

ACCOUNTANTS, BOOT CAMP™

Discover how 6,500 Accountants
around the world are
transforming their practice,
multiplying fees,
improving their lives,
and having fun doing it...

Every journey begins with a single step...



A Message From Our CEO



Ric Payne, CEO
Principa

Hello,

I'm often asked the question what does Principa do?

My answer is quite simply... we help accountants around the world build and run better practices.

To put that another way, we help accountants build a firm that is more productive, more fun, more profitable and more valuable.

Let me explain what that means by recounting a story I think you'll find interesting.

You might even find that it's disturbingly close to home for you.

It's about you, the relevance of what you do, the lifestyle options your practice allows you to have and, dare I say, the level of enjoyment you are getting from your work as an accountant in public practice.

Last October I was re-acquainted with a gentleman who had attended an Accountants' Boot Camp™ that I conducted in 1998. We'll call him Mike.

His story is one that I have heard in various forms time and time again.

When he and his partners returned from the Boot Camp they acknowledged that they were not at all happy with the work they were doing, several of the people they were working with, or many of their clients.

They were also disappointed with the income they were earning and they had not had a proper vacation for as long as they could remember.

In his words "it was not a pretty picture."

He had seriously thought about getting out of public practice but he felt trapped. All his training and experience had been in public practice. He had equity in the firm that could not be easily sold—his partners were not interested in buying more equity because they felt like him. There were also very few employment opportunities in his community for someone with his skills and experience.

He had achieved partner level at a relatively young age and when he thought about another 15-20 years of "doing the same thing" he was almost traumatized.

Now, five years on, things are quite different for Mike and his partners. They decided that if they want to have a different outcome from their accounting business they needed to change the way they managed it.

As a result of implementing a number of specific initiatives that flow from a Principa concept we call the Practice Equation, Mike's income last year was close to \$375,000 and he was able to take 10 weeks vacation.

In addition to making a lot more money he now really enjoys going to the office. He enjoys the people he works with. The culture within his office has been transformed into a cooperative, positive, optimistic, energetic, winning environment. In short, the practice is more productive, more profitable, more valuable and more fun. *What else could you possibly want from your business?*

It has always amazed me how wide the gulf is between the best performing firms (measured in terms of profit per owner) and the rest. Typically the "best" are achieving twice what the "rest" are.

This is despite the fact that they're all servicing essentially the same type of clients, using the same technology and the same skill sets from more or less the same type of employees. The best performers are not always the biggest firms, in fact there is very little evidence of economies of scale in the accounting services sector.

Here's a snapshot of the characteristics of the best performers.

- > Net profit per owner is well in excess of \$200,000.
- > They consistently achieve double digit revenue growth.
- > Net profit margin (before owner compensation) is in excess of 35%.
- > They adopt an organization structure along 'corporate' lines in which ownership, leadership and management are clearly separated.
- > They are willing to make an investment to build a strong future for the firm and they utilize creative means to compensate near-term retiring partners if long run investment initiatives lead to a short term profit decline.
- > They charge higher than average fees for the services they offer and they creatively bundle services in a way that enables them to effectively differentiate their services in a crowded market.
- > They carefully select their clients and purge their portfolio of low value contributors so that they can deploy limited resources in the service of clients who value what they do and are strong advocates of the firm.
- > They educate their clients and show them the relevance of their financial statements to running a more profitable business which in turn gives them a greater appreciation of the value of the work done by their accountant.
- > They experience high levels of quality referrals from their clients and utilize systems to drive this.
- > They understand how to sell non-compliance services to clients but very clearly understand the critical role that compliance services play in their business model.
- > They have lower than average employee turnover and have a higher employee to owner ratio (typically >7:1). They focus hard on achieving a constructive culture in which people are both encouraged and helped to realize their full potential.

- > They are strong users of leading edge technology.
- > They are genuinely enthusiastic and passionate about their work, their firm, their team, and their clients.

What's interesting and encouraging about this list is that everything on it is something that can be addressed by you (in fact, by any firm).

And that's where Principa can help you.

We've created a suite of tools and resources that will help you take your firm from good to great. You'll benefit from the work we've done with literally thousands of accountants around the world. We know what works and what doesn't. That translates to your learning curve being much less steep when you work with us.

The Accountants' Boot Camp™ is designed to get you focused on key issues WITHIN your practice. Issues like: how to win quality clients; how to defend your client portfolio from aggressive competitors both within and outside the profession; how to create systems for your practice to leverage your time; and how to offer value-added services as part of your compliance service.

And the big one... how to find and keep really good people, how to energize and empower those people and how to decrease the number of hours you work per week—all while increasing your profits.

I've been working with the accounting profession since 1974 in a variety of roles. As a university professor I was involved with teaching and research. I subsequently went into public practice as one of two partners in a tiny firm that we grew from \$120k to \$298k in just over three years. I merged that firm with a \$1 million firm and, with 4 other partners, built it into a \$3+ million practice over a 5 year period. Since 1992 I have conducted 74 Accountants' Boot Camps and worked with over 3,500 practices and more than 7,000 partners in 6 countries.

Everything I have learned from the many, many talented people I've had the pleasure and honor of working with is encapsulated in the Accountants' Boot Camp™ and Principa's suite of tools and resources.

Our goal in Principa is, quite simply, to help you create a practice that will enable you to

repeat the words of one of our clients, Michael O'Kelley.

In a note to us he said ...

"There is nothing more gratifying than seeing your plans and aspirations come to life. Perhaps more to the point, there is nothing more professionally gratifying than to have your clients tell you how much they appreciate the work you do for them AND being so willing to strongly refer you to their friends and associates."

Michael's words capture the essence of what we are all about. We want to help you realize your full potential as a professional accountant. We want to help you create a firm that your clients truly value, one that they are willing to refer to their friends and associates. We want to help you get your "zest" back for what you do. We know that will mean a bigger bottom line for you but we also know that at the end of the day, your reputation is the ultimate measure of professionalism.

Please take a few moments to read this booklet to discover more about the Accountants' Boot Camp™ and what your colleagues are saying about Principa.

In these rapidly changing times, opportunities abound – no matter what the state of the economy. In a struggling economy you have the opportunity to help your clients survive and in a strengthening economy you can help them grow and prosper.

I'm certain there are good times ahead for this profession. Just how good will depend entirely on how aggressively you seize the moment.

With that in mind, I urge you to seize this opportunity to work with Principa and reap the personal and professional rewards for many years to come.

I very much look forward to working with you.



Ric Payne
CEO, Principa

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What it is and what it is not

The Accountants' Boot Camp™ is a very different process to anything you are likely to have experienced.

The Accountants' Boot Camp™ is NOT a motivational seminar or an ordinary CPE program. But you will be motivated and you will earn CPE credits.

It starts before the actual three-day live-in training takes place and continues well past when we say our good-byes at the end of those three days.

The Accountants' Boot Camp™ in a Nutshell:

The main reason the Accountants' Boot Camp™ stands out and has had such a dramatic impact on thousands of firms around the world is that our total focus is on making certain you get real and lasting results by implementing a proven change management program in your practice.

It is important to also understand that we have made some very significant changes to the program that make it far more relevant and useful for people who are happy offering traditional compliance services but who want to do that more effectively and more profitably.

In fact we have totally re-designed the old Accountants' Boot Camp™ program with this goal in mind. The three-day live-in program, the resources and tools set and the support process that is linked to the program has been tailored to the needs of a traditional compliance focused practice.

At the same time we have built from the ground up a totally new Business Advisors' Boot Camp™ to accommodate the needs of those people who want to expand their skills and services into the business consulting arena.

Your Turn-key Solution: Systems

You've probably attended programs in the past where you are exposed to great ideas, but when it comes to implementing them in your practice, you aren't given the "how-tos" or any form of implementation support.

That's where the Accountants' Boot Camp™ is different. It offers a step-by-step system of resources including software, video and audio training programs that are linked to turn-key processes that help you identify and maximize the hidden growth potential in your practice.

Support

The discipline to make it happen

After the Accountants' Boot Camp™, you will receive 4 weeks of proactive consulting support from our Practice Development Advisor team that will help you get really focused on the things that you need to have in place to start building a great business. We have worked with nearly 3,000 accounting firms around the world so we know what makes your business tick. We have seen first hand what works and what doesn't. This experience is invaluable.

The objective of the consulting support phase of the program is to hold your focus and provide you with specific advice on how to deal with the barriers and challenges that arise. After all, with more than 6,500 accountants from more than 3,000 firms who have been through the program, there's not much we haven't seen before.

You will also have access to Boot Camp alumni around the globe through the Principa website. Additionally, Principa offers advanced training and refresher programs that are directly relevant to the ongoing development of your practice.

The Accountants' Boot Camp™ could very well be the vehicle to make your next ten years your most profitable and successful yet. And what's more, your investment is secured by a 100% money back guarantee.

What you can expect

Sample Agenda

This sample agenda will give you an idea of the breadth of the program... however it doesn't give you an indication of the depth. You will be staggered by what many say are pure revelations to them. And you'll be equally impressed by the depth of the systems you take away with you from the Accountants' Boot Camp™.

1. The **value equation**: the steps to building your practice
2. The practice equation—what it means and why it is pivotal to your success
3. What the **firm of the future** will look like
4. How to make a **good firm great** in 3 simple steps
5. Your **mindset**, mission, vision and values
6. Starting with the end in mind: creating a vision that defines your operational initiatives
7. The 6 drivers of **practice profitability**: from the numbers to the numbers
8. Leading the **modern firm**: roles and responsibilities of leaders and managers
9. Firm **culture** and its impact on bottom line performance
10. Building a high performance team – **pride** as the primary motivator
11. Implementing and managing **change**
12. Understanding **business strategy** for a professional service firm
13. How to **differentiate** your firm in a crowded market
14. The 4 ways to **grow your business**
15. Developing firm **performance** standards
16. **Systemizing** your practice + designing service bundles
17. Client **selection** criteria: analyzing your client base and prospects in new ways
18. How to build a **loyal client base** that systematically advocates your practice
19. Developing and using a **Client Needs Analysis** system
20. Implementing a **value pricing** methodology
21. How to **sell** professional services
22. The 8 steps to **transforming** your practice.

“Our organization has worked with Ric Payne and his associated companies for the past decade and we are 100% behind Principa’s driving objective of helping CPAs and Consultants make a real difference in the lives of their small to mid-sized business clients.”

John Dunleavy, Executive Director,
California CPA Education Foundation

your practice, multiply your fees, and have fun doing it!

Before The Accountants' Boot Camp™ Vision

Before you even attend the program, the team at Principa begins working with you and your firm. When your registration is accepted, a number of things will happen...

You'll be asked to complete an in-depth questionnaire. This pre-Boot Camp questionnaire is designed to focus you on some important issues in your practice. More than that, it enables us to make certain that the program is tailored to your practice situation and needs.

Next, you may participate in an optional 60-minute conference call with your assigned Practice Development Advisor. This process not only helps you quantify your practice goals, but your responses help the post-Boot Camp consulting team customize the support process to fit you and your firm's unique needs. Most importantly, that means your firm will get the best support possible and therefore the greatest value from your Boot Camp experience.

Strategy The Accountants' Boot Camp™ During

The three-day live-in part of the Accountants' Boot Camp™ is high impact and very intense. Sessions go from 8:30 each morning until at least 9:00 at night. In terms of actual hours expended, it's almost equivalent to a four-day program. You'll be working hard, make no mistake about that. During the three days, you'll experience an interactive program unlike any other you have attended.

Although the Boot Camp is focused on equipping you to run a better and more profitable practice that offers traditional services, you will find that the hundreds of strategies and ideas that you are exposed to will be just as applicable to most of your clients' businesses as well.

After The Accountants' Boot Camp™ Results

Unlike traditional programs, when the three-day live-in part of the Accountants' Boot Camp™ ends, your firm is assigned a Practice Development Advisor to help ensure that not only do you take great ideas away from the program... but that you also implement them. Principa strictly limits the number of firms at each Boot Camp so that we can properly support each firm.

Your team of Practice Development Advisors provides you with specific advice on how to deal with the questions and challenges that can arise during the 4 week implementation period. This will give you a great start but we're sure that if you are like most other firms that have been through the Boot Camp process you will want to keep the "energy flowing and the process going" as one of our clients described it.

You will do that by becoming a member of the Practice Development Group of the Principa Alliance. That will entitle you to a full 26 week support process and will equip you with a suite of tools and resources that will underpin the growth of your "new" practice. As a member of the Principa Alliance you will be amongst the many firms who have elected to join the world's fastest growing network of independent accounting and business advisory firms.

As a member of the Practice Development group you will have access to an enormous knowledge base of practice development materials and processes which, amongst other things, include analytical software and marketing collateral. You will also enjoy continuing access to the experience of member firms around the world through our web network—www.principa.net

The Accountants' Boot Camp™ is much more than a three-day program. It truly is a PROCESS.

Best of all, it works.

What your colleagues are saying about the Accountants' Boot Camp™

"Integrity in business AND we've doubled our revenue!"

"We made our decision based on the integrity we see in your organization (that made it easy). You've confirmed my belief that your mission is to make a difference in the small to medium business market through CPA firms. We're on the same page and I believe our rewards will come naturally if we help others. Since attending Boot Camp my practice revenues have doubled. You've helped me address the Failure To Implement challenge and I am very excited about our affiliation with you."

Jeff Miller, Miller and Company P.C. Georgia, USA [Foundation Member]

"...a rewarding partnership."

"Every now and then we need to step back and reflect. Out of curiosity I revisited my 'pre Boot Camp' (2000) numbers and compared them to my 2002 results. Firm-wide fees are up 74%, my team is 57% larger, billable hours are up 39% and best of all, Partner Billable hours are DOWN by 30%. Hard work and an open mind can make a difference and I am sure we are headed in the right direction. It's been a rewarding partnership. Thank you."

Kevin Niedoba, Niedoba and Associates, New Jersey, USA [Foundation Member]

"Priceless opportunities for my family"

"Pre-Boot Camp my partners and I were less than thrilled with public practice. And so, it seems, were our team (although we didn't know it at the time). When we finally made the decision to implement the Boot Camp Practice strategies we changed our lives and theirs. As a result, I was able to take many weeks vacation last year, and more importantly, because of that and the better financial returns we now enjoy, I've been able to help my daughter follow her dream. She has just spent four months training with the German National Ski Team. Did the Boot Camp give us a return? You bet it did. A priceless one at that."

Lindsay McClean, Malloch McClean, New Zealand

"Rewards way beyond financial success!"

"Boot Camp is many things: vision, motivation, innovation, practical tools, technology and support. What you do with these things after Boot Camp can dramatically change the way you run your practice, work with your clients and live your life. The Boot Camp philosophy of adding value with everything you do for your clients and for your team members will reward you way beyond financial success."

Maria Berntson, Daniels, Phillips Bock and Vaughan, California, USA [Foundation Member]

"\$500k each year in new fees & more to come!"

"I can trace 72 new business clients to the seminars we've built around your consulting protocols, KPIs, benchmarks, trend analysis and what-ifs etc. That works out to annual fees of around \$500,000 this year and every year... with more to come. You are a visionary and the keeper of the CPA soul."

Michael O'Kelley, Palius + O'Kelley, California, USA [Foundation Member]

your practice, multiply your fees, and have fun doing it!

Your investment – What it includes

Your investment in the Accountants' Boot Camp™ process includes a number of very specific and valuable services.

You'll participate in the pre-Boot Camp support processes to prepare you to start working on your practice in different ways. That includes the in-depth questionnaire designed to tailor the process and support to your firm's needs. Additionally, at the Boot Camp, you'll take away:

- > The Accountants' Boot Camp™ Session Notes
- > The Practice Development Process
- > The Accountants' Boot Camp™ Highlights Audio Album
- > FirmPlan™ Practice Planning Software
- > 23 CPE Credit Hours*
- > 4 Weeks Consulting Support (ongoing support beyond the initial 4 week period is available to you when you join the Principa Alliance as a member of the Practice Development Group)

Your investment includes a minimum of 4 weeks consulting support to ensure you implement the ideas and strategies you'll learn at the Boot Camp. This will include proactive follow-up guidance and coaching by our consulting team.

If you are like most firms, you'll want to extend that support for the lifetime of your practice by choosing to invest in an optional suite of powerful practice development resources (see photograph at left) and electing to become a member of the Principa Alliance.

* Subject to State approval.

5 Common Reasons

why accountants attend Boot Camp

(check (✓) those that apply to you)

- I'm tired of seeing my bottom line slowly erode away despite working harder.
- I'm looking for a sustainable competitive advantage that will enable me to differentiate my firm in the eyes of my existing and prospective clients.
- I'm interested in finding ways to expand and enhance the range of services I'm offering to my clients.
- I'm certain that there are opportunities for me to exploit that will dramatically improve my practice but I'm not sure how to take advantage of them.
- I'm finding it hard to attract and retain the type of people I need to build my practice and I know that I have to do something different.

Does your firm qualify?

We want you to succeed. From the Boot Camp processes you'll have the mindset, the systems, the strategies and the support you need to do that.

In fact, many firms report they recovered their investment within 90 days after Boot Camp. Having said that, the Accountants' Boot Camp™ isn't for everyone. It does involve a significant investment of your time but it is an investment that will repay you many times over for years to come.

We don't make these claims lightly. It wouldn't make sense for us to do so. Everything about the Accountants' Boot Camp™ process is designed to ensure that our clients succeed.

That's why Principa backs up your investment with a 100% money back guarantee.

It is also why we only accept a limited number of firms to each Boot Camp. This ensures that we can provide each firm with the level of one-on-one support it needs. To be accepted into the Accountants' Boot Camp™, there are a few important selection criteria you and your firm will need to meet. You must:

- > Have an open mind. Some of the philosophies you'll be exposed to will be dramatically different to those you may be used to.
- > Be prepared to enter into a mutually respecting and demanding partnership with us. We'll push you, stretch you, cajole you and demand the very best from you. We expect you to do the same.
- > Agree to invest at least four hours per week of your time exclusively on Principa-related activities in your firm in each of the four weeks of proactive support.
- > Involve at least 50% of your partners in the program over time. You will need the freedom, support and commitment to implement Principa's processes and strategies.
- > Have the willingness and courage to change the way you have been doing things.

Why Principa guarantees everything Guarantee

It's a Core Value: It's important for you to know that Principa has guaranteed everything it has done since its inception. That's because we believe we should. Frankly, we believe it's the only way to do business.

It imposes commitment: Operating with a guarantee also means we make it our business to ensure what we deliver is, in fact, great material, always delivered in an exciting and stimulating way.

So, if that doesn't happen—if your perspective is that we didn't do that by the end of the three day live-in process—just tell us before leaving and your tuition fee will be promptly and completely refunded.

What does it all mean Very simply, it means that the only thing you CAN do as a result of participating in the Accountants' Boot Camp™ process is gain. If you feel you haven't experienced everything we claim then your tuition will be refunded without question.

Not more than one percent of the thousands of people who have attended the Boot Camp have said "the process isn't for us at this time." Of course it may not be for you but if that is the case you can relax knowing that your investment is 100% protected.

your practice, multiply your fees, and have fun doing it!



What your colleagues are saying about Principa Alliance Membership

“Principa is producing the Holy Grail!”

“Principa continues to provide tools and resources that can easily be utilized by busy professionals. Tools that enable them to REALLY do Business Development work. For those of us in the profession that really want to make a difference to our clients business and their life, Principa is producing the Holy Grail.

Brad Sewell, Bradley Sewell & Co, NSW, Australia [Foundation Member]

“Support team the best in the business.”

“Your support people are among the best in the business! Your team members should be acknowledged for delivering truly superior customer service. The friendliness and accuracy with which they have answered all of our needs has been great.”

Larned S. Whitney, California, USA [Foundation Member]

“My client said JOIN!”

“Before I joined the Principa Alliance I entered a client's data into the GamePlan™ software and sent him the Management Reports to get his thoughts. He called me the very next day and said just one word... ‘JOIN!’”

Cliff Jenner, Clark Jenner, United Kingdom [Foundation Member]

“34,800 in two weeks!”

“Since our meeting just over a month ago I've been following your suggested approach for introducing our services to new clients. After meeting with just two prospects, we converted them both! \$34,800 in new fees is QUITE A RESULT in any language. It's so much easier to get to 'yes' with this new approach. Thank you—it works!!”

Mike Amspacher, Amspacher and Svendsen, WA, USA [Foundation Member]

“No longer ‘just’ a tax planner”...

“Last night I presented GamePlan™ graphs to seven partners of a firm of lawyers. I was invited to the meeting to talk to them about year end tax issues but I was able to blow them away with a discussion about many management issues that were not apparent to them before. All this was possible because of a few hours I spent entering 5 years historical data into GamePlan™. The result... this firm has been a client of our firm for 14 years, for the first time they now think I am more than a tax planner.”

Philip Arnfield, Arnfield and Associates, SA, Australia [Foundation Member]“

“2 new clients yields \$40k in new fees!”

“Recently we signed up two clients into our fixed price annual set of services which yielded the practice \$40k in additional fees. Needless to say GamePlan™ was a central feature of the services to be provided and this example is typical of the success we enjoy through our Principa Alliance membership. Not only is GamePlan™ instrumental in lifting the level of our service capability it is a great selling tool through its analysis (and presentation) of a prospects past year's performance. Keep up the great work Principa!”

Kerry King, Prudent Accountants, QLD, Australia [Foundation Member]

principa | alliance
MEMBER

The Principa Story

Principa was created solely to turn the challenges facing the accounting and business advisory profession into opportunities for forward thinking firms.

Turn back the clocks to 1992 and you would see an Australian company about to embark on a worldwide mission to change the accounting profession for the better. That company was Results Accountants' Systems and it was co-founded by Ric Payne, CEO of Principa. The program that revolutionized the accounting profession around the world was the Accountants' Boot Camp™.

For more than a decade, the Accountants' Boot Camp™ has been instrumental in helping accountants all around the world build a more profitable practice, enjoy higher levels of professional satisfaction and deliver more valuable services to their small and mid-sized business clients.

Since the first Boot Camp program in 1992, more than 3,400 accounting firms (approximately 6,000 people) around the world have learned how to build a better practice through the Accountants' Boot Camp™ and are using the Boot Camp™ tools and resources in their firm and with their small and mid-sized business clients.

Ric Payne is a veteran of more than 74 Boot Camps and has trained more than 6,000 accountants around the world in how to run a better practice. He was voted as one of the "Top 100 Most Influential People in the Accounting Profession" by US based magazine, Accounting Today, he is a CPA, MBA and up until 1992 was a partner of a successful accounting firm in Northern New South Wales. During that period, he helped quadruple the firm's revenues by using the same business building techniques and practice profit strategies you'll learn at the Boot Camp.



Principa co-founder **Kerry Pickering** has been helping re-engineer the accounting profession for the past 7 years and has worked with hundreds of firms worldwide in the development, delivery, implementation and support of value-added services and practice systems. Prior to that, Kerry worked with the Australian government as an advisor to small-and medium-sized businesses where she gained invaluable insights into the challenges facing business owners and their advisors as they work together to improve their organization and grow their bottom line.



Global Principa... a Global Network

Principa Alliance members enjoy a truly global network with hundreds of member firms located throughout North America, Asia Pacific and the United Kingdom. Your firm can benefit too when you tap into the collective experience and brainpower of the world's fastest growing accounting and business advisory network.



principa | alliance
MEMBER

your practice, multiply your fees, and have fun doing it!



The Principa Alliance:

The Principa Alliance is a global network of accountants and business advisors.

We provide the mindset, training, tools, methodologies and marketing support to help accountants and advisors build a more valuable practice and make a real and positive difference to the lives of their clients, their team members and themselves.

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