

Strategies to grow CA practice

Kahoot.it



Here to Where



Is it possible

- Please ask anything you want, it is NOT JUST a scrutiny under Section 143 (2).
- 100% software licenses are clean.
- I would not enter the Cabin, it is your room.
- I am not big enough to tell NO to you, but I am principled enough to tell NO.
- Life is this and that too. We cannot just do one thing, we have to go the other way.
- Every thought can be implemented – TODAY and NOW

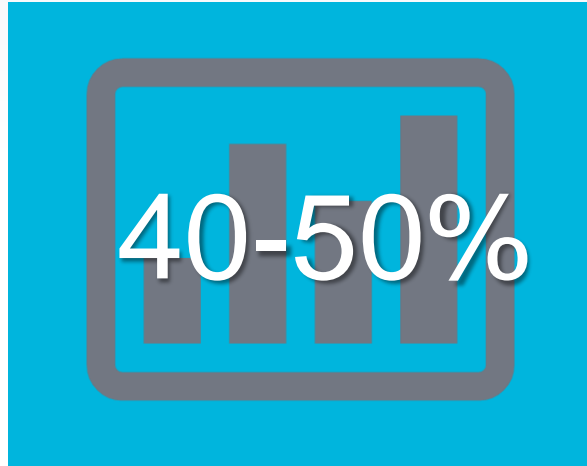
Preparation time for this presentation

- ❑ I do not have to prepare for what we live by
- ❑ Blowing our own horn, would like to talk about us

Why?



The pudding speaks for itself



Annual growth rate



Team Size



By 2020

Size of the firm

Firms having potential to grow as BIG 8/20

No of Partners	No of Firms	No of Partners	No of Firms	No of Partners	No of Firms
10	135	21	4	32	2
11	76	22	2	38	1
12	73	23	3	39	1
13	35	24	4	44	1
14	22	25	NIL	61	1
15	19	26	NIL	63	1
16	17	27	2	66	4
17	11	28	3	67	1
18	6	29	2	92	1
19	9	30	2	139	1
20	5				

Size of the firm

STATISTICS OF FIRMS AS ON 01-04-2018

	Head Office			Branch Office			Grand Total
	Prop.	Part.	Total	Prop.	Part.	Total	
REGION -1 : WESTERN REGION	20041	6449	26490	87	4440	4527	31017
REGION -2 : SOUTHERN REGION	7115	3891	11006	58	3330	3388	14394
REGION -3 : EASTERN REGION	4252	1988	6240	17	1428	1445	7685
REGION -4 : CENTRAL REGION	8377	4865	13242	46	5500	5546	18788
REGION -5 : NORTHERN REGION	9607	4638	14245	56	4611	4667	18912
TOTAL	49392	21831	71223	264	19309	19573	90796

It is easier said than done

- ❑ Playing Cricket on TV
- ❑ Expecting Junior partner will take care
- ❑ I am a specialist, so I can Command



Topics to be discussed today

1

Things which work

2

Organisation structure

3

Legal & VETO Structure

4

Organisation Character

5

Segmentation & Positioning

6

New Areas you can Venture in to

7

Death of Old Times

8

HR Strategies

9

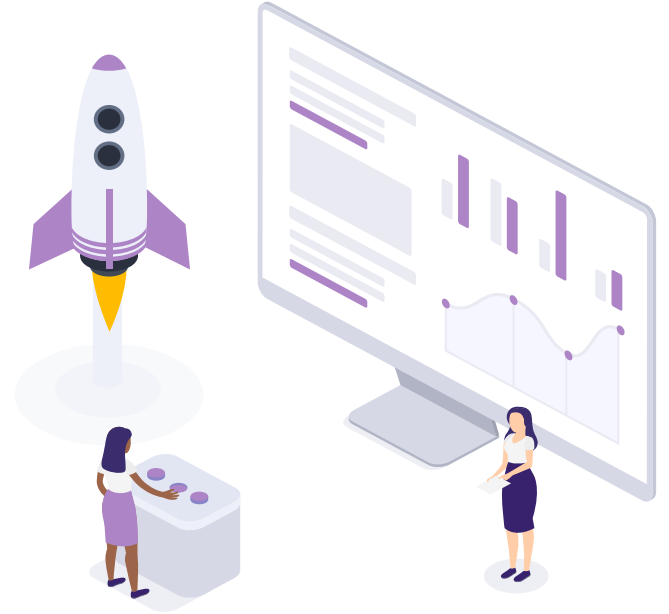
Tech Strategies

10

Business Strategies

1

Things which work!!!



What we 'always' think we should do



Develop a marketing plan



Getting referrals



Brand your accounting firm



Things which work!!!

What we 'always' think we should do



Develop marketing materials



Improve your website



Network more



Things which work!!!

What we 'always' think we should do



Embrace social media



Offer community services



Consider paid advertising



WHAT IS IN THE LAST 3 SLIDES WOULD TAKE FABULOUS BUSINESS DEVELOPMENT

Things which work!!!

What we end up with



A big expenditure



Minimal result



Less/No business

The way we present ourselves



No Advertising



No Blog



No Jazzy Website



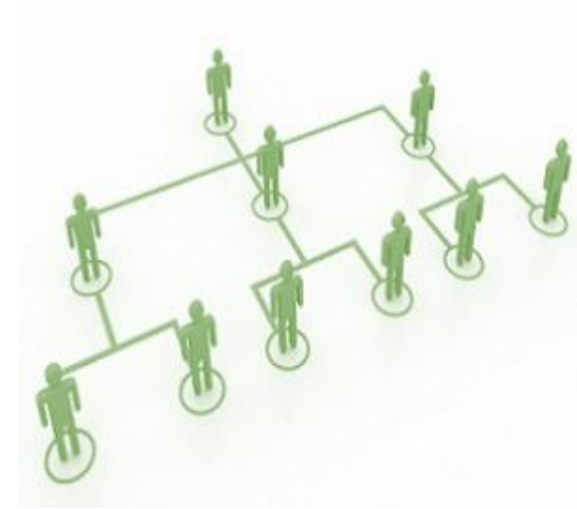
No Visiting Card

Blasphemy is what they term advertising done by us, not strategy



***What is your
strategy??***

2



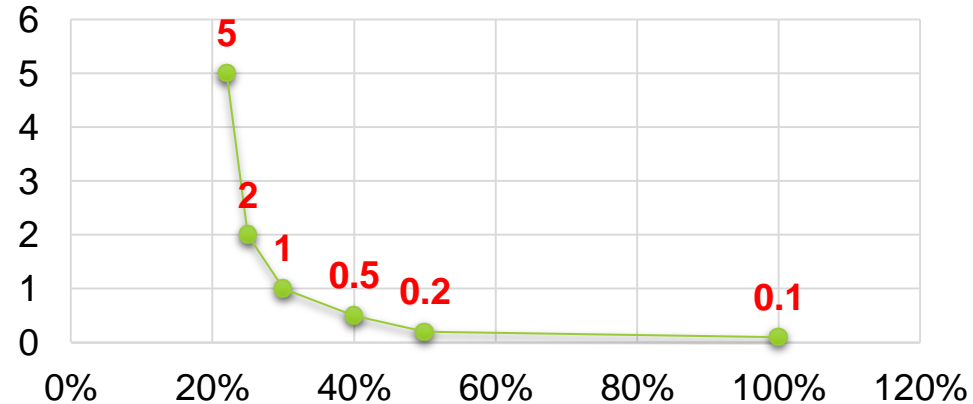
Organisation Structure

Organisation Structure

- ❑ Transparency in an organisation
- ❑ Increment based on Performance
- ❑ Succession Planning
 - ✓ 13 years and no Partner reduced
 - ✓ Partnership firms break
 - ✓ My Share is not big.
 - ✓ Can the Pie be Bigger

Organisation Structure

**Absolute Share of profits
(amount in Crores)**



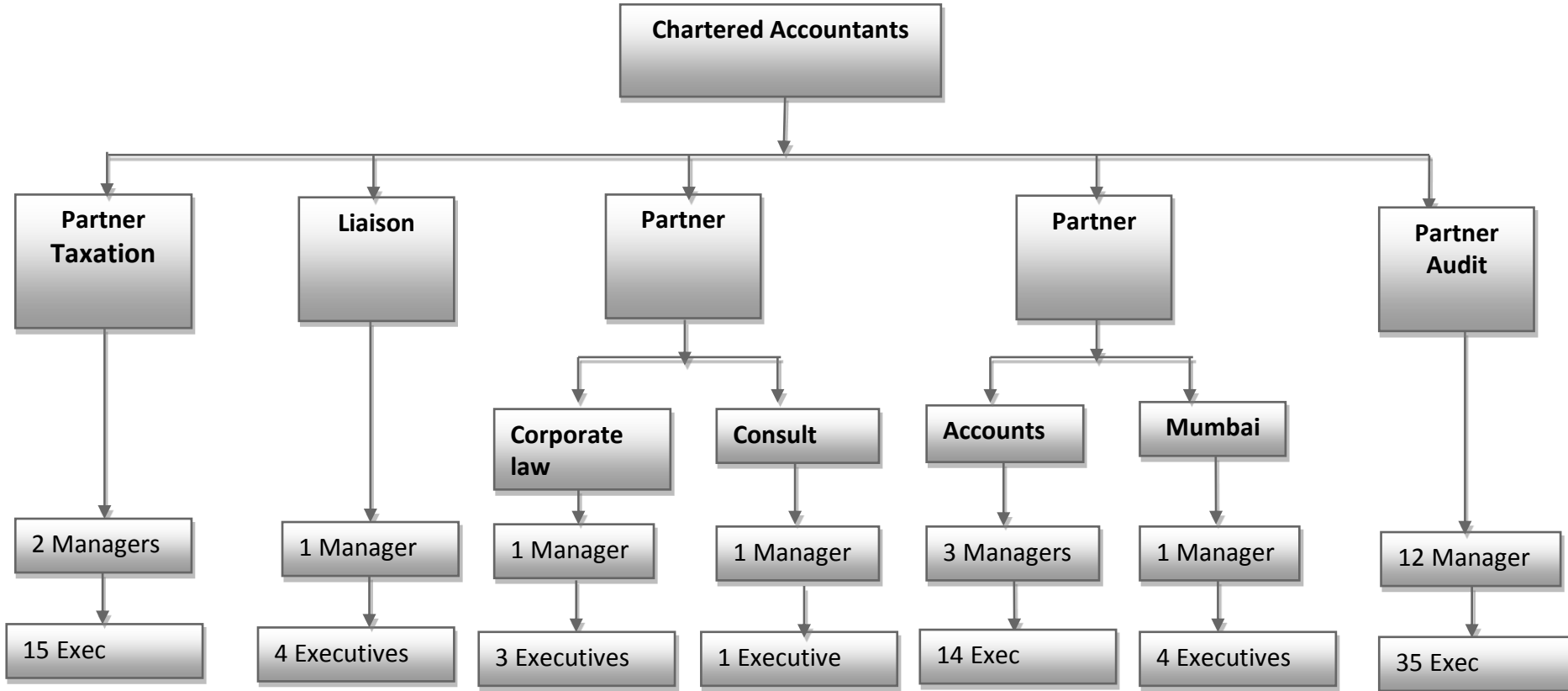
Organisation Structure

- I got this business?
- I got this Client?
- I don't want to ask my Senior Most reportee – the tough questions
- Ego amongst partners – Big Issue

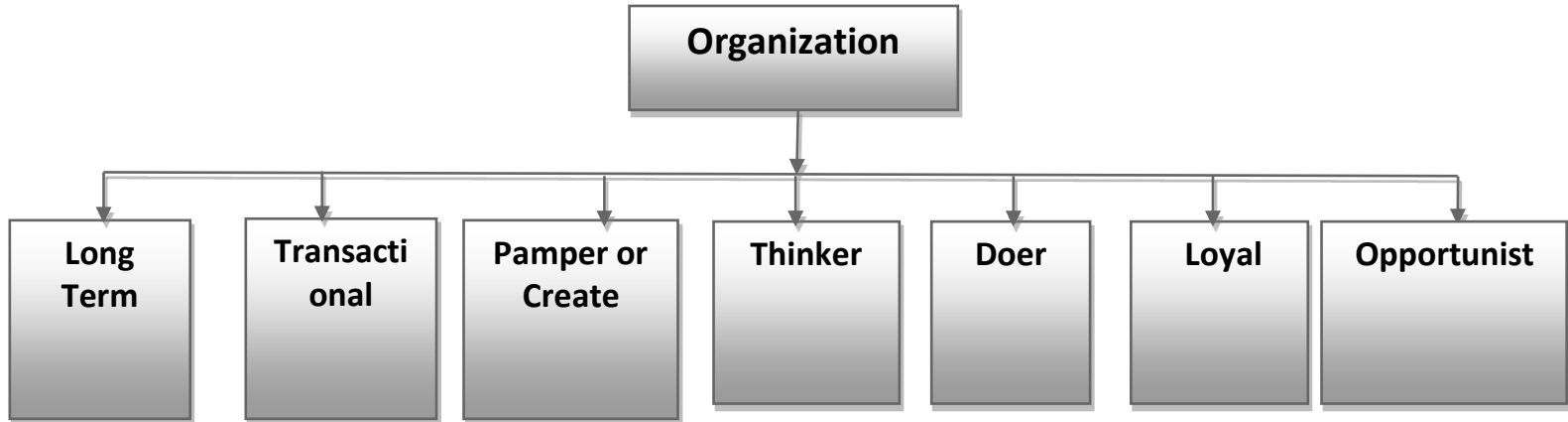
An Open Office



Organisation chart



Organisation chart



Leadership Matrix

- Transparency in Leadership
- How would I Become the BOSS
- If Everyone becomes BOSS, what do I do
 - ✓ Speed of Engine determines the speed of train

Leadership Matrix

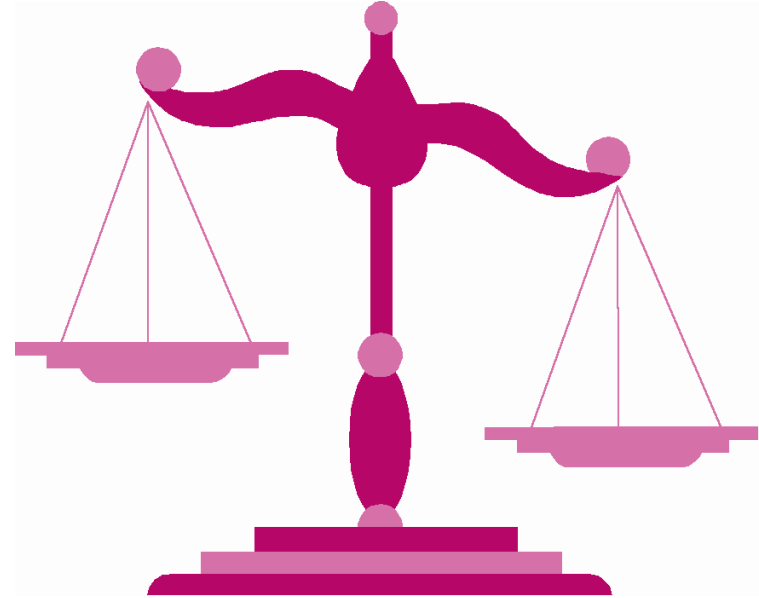
Segment	Particulars	Sl No	Attributes	Member	Associate	Captain	Practice leader	partner
1	Personality traits	1.1	Gratitude					
		1.2	Acceptance by team					
		1.3	What is his hunger					
		1.4	Communication written/oral/Stage/Empathy					
		1.5	Spiritual connect					
2	Firm Values	2.1	Organized					
		2.2	Speed in response and work					
		2.3	Respect all/Time and views - mainly clients					
		2.4	Simplicity in thinking					
		2.5	Happy individual					
3	Professional	3.1	He should have delivered closures					
		3.2	He should have handled clients independently					
		3.3	He should have done BD and got clients					
		3.4	Has he been doing good collections					
		3.5	Clients should have given very good feedback already					

Leadership Matrix

Segment	Particulars	Sl No	Attributes	Member	Associate	Captain	Practice leader	partner
4	Knowledge	4.1	Knowledge of Act mandatory					
		4.2	Writes white papers, seminars etc					
		4.3	Attends study groups with intent					
		4.4	Updated always					
		4.5	Likes to share knowledge					
5	Key aspects	5.1	Would you surrender your share for firm growth					
		5.2	He would not get salary for 5 months?					
		5.3	His commitment for firm policies, process, papilio etc					
		5.4	Once agreed, will he just implement blindly					
		5.5	Ego in the team, does he allow a boss					
6	Unique to GJ	6.1	Is he struggling for the designation					
		6.2	Is he pushy to be partner or can he wait patiently					
		6.3	He is the hardest worker in the team					
		6.4	Will he work for Storey 22					
		6.5	Will he accept VETO					

3

Legal & VETO Structure



VETO Structure

All Decisions – are democratic except a few.

It is similar to super majority rights

Or Investor protection rights.

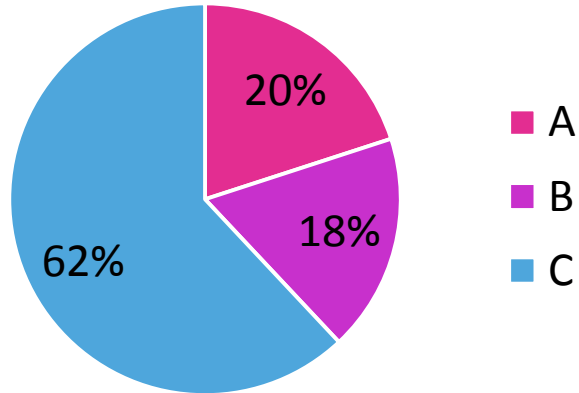
It has to be a part of Partnership deed

VETO Structure

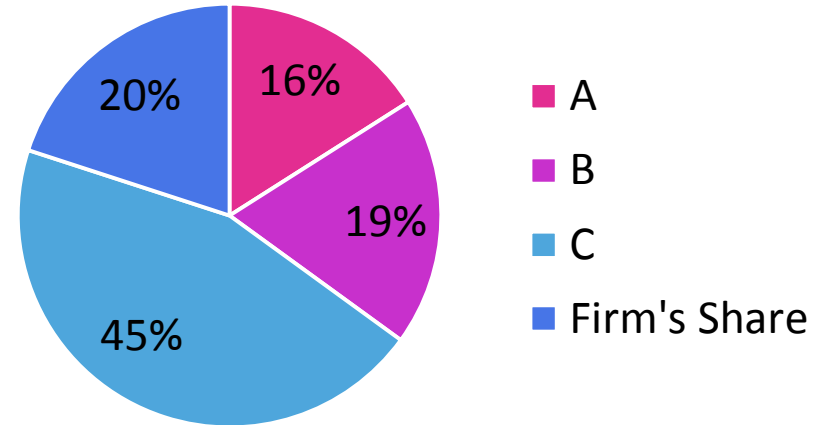
- Merge, Demerge and Networking
- Create a Subsidiary or another company
- If other partner want to be removed – NO
- To admit a new Partner / CEO – Person with Controlling rights
- To create a new team
- To permit a partner to start anything individually in profession

VETO Structure

Share of Profit



Storey 22






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4

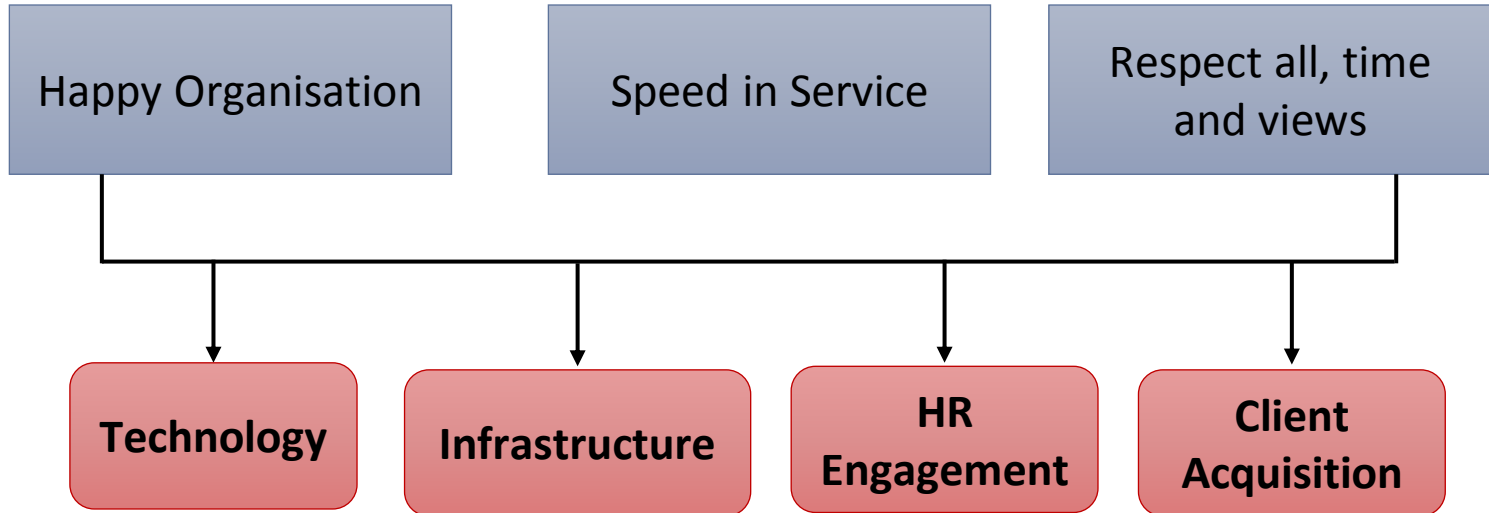
Organisation Character





Define the character
culture drives
character

Values Determine Character



5

Segmentation & Positioning



THOUGHT 1 - Positioning



Specialise in
taxation



Specialise in service
taxes



IFRS Specialization



Business Consulting
Partner

Strategy is a No man's job.

Business Development has become our part time service.

Let him file his Tax Return – Not mine. **Doctor does not go for a walk**

We have many Advisory Services – how about **US**
We Know it all syndrome – CA firms have no Coach

POSITIONING - Which part of the pyramid are you in?



THOUGHT 2 – STRATEGY OF POSITIONING



Can I tell NO to a client

THOUGHT 3 - A typical Profit & Loss Account

Mega Retail Private Limited Profit and loss account

Particulars	In Crores
Gross Income	1425.26
COGS	895.23
Earnings from Operations	530.03
Indirect costs & overheads	143.25
Ammortizations	71
EBITA	315.78
Interest	62
PBT	253.78
Tax	XXX

THOUGHT 4– LET’S GO THE OTHER WAY

ELEPHANTS CANNOT DANCE

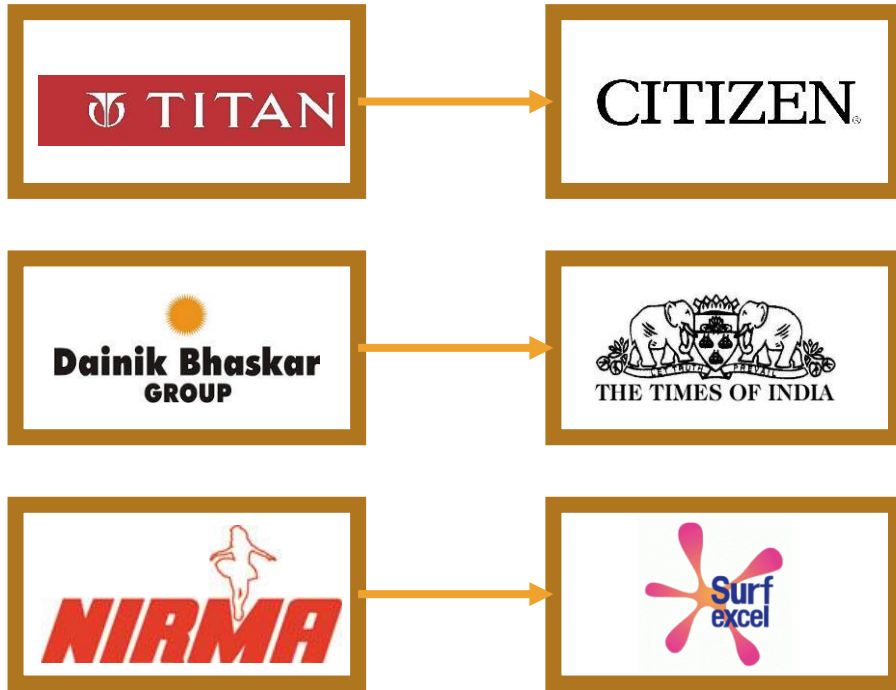


TAKE AWAY – PORUS MUSHI AND METHODS METHOD

THOUGHT 5– LET’S GO THE OTHER WAY



THOUGHT 6 – LET’S GO THE OTHER WAY





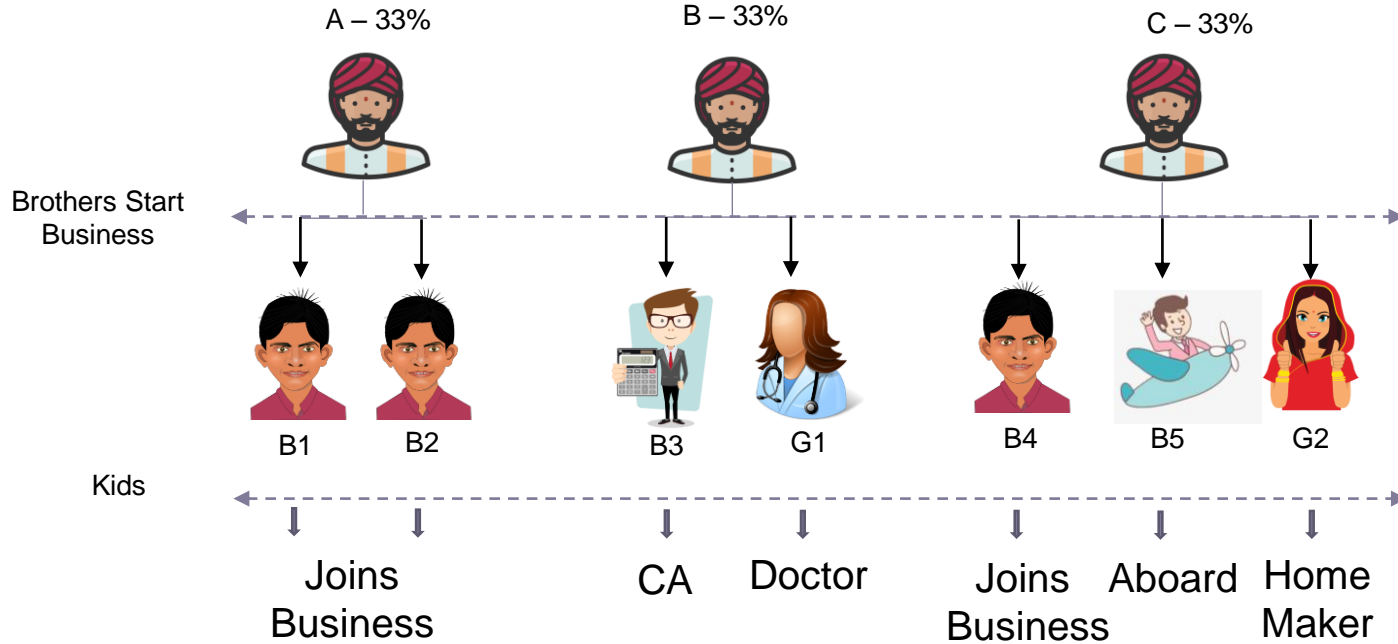
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6

New Areas you can Venture in to



Area 1 – Family Arrangements



New Areas you can Venture in to

If the Kids join Partnership Firm



B1

What will be the Share?
←-----→



B3

Will he get anything?
←-----→



B2

What will be the Share?
←-----→



G2

Will she get anything?
←-----→



B4

What will be the Share?
←-----→



What could you do?

1 Who owns – Who controls

- Share capital structure, VETO rights structure

2 Vision Documentation

- Values, Mission, Vision

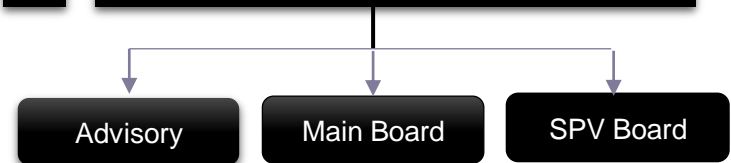
3 Shareholders' Meeting

- Normal rights
- VETO right
- Super Majority right

4 Who will own Shares

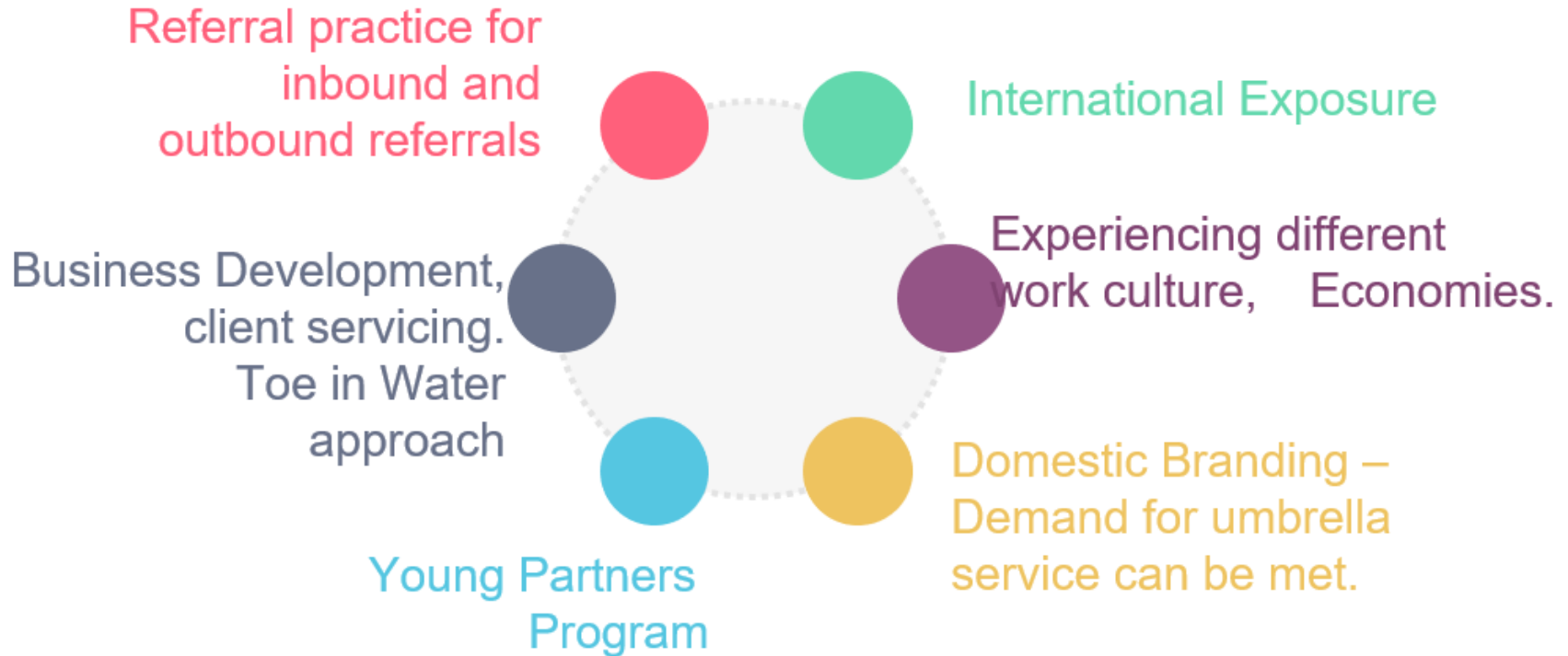
- Siblings
- Inter cast marriage
- Adoption
- Death

5 Who comes to Board



{ Family agreement governs this }

Area 2: Benefits of Networking



Benefits of Networking



New Areas you can Venture in to

What can you expect from an international network association?

❑ International Presence

- ✓ Being an international member is a competitive advantage when seeking new clients.
- ✓ More and more clients are involved in international transactions and expect their accountant to have the necessary contacts and resources.

❑ Extended Knowledge

- ✓ It is the easiest and quickest way to get answers to foreign tax questions and other issues related to doing business in a particular country.

What can you expect from an international network association?

Better quality of deliverables

- ✓ Some associations have client relationship parameters as quality control measure

Wider service range and Brand Recognition

- ✓ Access to international specialists who can lend a hand with non-core practice areas.
- ✓ Permission to use the association's branding to increase overall credibility

Area 3: Specialized Services

DEMAT AGENTS

- Coordinating with DPs and Banks for smooth functioning of Account opening and such hassle free procedural requirements.
- Performing Dematerialising and Rematerializing services.
- Ensures to offer you a safe online and seamless track of Investments.
- Single sheet to show ownership of the VC or PE
- Handover of ownership documents to investors easily possible

CORPORATE LAW SERVICES

- We function under your label, professionalism and thought process
- The high end legal work will have rate X, while corporate law which is the nerve system and equally important, could have rate X (minus)
- It is a digital world, we physically remain in Guru Jana offices, but virtually can be an arm of the legal firm
- Clients of law firm can have consolidated, single umbrella service offering

Area 3: Specialized Services

SHAREHOLDERS AGREEMENT COMPLIANCE

- Would have a control mechanism to verify and confirm that all the shareholders agreement and definitive have been adhered to
- To ensure that the board, shareholders meetings, committee meetings are as per the definitive.
- To ensure that the monthly reporting, promoters salary, the VETO rights are implemented as per the SHA and other definitive.
- We will submit periodic reports to confirm the adherence. It can be summed up as 'internal audit' of corporate governance.

VC CUSTODIAN SERVICES

- Custodian services for all the original agreements, Share certification, all relevant Board documentation, shareholder documentation, investor rights review etc
- Portfolio company wise dashboard – which would give a 'green' or 'red' monitoring of all Portfolio Company data
- All portfolio wise matrix to the investor in a matrix – showcasing document control.

Area 3: Specialized Services

DATA ROOM CREATION

- ❑ Regular updation of Data room – Preparing the Company for Investor's review.
- ❑ Independent Review – Providing compliance related advice and assurance.
- ❑ Addressing the Snags – Assisting the Company in taking corrective measures before approaching Investors.
- ❑ Co-Ordination – Addressing queries of Investor / representatives and coordinating for seamless execution of Due Diligence Review.
- ❑ Auto Updation – Creating a system whereby data room updation happens automatically within the routine work of Accounting and Finance Team.

Area 3: Specialized Services

DIRECTORSHIP SERVICES

- Investor Representation – Represent the investor as a Board member. Senior Partners of the firm could act as nominee directors.
- Business Support – Provide insights on micro-management of business.
- Reporting – Provide timely and updated information on the Investee Business and financial status to Investor – Quarterly Report
- Investment Watch – Whistle blower. Keeping Investor updated about happenings in Investee Company.
- Director by Law- Assume all risks and liabilities of a nominee director, as prescribed by various statutes.

Area 3: Specialized Services

VENDOR DUE DILIGENCE REVIEW

- ❑ Independent Review – Independent, robust and expert review, from the point of view of both the Company and investor.
- ❑ Addressing the Snags – Assisting the Company in taking corrective measures before approaching Investors.
- ❑ Deal Assistance – Providing inputs for Deal structuring and negotiation.
- ❑ Pricing – Inputs on business plan and critical opinion on vendor's bid.
- ❑ Co-Ordination – Addressing queries of Investor / representatives and co-ordinating for seamless execution of Investor's review.
- ❑ Advisory – Financial, legal, regulatory and commercial advisory, as and when required

Area 4: IBC

Voluntary

Insolvency
Cases

Forensic
Audit

Liquidation
Cases

New Areas you can Venture in to

7

Death of Old Times



Risk to professional revenue due to technology

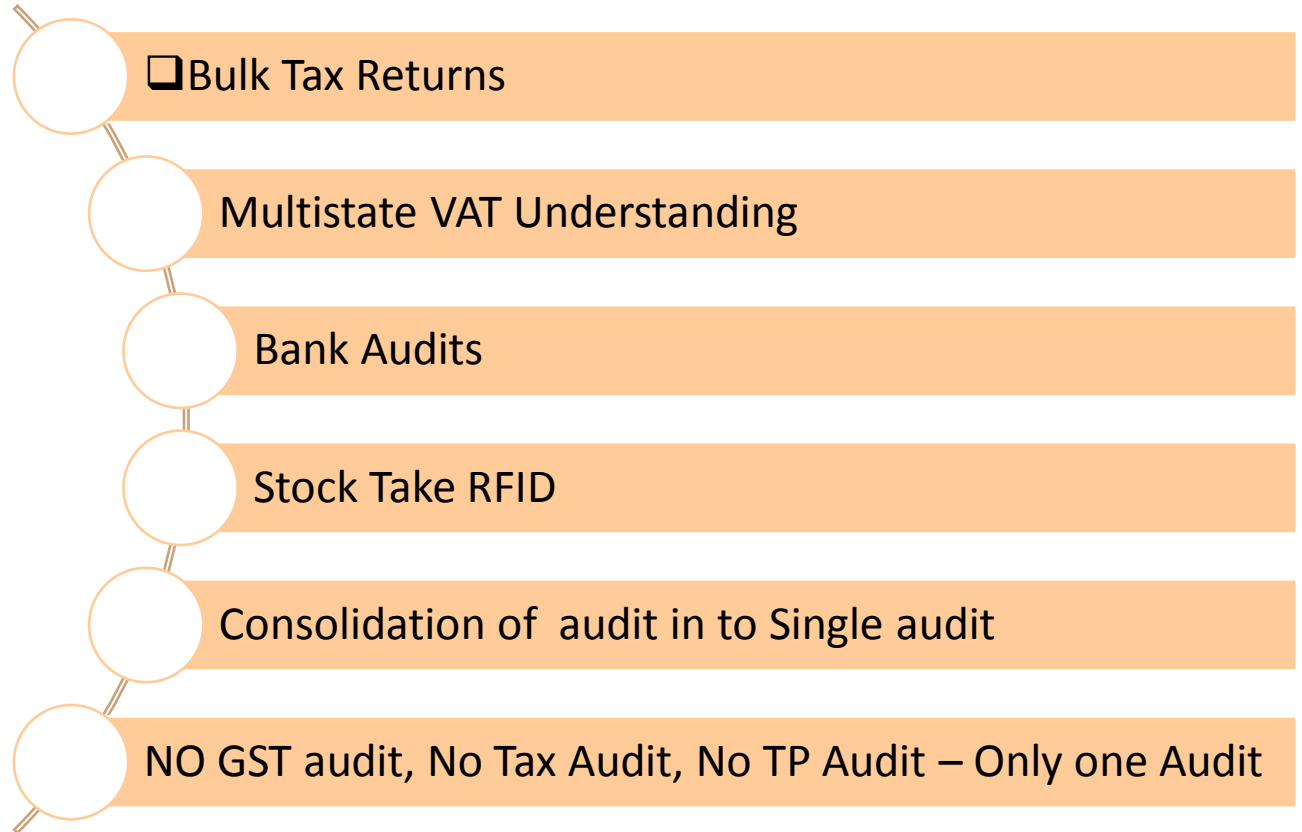
- ❑ Incorporation - Rs 1,50,000 to Rs 30,000
- ❑ Tax Scrutiny has become E-Scrutiny
- ❑ GST registration is a click away
- ❑ Search Reports are available in free websites “Tofler”
- ❑ Tax Refund is no longer a revenue
- ❑ Death of Bulk Salary returns – “I will file your tax returns, and also give you credit card – 0 payment”
- ❑ Incorporation of companies has become commoditized – 4,000 rupees incorporation
- ❑ GST returns will have an automatic death – do not do GST compliances

Audit, Accounting and Corporate law seem to be faced with disruptive trends



In the age of growing machine IQ, anything that is vaguely repetitive, will not last

Death of Old Times



We Lost but Profession Gained



- Abolition of FIPB
- New regulations of FDI - Ease of doing business
- Automatic Route increase in the sectors such as:
 - Manufacturing
 - Air Transport
 - Single Brand Retail Trading
 - Construction Sector
- FDI inflow increased
- No. of applications under approval route reduced
- Digitization of compliance for capital infusion into India - Lot of time saving
- For CA , FIPB was a better revenue than a automatic route



- Laws, returns, Assessments, Registrations, compliances, and Audit under so many laws
 - Central Excise Duty
 - Service Tax
 - VAT
 - Countervailing Duty
 - Special Additional Duty of Customs
 - Central Surcharges and Cess
- All these would be an 'unhappy source of revenue for CA firms'
- Now everything is subsumed under a single law GST.
- That apart GST audit limit raised - benefitting assesses

We Lost but Profession Gained



- Total Registered Tax payers in GST is 1.20 Crore entities
- Estimate loss of fee is 20K per registration
- Total revenue loss to professionals doing compliance work 24000 Crores



- Physical registration is an opportunity to render services and the revenue increases.
- No corruption in the process of GST registration, as it is technology savvy.

We Lost but Profession Gained



- ESI limit raised has raised
- Crores of employees benefited
- Now the same has been reduced to almost ZERO.



- GST Law – 1.3 Billion people & it was introduced with courage.
- It had 1000's of issues – Now the same has been reduced substantially.
- Complications would be good for an accountant.

We Lost but Profession Gained



- Earlier RBI reporting for FDI would consume months.
- Now RBI filings is Tech based.
- The online reporting and speedy resolution has reduced CA work & revenue substantially.



- Demo may be a success or a failure, but for sure it has got in the fear for a 'black money monger.'

8

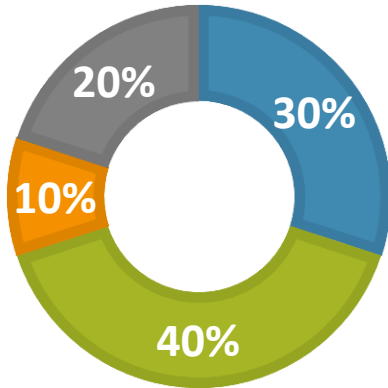
HR Strategies



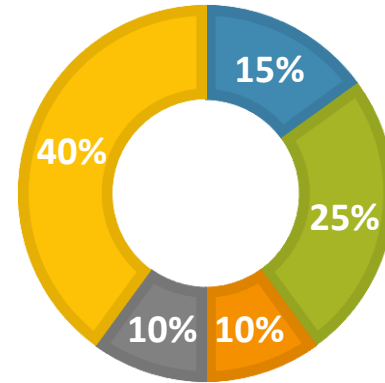
Time spent on HR

- We have to move from payroll to HR.
- It is not a month end Salary sheet activity Any more

■ Dept ■ Clients ■ SOS ■ Work

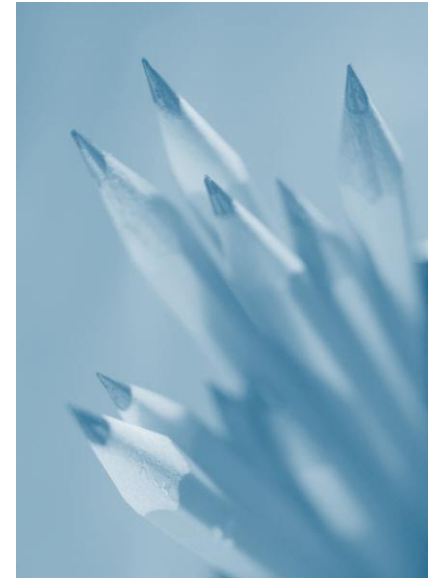


■ Dept ■ Clients ■ SOS ■ Work ■ HR



Thought 1– ibm v/s infosys | our internal branding

- Belongingness in the Organization
- Relationship of left employees
- Pride in the Organization, Creation of Culture internally
- Song for the Office
- Good News Board
- Today's Special at office
- Nostalgia book, There to here ||| Here to Where
- Vision exercise
- 360 Degree Review or Town Hall meetings



Integration of Values

Values

Criteria	Technology	Profit	Rewards	Leadership
Hiring	✓	✓	✗	✗
Sustainability	✗	✗	✓	✗
Reward			Promotion Role	
Leadership				Succession Planning

We don't get employees

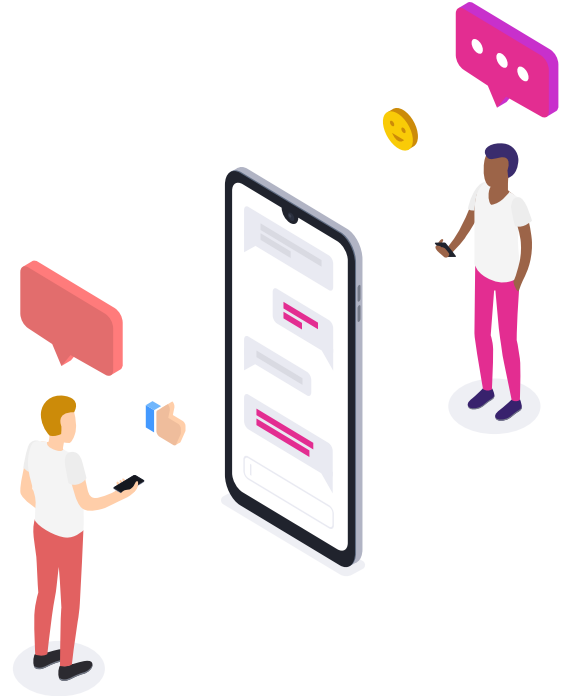
- Interviewing is an Experience
- Google forms for Interview
- Team Photo's
- How are you treated
- Security/front office
- What I see when I come for interview
- A.I Tools



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9

Tech Strategies





EMPLOYEES:

- NO SYSTEMS
- MY SENIOR HAS NO TIME
- NO INSTRUCTIONS
- SEARCH FILES

MANAGEMENT PROBLEMS

- PARTNERS IN ROUTINE JOBS
- REPEAT INSTRUCTIONS
- EMPLOYEE PROFITABILITY
- HOW TO KEEP TRACK
- CLIENT PROFITABILITY

CLIENTS

- YOU DON'T GIVE TIME
- MY WORK?
- CORRECT TALLY?
- SEND SAME STAFF

Services rendered @ a GLANCE – Solution -1

The screenshot shows a web browser window with the URL https://papilio.gurujana.com/myactions/my_projects. The page header includes the GURU JANA logo and navigation links like Home, Services, My Tasks, Admin, Vault, and Reports. The main content area is titled 'Services' and contains a search and filter form. A yellow highlight is placed on the 'Service Id/Title' search input field. Below the form is a table of services.

Services

Buttons: Add a Service, Upload Services

Status
 Active Completed Cancelled

Show only
 Priority My Services

Reason code
Please select

Client
[Text Input]
 All under this Group

Category
Please select

Start Date
Select range

Service Id/Title
[Text Input]

Buttons: Search, Reset

Go to ...

Displaying all 30 services

	Service ID	Client	Service Title	Start Date	Due Date	Status	Reason Code	Category
<input type="checkbox"/>	☆ #S383663V1743	Pathway Gains Pvt Ltd	Statutory & Tax Audit			Active		Blr - Audit
<input type="checkbox"/>	☆ #S383661V1743	Pathway Gains Pvt Ltd	Statutory & Tax Audit			Active		Blr - Audit
<input type="checkbox"/>	☆ #S383081V1743	Vardaan Advisors Private Limited	Payroll Annual Service for FY 2019-20	1 Apr		Active		Blr - Payroll

Support

Create a Service, assign task

200 Rs.

GURU JANA
QUALIFIED ACCOUNTANTS

Janakiraman S | Preferences | Support | Have an Idea? | Logout

Home Services My Tasks Admin Vault Reports

Go to ...

Services

Add a Service Upload Services

Status
 Active Completed Cancelled

Client

 All under this Group

Service Id/Title

Advanced >>
[Search](#)
[Reset](#)

Displaying all 29 services

<input type="checkbox"/>	Service ID	Client	Service Title	Start Date	Due Date	Status	Reason Code	Category
<input type="checkbox"/>	#S383661V1743	Pathway Gains Pvt Ltd	Statutory & Tax Audit			Active		Blr - Audit
<input type="checkbox"/>	#S383081V1743	Vardaan Advisors Private Limited	Payroll Annual Service for FY 2019-20	1 Apr		Active		Blr - Payroll
<input type="checkbox"/>	#S383080V1743	UDHYAM LEARNING FOUNDATION	Payroll Annual Service for FY 2019-20	1 Apr		Active		Blr - Payroll
<input type="checkbox"/>	#S383073V1743	Silergy Technologies Private Limited	Payroll Annual Service for FY 2019-20	1 Apr		Active		Blr - Payroll

Support

Waiting for papilio.gurujana.com...

Windows taskbar: 16:32, ENG

Solution 2 – individual returns

Perfios | Login - Mozilla Firefox

https://perfios.com/KuberaVault/login/

Perfios

Real Time Analysis & Decisioning

Login

Email:

Password:

I am using a public computer.

[Login](#)

[Forgot password?](#)

[Trouble logging in?](#)

[First time user? Check out the System Requirements before login.](#)

Take Perfios on the GO!
Now for Android

ANDROID APP ON
Google play

CERTIFIED PLYNT APPLICATION

PERFIOS SECURITY VERIFIED
TRUST GUARD Active 07-08-19

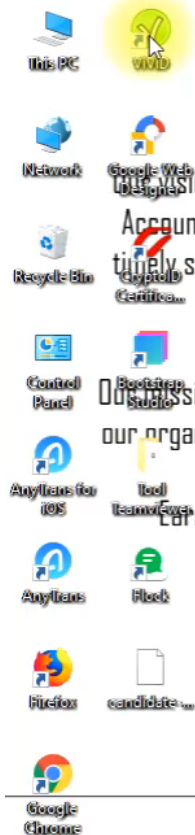
PERFIOS CERTIFIED BY TRUST GUARD
TRUST GUARD Active 07-08-19

PERFIOS PRIVACY VERIFIED
TRUST GUARD Active 07-08-19

PERFIOS BUSINESS VERIFIED
TRUST GUARD Active 07-08-19

ABOUT SSL CERTIFICATES

Solution – 3 our vivid



Our Vision

Our Vision is to be amongst the top 20 Chartered Accounting firms by 2020 through rendering of timely services and ensuring clients satisfaction.

Our Mission

Our Mission of simplicity, speed and quality through our organized work enables us to provide immense satisfaction to our clients.
Learn, we will but with dignity, joy & trust.

Our Values

Respect All, time, views & work
Our Word is a word | Hands-on

Vishwas Hai Bharosa Hai,
Saath Hum Nibhayenge
Har Kadam pe Milke Hum Badhte
Jaayenge

We Believe In Serving Honestly
We Believe In Striving Tirelessly,

Khush Hai Hum Sach Hai Hum
Our Profession's Proud of us

Kush Hai Hum Sach Hai Hum -
You Can Rely On Us

Gurujana.....

Solution – 4, Can I have a software developer with me

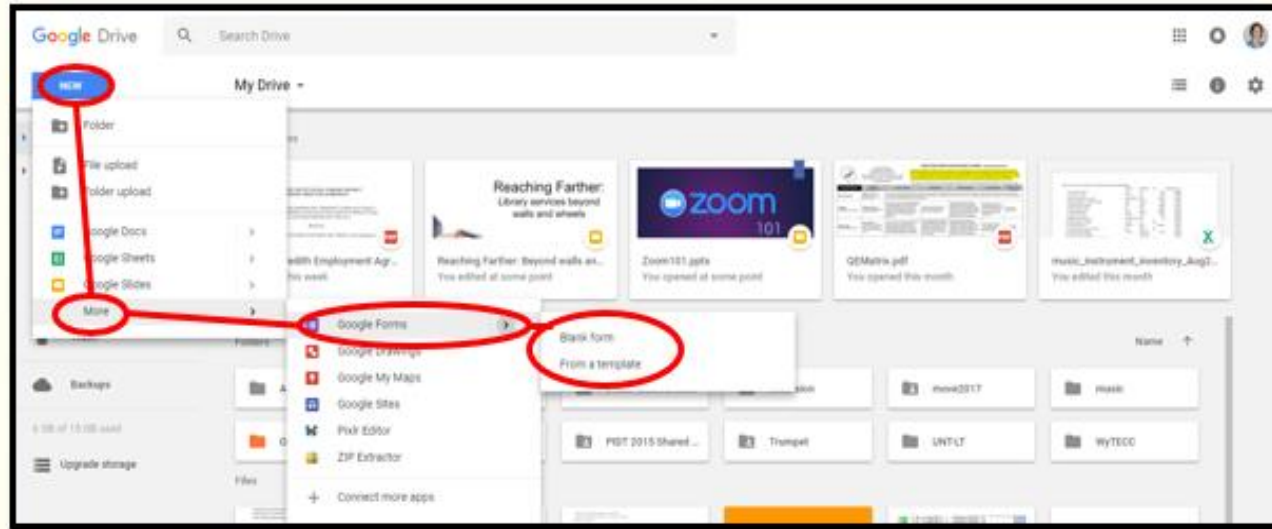


- Website in Khazak – 20K
- Tool in Kanpur – Rs 2 k
- SPOC Malaysia Rs 50 k
- Profile – Madagascar –3k
- M-Day app Madagascar – 30K
- IT Cyber audit - Spain – Rs 20K
- IT Director - Italy – Rs 50 K



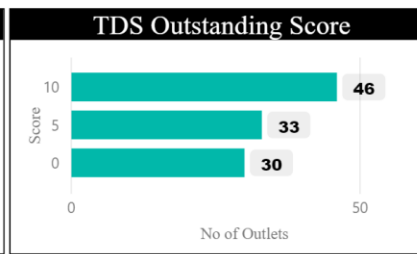
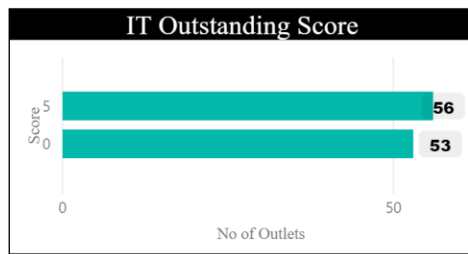
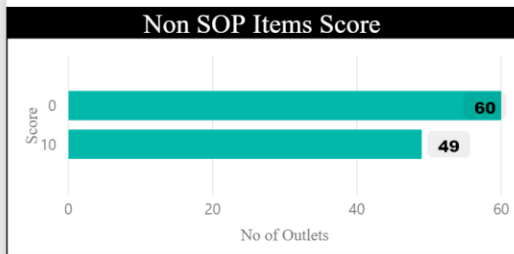
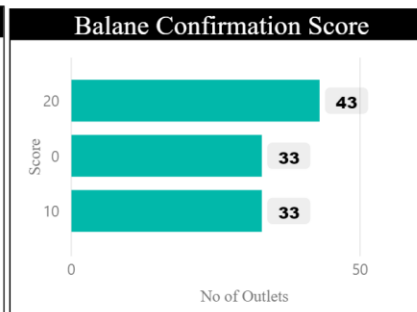
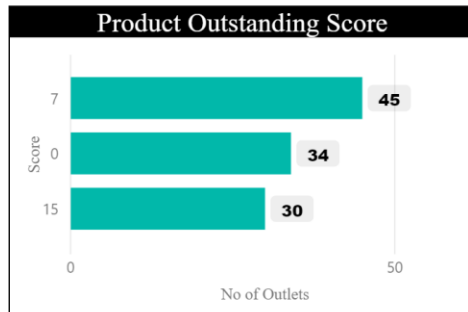
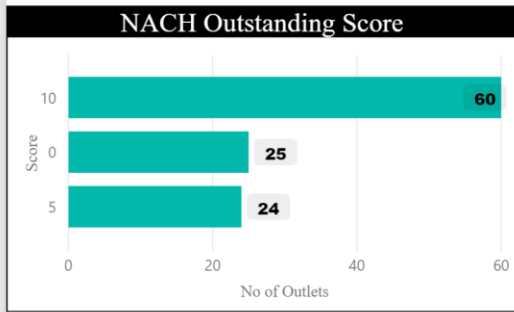
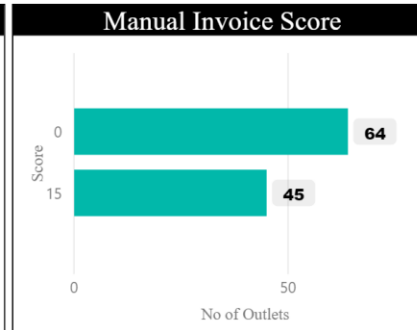
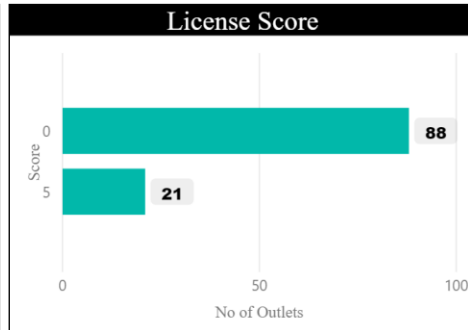
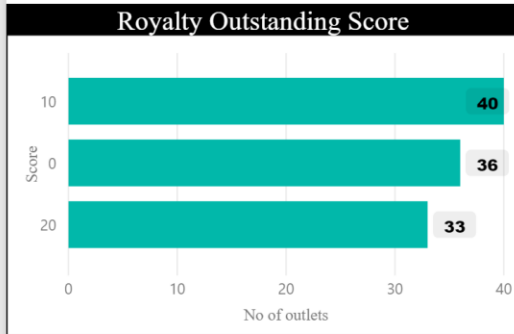
Solution -5, Minimum efforts maximum results

Creating a New Google Form



Solution -6

Master Rating Sheet



Cluster

All

City

All

ABM

All

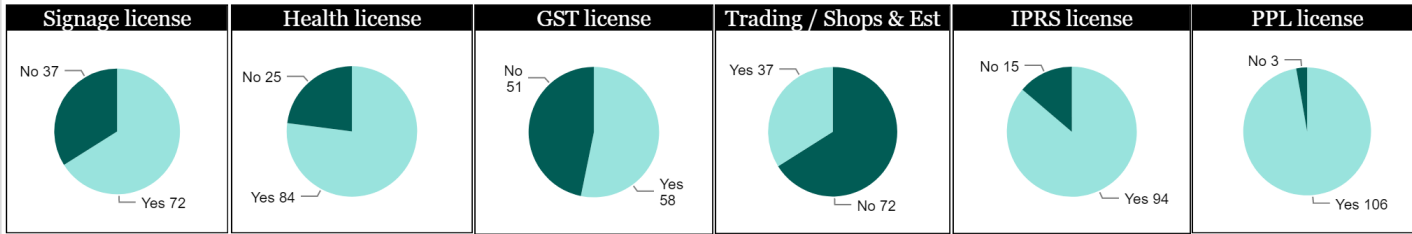
Franchisee

All

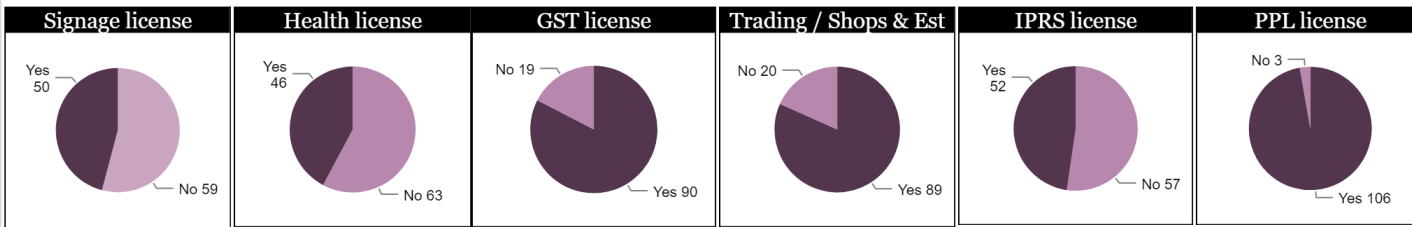
Center

All

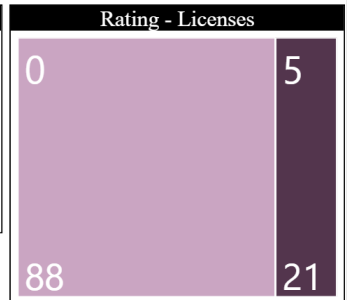
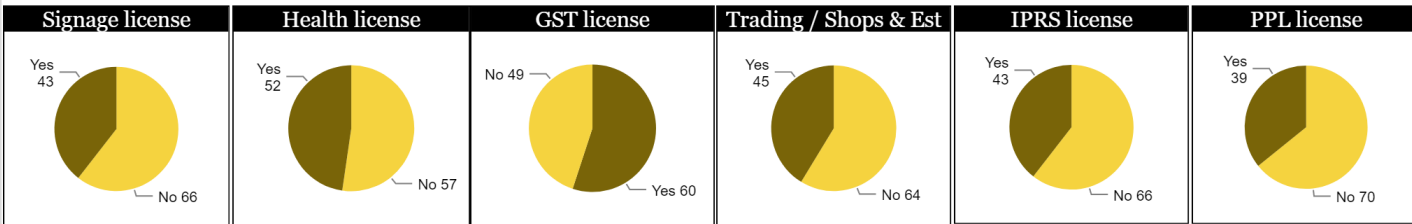
Availability of Licenses in the Outlet



Display of Licenses in the Outlet



Expiry of Licenses in the Outlet



Cluster	All <input type="text"/>
City	All <input type="text"/>
ABM	All <input type="text"/>
Franchisee	All <input type="text"/>
Center	All <input type="text"/>



KAHOOT -

▶ 10

▶ Business Strategies



Thought 1 – your clients are satisfied, give more



Are we rendering a **CONSULTING** assignment to an **AUDIT** client?



Are we rendering **PAYROLL** services to a **TAXATION** client?

The answer
is...

We don't stop here...



ARE OUR CUSTOMERS
SATISFIED?

If **YES**,
what more do they deserve

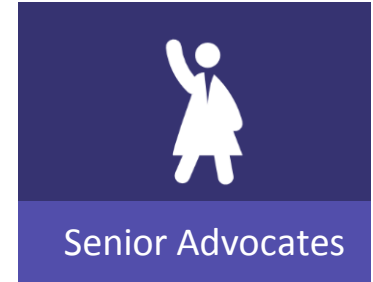
THOUGHT 2 – CAN I GET AN INFLUENCER



Large VC players



PE players



Senior Advocates

- We merged 6 years ago. Why?
- We merged a year ago Why?
- We became a network 4 years ago Why?



Corporate CFO



Independent Directors

Thought 3 – god is busy – can I help you

All you need is a contact on a CSR mode with Incubators, You have these to start with



Centre for
Innovation
Incubation and
Entrepreneurship



NATIONAL DESIGN
BUSINESS INCUBATOR

Head
Start!
network

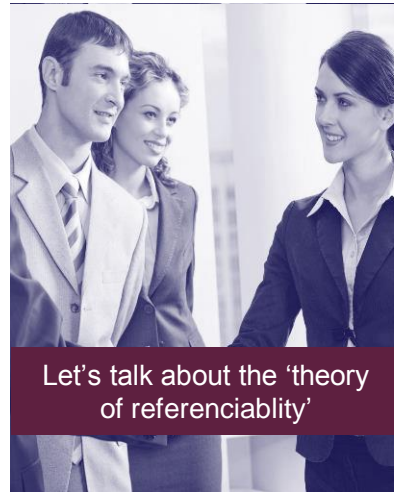
GUILTY | CPA | PASTURE | FINANCE MAN
BACK TO PRACTICE | INDIA- \$\$\$\$\$

THOUGHT 4 - ego is a fascinating monster



- Usually ego comes and everything else walks out
- But in our world ego buys you business
- Innovative Interventions in your profession can be a good experience of satiation
- Double advantage **Learn too** + Business too

Thought 5 - the Ripple Effect



Thought 6 – over crowded specialist

CAN I GO OUT AND GET WORK



- Trade offices, trade associations are important
 - Embassy Office
 - Trade Commission
 - Trade delegation is not just travel industry

Thought 7 – brand building



Make a statement and ask me how

- Writing ICAI publications
- 1st in a billion
- paper less and open offices
- You can see my server



You have his blessing – he has accepted your donation



Budget updates
Daily updates
Circular to clients

Sensory over load

Thought 8 – market place – target is narrower

- Review of listed Companies Balance sheets
- DIN number, and Company identification route
- Security charges are high, Courier Costs are high
- Exchange rate is high,
- How to get ICAI award for the best Balance sheet
- Hand written invites and letters – do you remember the Inland letters
- Provident fund refund has not come
- Competitors balance sheet for Rs. 100.

Thought 10 | industry specialization



I can speak Japanese. I only understand Germany

Thought 11 – corporate moving to entrepreneurship

- India is the country with the largest number of entrepreneurs
- Niche Service can be provided only to this segment
- You do not need a Finance Department, I will Sign your Cheques also
- Corporate world is a world of EMI's let me start on my own

Thought 13 – let me know your pain

- ❑ Statutory audit – I am your Pain
- ❑ Reporting structure, TDS returns,
- ❑ Asset verification [Android phone] can do the verification – Global players and Indian Fortune companies, growing at great pace
- ❑ Kurlon Case of the Fax Machine. [Reported case in IIM]
- ❑ Stock verification – No one wants to do it [Technology scanner]

Thought 14– Infrastructure is to be great

- Training – youtube and Google forms
- Facilities and you stay more in the office than at home
- What is our investment in the office
- Infrastructure is important



Thank you....

