice Networks for accounting firms

➤ Would you join a business network of non-competitive firms if you could double your practice revenues and profits in three years?

Discover how a GrowNow Network can deliver accelerated growth for your firm.

# How fast can you grow?

Do you have the will and skill to double your practice revenues and profits in three years?

Doubling your business in three years may seem daunting. But it only requires growing your business 25% per year.

Annual growth of 25% is certainly fast but by no means impossible. Nor does it have to generate speed wobbles. We've helped dozens of accounting firms double their practice revenues and profits in three years. The keys are disciplined focus, committed staff and strong leadership.

Not only have these firms doubled their revenues and profits, they have also doubled the value of their business. For practices preparing for sale, this has been a huge bonus.

Look at the table below. Use it to quickly assess your firm's appetite for accelerated growth.

<b>Time to Double Your Practice Revenues and Profits</b>	
<b>Period</b>	<b>Annual Growth %</b>
3yrs	25%
4yrs	20%
5yrs	15%

Joining a GrowNow Network gives you the tools, strategies and support you need to achieve accelerated growth.

# How GrowNow Networks work

GrowNow Networks bring together partners from 10 non-competing accounting firms and help them to master and execute the disciplines of accelerated growth.

GrowNow Networks are managed and delivered by the Growth Factor. Founded in early 2011 by David Connell and Harry Mills, The Growth Factor gives accounting firms the specialist advice and tools they need to create accelerated growth.

Membership of each GrowNow network is limited to firms of between one and ten partners. Each member firm can bring up to two partners or senior decision makers. This allows the service to remain focused on the special needs of smaller firms.

Each GrowNow network meets four times over 15 months. Spacing meetings four months apart gives firms the time they need to plan, execute and measure progress against their goals. Firms need at least 15 months to make accelerated growth part of their firms' cultural DNA.

Network meetings are fun, engaging and highly interactive. Each network uses the collective strengths of its members to overcome the disadvantages of running a small, isolated firm.

Firms pay a monthly fee to belong to a network, which includes giving members access to The Growth Factor's systems, tools and a bank of IP which is used by the Big 4 and the Harvard Manager/Mentor programme.

Each network participant also receives a copy of Harry Mills' book, *The Rainmakers Toolkit: How to find, hold and grow profitable clients*.

David Connell and Harry Mills provide the leadership and guidance for each GrowNow network.

# David Connell and Harry Mills lead and facilitate the GrowNow network meetings

## David Connell

When it comes to practice growth David Connell knows what works, what doesn't, and why. David has been chairman of numerous accounting groups and has personally transformed a number of loss-making and under-performing practices into prosperous, sale-ready firms.

David has been a CPA and Chartered Accountant for over 40 years. He was a partner of two Big 4 firms for 20 years before pioneering practice improvement networks with his ANZAN group in Australia and New Zealand. David has delivered over 50 keynote addresses to accounting firms and written dozens of articles for practice and business development magazines.

David's book, *Earn Your True Worth: Find Greater Success in Your Professional Service Firm*, shows practice leaders how to turn a good accounting practice into a great firm.

### Feedback from network members:

*"Absolutely brilliant – I've come away with about seven pages of points to implement or delegate"*

– Nigel Ploughman  
Ploughman McKinley  
Joondalup, WA

*"Thoroughly recommend David Connell. We have been in business for 80 years, and with David's assistance will be in business for another 80 years"*

– Philip Hodges  
Yates Baker McLean  
Orange, NSW

*"In five years, my firm was able to shift the firm from one of the pack to being the most successful firm in our region in New Zealand"*

– Russell Eades  
Balance Chartered Accountants  
Wanganui, NZ

## Harry Mills

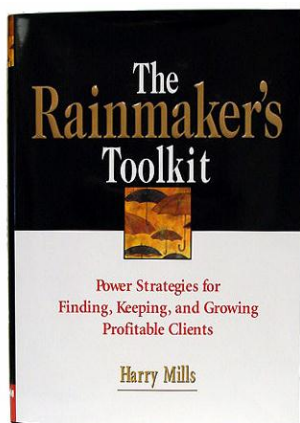
For the past 26 years Harry Mills has worked with accounting firms of all sizes – including the Big 4 – across the globe, giving them the skills, tools and support they need to grow faster.

His internationally acclaimed book *The Rainmakers Toolkit: How to find, hold and grow profitable clients* shows accounting and professional firms how to achieve accelerated growth by targeting and growing high-value crown-jewel clients. Firms who do this consistently achieve annual fee growth of 25% or more.

David Parmenter, the author of *Key Performance Indicators* who lectures to accounting firms in 15 countries, says “Harry is the savviest expert on practice growth, business development and rainmaking I’ve ever come across.”

Harry is also the Harvard Manager/Mentor on persuasion. This Harvard flagship programme goes out to six million managers.

### Praise for The Rainmaker’s Toolkit



“The new bible of professional service firms.”  
– CEO Advisor

“I highly recommend this for anyone looking for a road map on how to create profitable growth.”  
– David Parmenter, author of *Winning KPIs*

“A clear, practical, insightful guide.”  
– Richard Stewart, Partner PWC Australia

“A must-read for all growth-centred professional firms.”  
– Warren Allen, Partner Ernst and Young

“If you ever thought you could benefit from the services of a marketing consultant, stop and read this book first.”

– Michael McLaughlin, author of *Winning the Professional Services Sale*

# Success stories

## Representative “smaller” firm growth success stories

Practice Type	Year 1	Year 3
Practice One: <b>Small rural NSW practice</b>	<ul style="list-style-type: none"> <li>▪ \$260,000 annual fees</li> <li>▪ Annual partner income \$100,000</li> </ul>	<ul style="list-style-type: none"> <li>▪ Sold to larger practice with \$1.7m fees</li> <li>▪ Annual partner income \$450,000</li> </ul>
Practice Two: <b>Niche urban practice targeted at CFO work</b>	<ul style="list-style-type: none"> <li>▪ \$750,000 annual fees</li> <li>▪ Two Staff</li> <li>▪ 4 clients</li> </ul>	<ul style="list-style-type: none"> <li>▪ \$4.5m fees</li> <li>▪ 18 Staff</li> <li>▪ 10 clients</li> </ul>
Practice Three: <b>Two-partner Qsld firm</b>	<ul style="list-style-type: none"> <li>▪ Two partners</li> <li>▪ \$800,000 annual fees</li> <li>▪ Annual partner income \$200,000</li> </ul>	<ul style="list-style-type: none"> <li>▪ Four partners</li> <li>▪ \$4.6m fees</li> <li>▪ Annual partner income \$800,000</li> </ul>

## Selling your practice success stories

Practice Type	Initial Valuation	Final Valuation
Practice One: <b>Two-partner urban tax and audit consulting firm</b>	<ul style="list-style-type: none"> <li>▪ \$800,00 annual fees</li> <li>▪ Initial valuation based on 80 cents per fee dollar:</li> <li>▪ Sales value of <b>\$640,000</b></li> </ul>	<ul style="list-style-type: none"> <li>▪ \$1.7m annual fees</li> <li>▪ Sales price \$1 for each fee dollar</li> <li>▪ Realised value <b>\$1.7m</b></li> </ul>
Practice Two: <b>Sole practitioner, urban tax firm</b>	<ul style="list-style-type: none"> <li>▪ \$220,000 annual fees</li> <li>▪ Initial valuation based on 80 cents per fee dollar</li> <li>▪ Sales value of <b>\$176,000</b></li> </ul>	<ul style="list-style-type: none"> <li>▪ \$450,000 annual fees</li> <li>▪ Current offer of \$1.20 for each dollar of turnover</li> <li>▪ Sales value of <b>\$540,000</b></li> </ul>

# GrowNow Networks use the Gears of Growth model to plan and execute growth initiatives

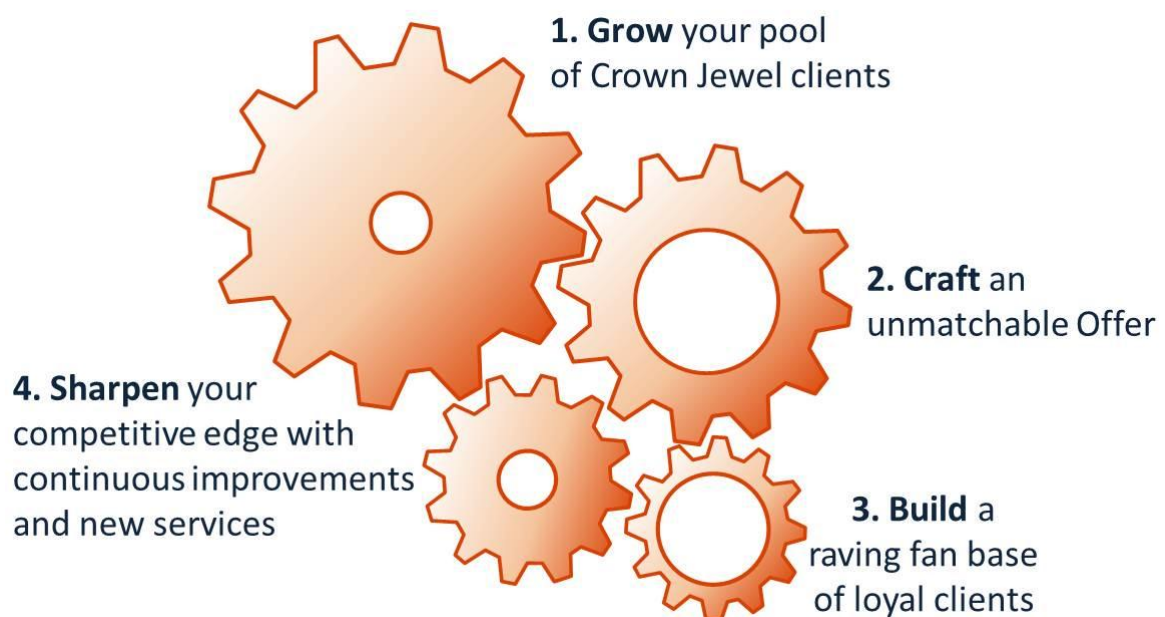
David Connell and Harry Mills have worked with over 400 accounting and related professional service firms.

Harry and David found a remarkable pattern when they researched the difference between firms that grow in good economic times, and those that grow or prosper regardless of the business climate.

Firms that experience spasmodic growth focus their business development initiatives on just one or two of the Gears of Growth. Typically, they focus their efforts on Gears one and three to boost sales and improve service levels. However, firms that keep growing through the bad times simultaneously drive all four of the Gears of Growth.

Continuous sustained growth comes from relentlessly driving all four gears so they mesh together to create a virtuous circle. GrowNow networks provide member firms with all the skills, tools and guidance they need to drive all four gears.

## The Four Gears of Growth



# What happens at each GrowNow network meeting?

Each GrowNow network meeting follows a common structure.

## 1. You use our Gears of Growth model to target profitable growth opportunities (4 hours)

Each network meeting starts by addressing a major business growth challenge. We use the Gears of Growth model to prioritise what you need to do to take advantage of a profitable growth opportunity. The four Gears of Growth show you how to:

- Grow your pool of crown-jewel clients.
- Use message mapping to craft an unmatched offer that differentiates you from competitors.
- Use client feedback tools to build a raving fan base of loyal clients.
- Sharpen your competitive edge by locking in continuous improvements and selling new services.

## 2. You tackle a major practice management challenge that impacts your ability to grow (4 hours)

Accelerated growth requires skilled leadership as well as smart business development. This session provides answers to the management challenges leaders face as they grow their practices. These challenges include:

- Committing your staff to ambitious growth targets.
- Motivating your staff to give 100% every day.
- Solving the talent acquisition and retention problem.
- Improving your debt collection and cash flow.
- Making your practice investor-ready.

### 3. You draw on the collective wisdom of your network peers to solve your pressing concerns (2 ½ hours)

Members really appreciate being able to share their problems with respected peers. In this session network members share a problem or challenge they are currently facing. The network then draws on the collective wisdom in the room to solve the problem or provide practical insights.

Before each network meeting individuals are requested to submit any issues they wish to discuss with the broader group.

### 4. You report on the progress we've made on reaching your declared goals (1 hour)

At the first meeting we provide members with a five step growth action planning tool called POSEM which members use to plan, manage and monitor their progress towards their goals:

- **Present position:** Where are we now?
- **Objectives:** Where do we want to be?
- **Strategy:** How do we get there?
- **Execution:** What tactics should we use?
- **Measurement:** How will we judge success?

The following three meetings then allow member firms to report on their progress towards their growth goals. We applaud the achievers and help those who have stalled or are struggling to gain traction.

### 5. You Booze With A Purpose (BWAP) at the evening dinner

Members always remark that the evening dinner is a highlight of the network meeting. They laugh, share problems, make friends and share insights from the day. Many stay in contact after they return to their individual practices.

# How GrowNow Networks use the Gears of Growth model to keep members aligned and on target

Here is an overview of how we use the Gears of Growth to keep members focused.

## First network meeting

### **Gear 1: Grow your pool of crown-jewel clients**

Targeting and winning the right clients is the key to accelerated growth. Our crown-jewel clients targeting and qualifying process shows you how to identify new profitable crown-jewel prospects that match your capabilities. We then show you how to engage prospects in rainmaking conversations that convince them to buy from you.

#### **Growth outcomes**

- Increase your number of high-value, super-profitable crown-jewel clients.
- Transform your unprofitable clients into loyal, profitable advocates.

## Second network meeting

### **Gear 2: Craft an unmatched offer**

Few firms know how to differentiate their services from competitors, let alone charge a premium for the extra value they deliver. We show you how to create message maps that shows prospective clients how you create value for them and explain why they should buy from you. We then show you how to price for the extra value you create.

#### **Growth outcomes**

- Raise your prices and margins on high-value services by differentiating the messages you use to sell.
- Change your pricing model so you can capture a higher portion of the extra value you create for clients.

## Third network meeting

### **Gear 3: Build a raving fan base of loyal clients**

Clients who rave about your services are the cheapest and best source of future profitable work. We show you how to turn your service experience into a differentiator that clients rave about. We also show how to use negative client feedback to increase loyalty.

#### **Growth outcomes**

- Raise the satisfaction levels of your crown-jewel clients.
- Boost your number of low-cost referral clients.
- Reduce your number of at-risk clients.
- Transform your firm's service experience into a competitive differentiator.

## Fourth network meeting

### **Gear 4: Sharpen your competitive edge with continuous improvements and new services**

To stay ahead of competitors you need to be demonstrating to clients how you are improving day by day. You also need to create extra value by offering new services.

#### **Growth Outcomes**

- Improve your service levels and lower costs at the same time.
- Offer new services to attract new clients and lock in existing clients.
- Make continuous improvement part of your firm's DNA.

# How do you join a GrowNow Network?

If your firm is interested in joining our first GrowNow network, email David Connell or Harry Mills to request more information.

If you would like to join a GrownNow Network, fill out the registration form that is attached below.

We're confident that you will find the GrowNow Networks valuable and enjoyable. However, if you decide at the initial GrowNow Network meeting that it is not what you expected, you can opt out. All you will pay for is the costs of the initial meeting.

## **David Connell**

Director

The Growth Factor

29 Missouri Avenue

PO Box 88

Wagga Wagga

NSW, Australia, 2650

[david.connell@thegrowthfactor.biz](mailto:david.connell@thegrowthfactor.biz)

+61 428 002 010

## **Harry Mills**

Director

The Growth Factor

Level 3, James Smith Corner

55 Cuba Street

PO Box 11 721

Wellington, New Zealand, 6011

[harry.mills@thegrowthfactor.biz](mailto:harry.mills@thegrowthfactor.biz)

[www.drillingfordiamonds.com](http://www.drillingfordiamonds.com)

+64 21 452 256

The Growth Factor website is currently under development. To get a feel of the full range of tools that are available to GrowNow Network members, go to

[www.drillingfordiamonds.com](http://www.drillingfordiamonds.com)

# GrowNow Network Registration Form

Please read the following and **fill out the details below**. Fax registration forms to 02 6922 5351 or email them to [david.connell@thegrowthfactor.biz](mailto:david.connell@thegrowthfactor.biz)

## GrowNow Network Meeting Dates

	GrowNow Network 1	GrowNow Network 2	GrowNow Network 3	GrowNow Network 4
<b>Venue</b>	Sydney	Sydney	Sydney	Sydney
<b>First meeting</b>	1-2 Mar 2012	19-20 April 2012	10-11 May	31 May – 1 June 2012
<b>Second meeting</b>	5-6 Jul 2012	16-17 Aug 2012	23-24 Aug 2012	27-28 Sept 2012
<b>Third meeting</b>	1-2 Nov 2012	6-7 Dec 2012	22-23 Nov 2012	7-8 Feb 2013
<b>Fourth meeting</b>	7-8 Mar 2013	18-19 April 2013	21-22 March 2013	2-3 May 2013
<b>Preferred network (please tick)</b>	<b>Fully booked*</b>		<b>Fully booked*</b>	

\* If your preferred network is fully booked or the network dates are inconvenient, please ring +61 428 00 2010 or email [david.connell@thegrowthfactor.biz](mailto:david.connell@thegrowthfactor.biz). Additional networks are being created all the time.

## Costs

Firm membership of a GrowNow network costs \$833 +GST per month. The fee to attend the first network meeting is \$1666 +GST. This deposit counts as two months membership.

Out-of-pocket expenses for facilitator's travel, venue hire, catering and evening meal are charged at cost. A spreadsheet of all costs is provided after each meeting. Attendees must book and pay for their own accommodation separately.

Please make the first payment of \$1666 +GST in advance to:

Bank	WAGGA MUTUAL CREDIT UNION
Account name	D J CONNELL
BSB	805 022
Account number	21410

If you don't believe the network is right for your firm, you can opt out after the first meeting. All you will pay for is the deposit of \$1666 +GST (plus out-of-pocket expenses).

## Firm and attendee details

MEMBER FIRM DETAILS	
Firm	
Contact	
Email	
Address	
Postal Address (if different)	
Phone	
Mobile	
Fax	

NETWORK ATTENDEES' DETAILS		
Meeting attendees	Special needs/dietary requirements	Attending evening dinner
		<input type="checkbox"/> No <input type="checkbox"/> Yes
		<input type="checkbox"/> No <input type="checkbox"/> Yes
		<input type="checkbox"/> No <input type="checkbox"/> Yes
		<input type="checkbox"/> No <input type="checkbox"/> Yes
		<input type="checkbox"/> No <input type="checkbox"/> Yes

## Checklist

Have you:

- Filled out your firm details?
- Filled out attendee details and confirmed if they are attending the evening dinner?
- Deposited \$1666 (+GST) for attendance at the first network meeting?

# The Growth Factor Service Suite

## Practice Growth Networks

### **GrowNow Networks**

GrowNow Networks are specialist business development networks organised specifically to meet the growth challenges smaller accounting firms face.

### **Go for Growth Forums**

Go for Growth Forums are primarily targeted at practice groups within larger firms who wish to boost growth in a particular business unit (such as audit) or recharge an entire office.

## Consulting

### **In-house Growth Networks Support**

Growth network member firms can call on us to provide additional support and guidance in-house.

### **Practice Turnaround**

Let us come and work with your team to refocus and rejuvenate your practice on growing clients, revenues and profits.

### **Selling Your Practice**

Make your firm investor ready. Use our skills to make your business attractive to potential buyers and maximise the ultimate price you receive. Our growth optimisation tools will help you come up with a practical, easy to implement growth plan.

## Skills Workshops

### **Rainmaking for Professionals (2 days)**

How to engage, influence and sell to clients.

### **Planning for Profits and Growth (2 days)**

How to design a winning strategy that translates into profitable results.

## Coaching and Mentoring

We coach and mentor individual partners and practice leaders looking for personal guidance.