

# **Awareness: Build It and They Will Come**

**Business Marketing Association  
Marketing Masters Luncheon  
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# Background on Grant Thornton LLP

- U.S. member firm of *Grant Thornton International*
- audit, tax, advisory services
- **target prospects:** public & private companies, from high potential entrepreneurial businesses through the Fortune 100. Also significant NFPs and health care providers.
- **decisionmakers:** CFOs, CEOs, boards, controllers, tax directors, other C-level executives

# Marketing Goal: grow market share

## Marketing strategy

- ☑ build brand awareness
- ☑ generate leads
- ☑ help find ways to close new business

# What is a brand?

**“Ultimately... a brand is the things people say about you when you're not there.”**

– Jeff Bezos, Amazon.com



# What do we want people to say about Grant Thornton when we're not there?

- personalized attention, superior client service
- resources in 100+ countries
- you get better service from people who like what they do

**“Find out how it feels to work with people who love what they do.”**



# Grant Thornton brand awareness

*“When you think of accounting firms, which first come to mind?”*

	<b>2001</b>
PwC	41%
EY	45%
DT	42%
KPMG	37%
<b>GT</b>	<b>5%</b>
BDO	3%
RSM	2%

***Why Brand Awareness is important...***before the sales call

I don't know who you are.

I don't know your company.

I don't know your company's product.

I don't know what your company stands for.

I don't know your company's record.

I don't know your company's reputation.

Now – what was it you wanted to sell me?



# Client's Buying Cycle

**Develop  
Awareness**



**Spark  
interest**



**Create  
Desire**



**Motivate  
\$ Action**

**Brand  
familiarity**

**Information of value  
Get appointments**

**Tailored solutions  
Persistence**

**Reasons to buy now**

- Advertising
- PR/publicity
- Newsletters
- Website
- Mail

- Networking
- Seminars
- Events
- Webcasts
- Mail + call

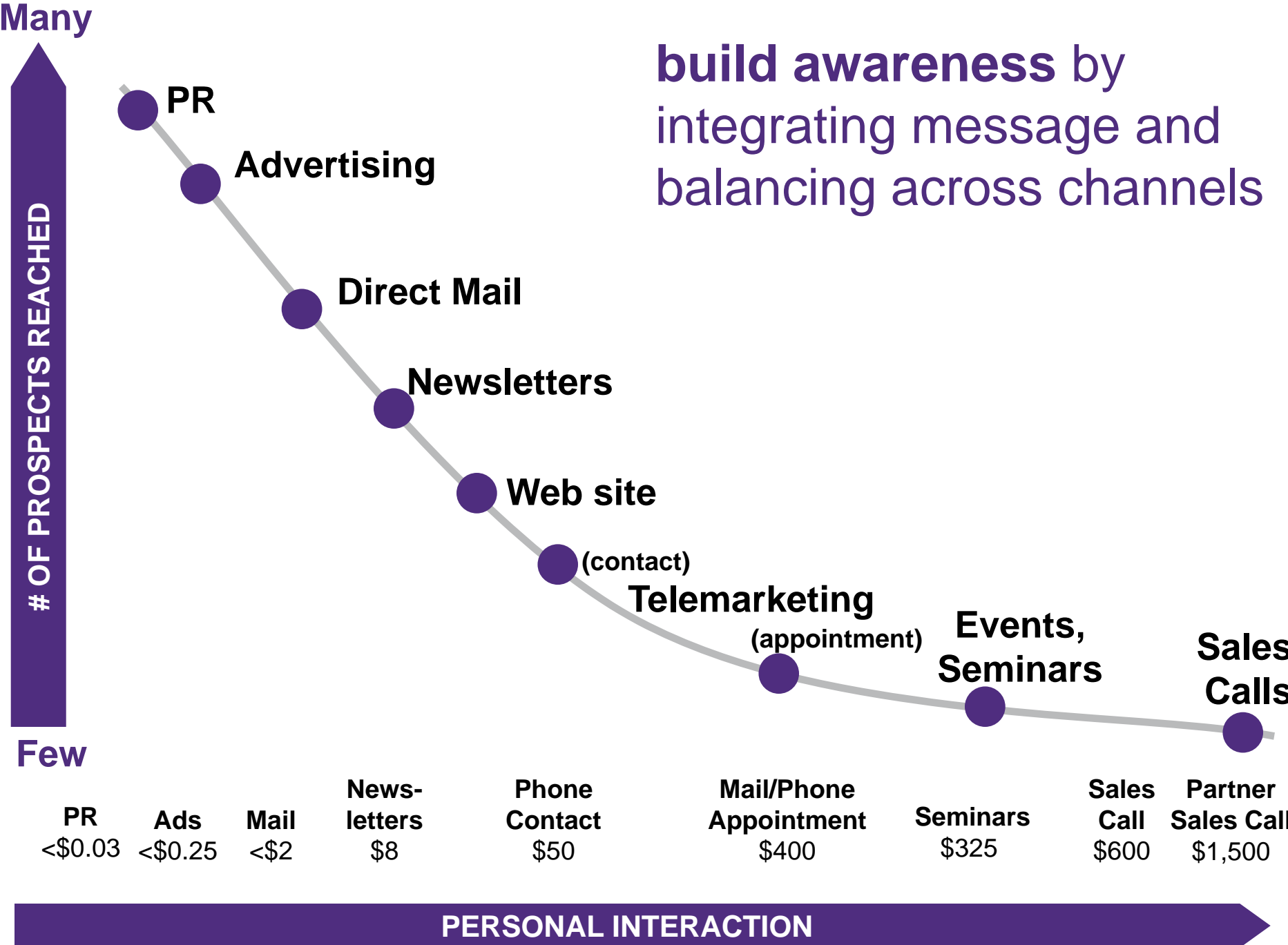
- Build relationships
- Ask questions
- LISTEN!
- Qualify opportunities

- Scoping, pricing
- Sales strategy
- Provide reasons to buy now

**Marketing programs  
build your brand**

**Selling resources close sales**

build awareness by  
integrating message and  
balancing across channels



# OF PROSPECTS REACHED

Few

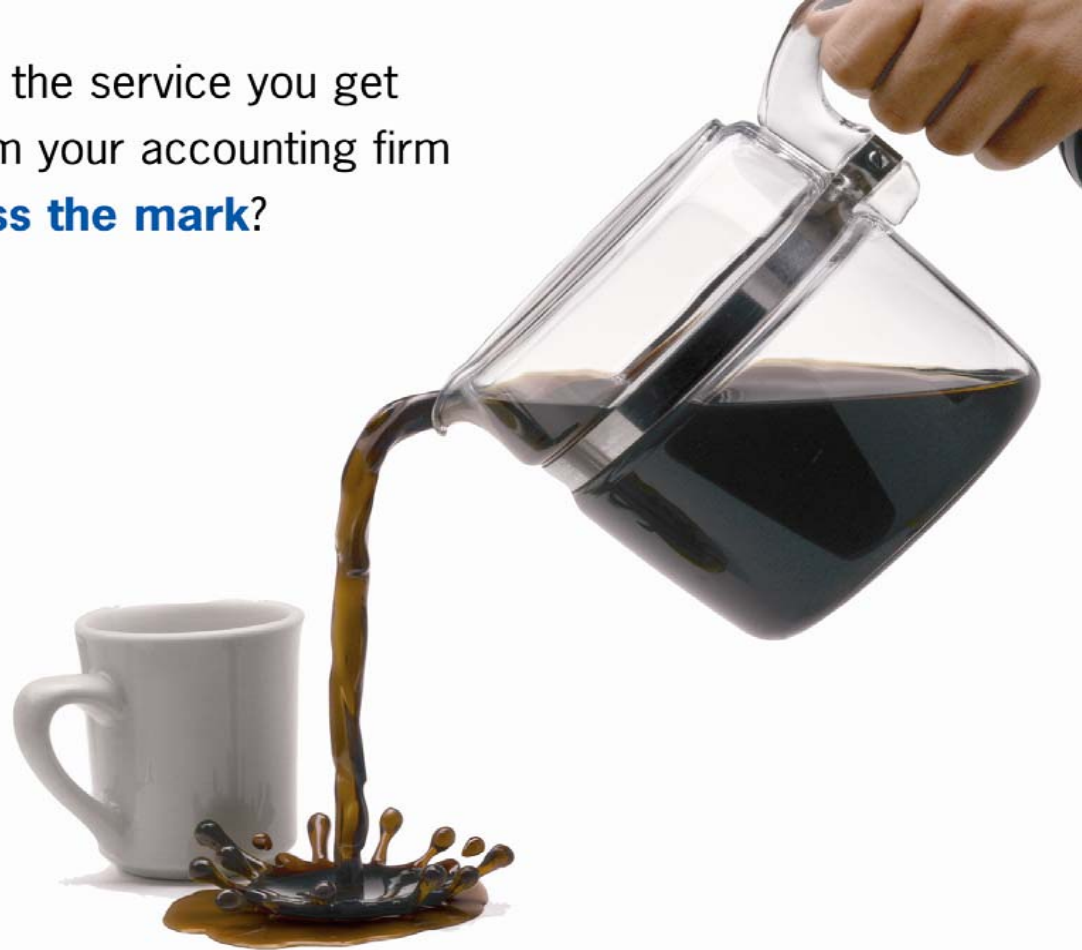
PERSONAL INTERACTION

# Campaign #1

*CFO magazine  
Business Week  
Financial Executives*

- **client service**

Will the service you get  
from your accounting firm  
**miss the mark?**



Does your accounting firm really understand the business of your mid-size company? Or do you feel like your company's needs just aren't on their radar screen? Why not get the kind of service you deserve?

At Grant Thornton you not only get the world-wide resources that fast-growth, middle-market companies need in today's global markets, but you also get

the personalized attention from senior staff that has been a hallmark of Grant Thornton for over 80 years.

Give our CEO, Ed Nusbaum, a call at **312.602.8003** or contact our partners at **[www.GrantThornton.com](http://www.GrantThornton.com)**. Leave your business card information and we'll send you a free copy of the new *Grant Thornton Survey of U.S. Business Leaders*.



# direct marketing jump-started relationships with new clients

<b>Project Jump-Start</b>	<b>2002</b>	<b>2003</b>
Appointments	1,500	799
new client wins	405	206
revenue	\$18.6 million	\$20.0 million
average win	\$46,000	\$97,000

2001 Revenue = \$340 million

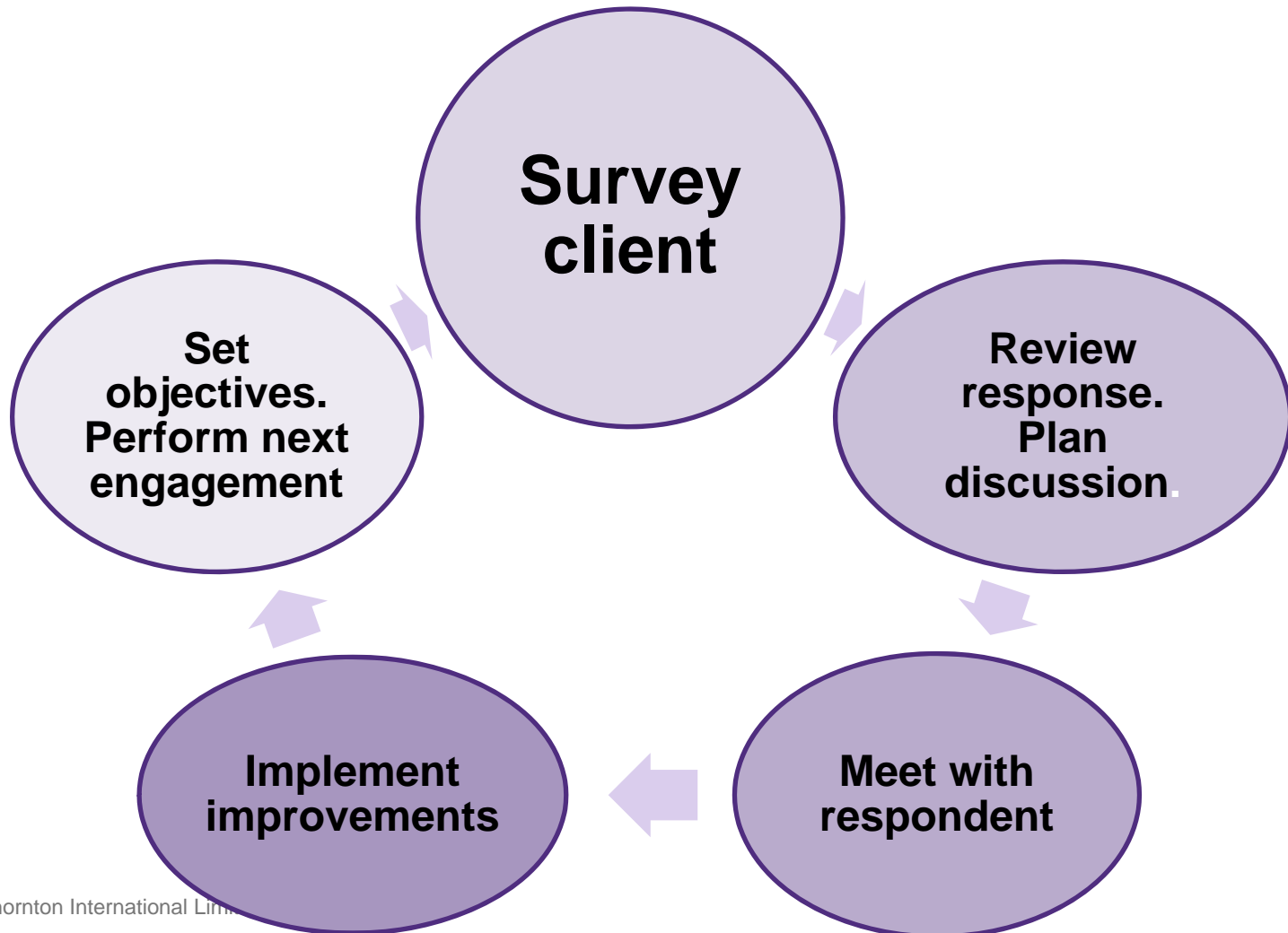
2003 Revenue = \$459 million

*“When you think of accounting firms, which first come to mind?”*

	2001	2003
PwC	41%	72%
EY	45%	66%
DT	42%	67%
KPMG	37%	61%
<b>GT</b>	<b>5%</b>	<b>12%</b>
BDO	3%	5%
RSM	2%	6%

# client loyalty measurement...

to ensure integrity of the brand promise



# client loyalty...2 years later

## The Ultimate Question, by Fred Reichheld

“***Would you recommend...?***”

xx% 9-10 promoters  
- yy% 0-6 detractors

zz% = Net Promoter Score \*

Grant Thornton	2003	2004
Average <i>Net Promoter Score</i>	49%	51%

\* *Net Promoter Stars* exceed 48%.

## Campaign #2

- client service
- global resources
- The Rose:  
*"Find out how it feels to work with people who love what they do."*

A passion for the business of **accounting.**

There is a select group of individuals in this world who have a passion for accounting. Yes, accounting. And that group happens to be the accountants at Grant Thornton. Our passion for what we do for our clients, our expertise and partner involvement, has made us one of the largest accounting organizations in the world, through our member firms in 110 countries. Give our CEO, Ed Nusbaum, a call at 312.602.8003 or contact our partners at [www.GrantThornton.com](http://www.GrantThornton.com). Call us today. Find out how it feels to work with people who love what they do.

**Grant Thornton**   
A passion for the business of accounting®



tested **spot radio** in 6 markets...

...and tracked **unsolicited feedback**

"I received a call from a CFO looking for a new auditor ... he'd **remembered hearing our radio ads** a few months ago."

– *Grant Thornton sales executive*

"You're from Grant Thornton? Your radio commercials are really good! Great message. Great frequency. I hear them every day in the car... it's **really irritating.**"

– *accounting firm competitor*

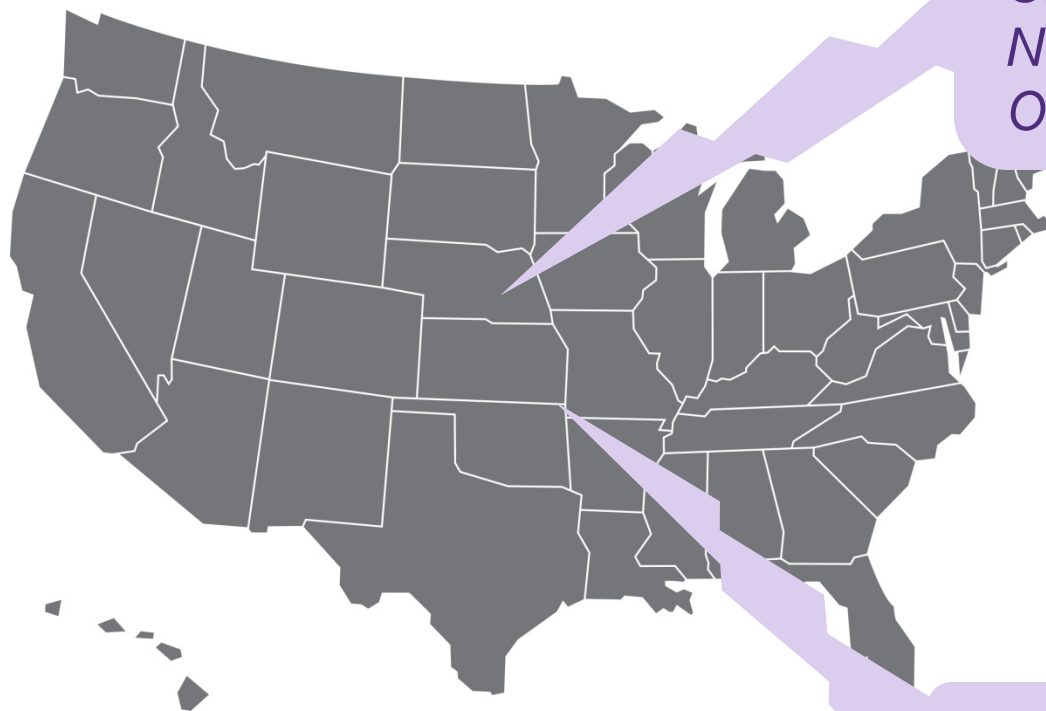
"Saw a Wachovia VP in the coffee shop. Said they'd heard our ads on WBT. They talked about them in their management meeting.

"I am constantly hearing about this **from our people, our clients, and competitors.**"

– *Tax Partner in Charlotte*

# test results justified budget for **network radio**

1500 stations nationwide



## **AM Drive:**

*CBS news, CNBC news, World News Roundup, Charles Osgood, CBS MarketWatch*

***NPR Morning Edition***

# Insert TV commercial

2001 Revenue = **\$340 million**

2006 Revenue = **\$886 million**

*“When you think of accounting firms, which first come to mind?”*

	<b>2001</b>	<b>2003</b>	<b>2004</b>	<b>2005</b>	<b>2006</b>
PwC	41%	72%	72%	67%	74%
EY	45%	66%	71%	58%	71%
DT	42%	67%	70%	57%	71%
KPMG	37%	61%	61%	57%	67%
<b>GT</b>	<b>5%</b>	<b>12%</b>	<b>20%</b>	<b>18%</b>	<b>27%</b>
BDO	3%	5%	12%	12%	9%
RSM	2%	6%	3%	7%	10%

# Success justified even greater brand investment

- expanded reach and frequency
- integrated campaign – similar message, copy, layout and visuals
  - print
  - radio
  - direct mail, newsletters
  - web site
  - television
  - online
- increased PR



# PR and publicity to enhance brand reputation

1. Provided media with subject matter experts, tax information, survey data, other **information of value**

2. Took vocal, aggressive **thought leadership positions**

- 5 Point Plan for accounting reform
- Sarbanes Oxley
- documenting Internal Controls of clients
- expensing of Stock Options
- Revenue Recognition regulation
- Principles-based accounting
- International Accounting Standards

THE WALL STREET JOURNAL



TIME

BusinessWeek

The New York Times

FT FINANCIAL TIMES  
World business newspaper

Forbes  
The Voice of Business



Bloomberg

REUTERS



The Washington Post

DOW JONES

CFO

FORTUNE

Harvard Business Review

AP Associated Press

BARRON'S

MarketWatch



# Expanded reach and frequency... **online**

Sites where our target client contacts visit for information

# Expanded reach and frequency... **print**

Publications our target client contacts subscribe to

# Expanded reach and frequency... **broadcast**

Broadcast media that reach our target client contacts.

from Client Loyalty research

**responsive**

experienced

knowledgeable

**accessible**

**personalized  
approach**

easy to work with

**partner involvement**

# **WIN/LOSS Client Research: Grant Thornton vs. Competitors**

Told us what was important to clients in their selection process and how we performed vis-a-vis our closest competitors

# **Client Research** confirmed key selection criteria

## **Clients of large accounting firms are looking for...**

- 4 key selection criteria

Insert TV  
commercial

Insert TV  
commercial

# anecdotal results

- employee pride
- client encouragement
- *“We’re getting calls from companies we never got calls from before....”* – Grant Thornton partner

# Client loyalty results

Year	2003	2004	2005	2006	2007	<b>2008</b>
<i>Average Net Promoter Score</i>	49%	51%	52%	52%	58%	<b>62%</b>

*“NPS leaders outgrow their competitors by an average of 2.5 times.”*

– Fred Reichheld

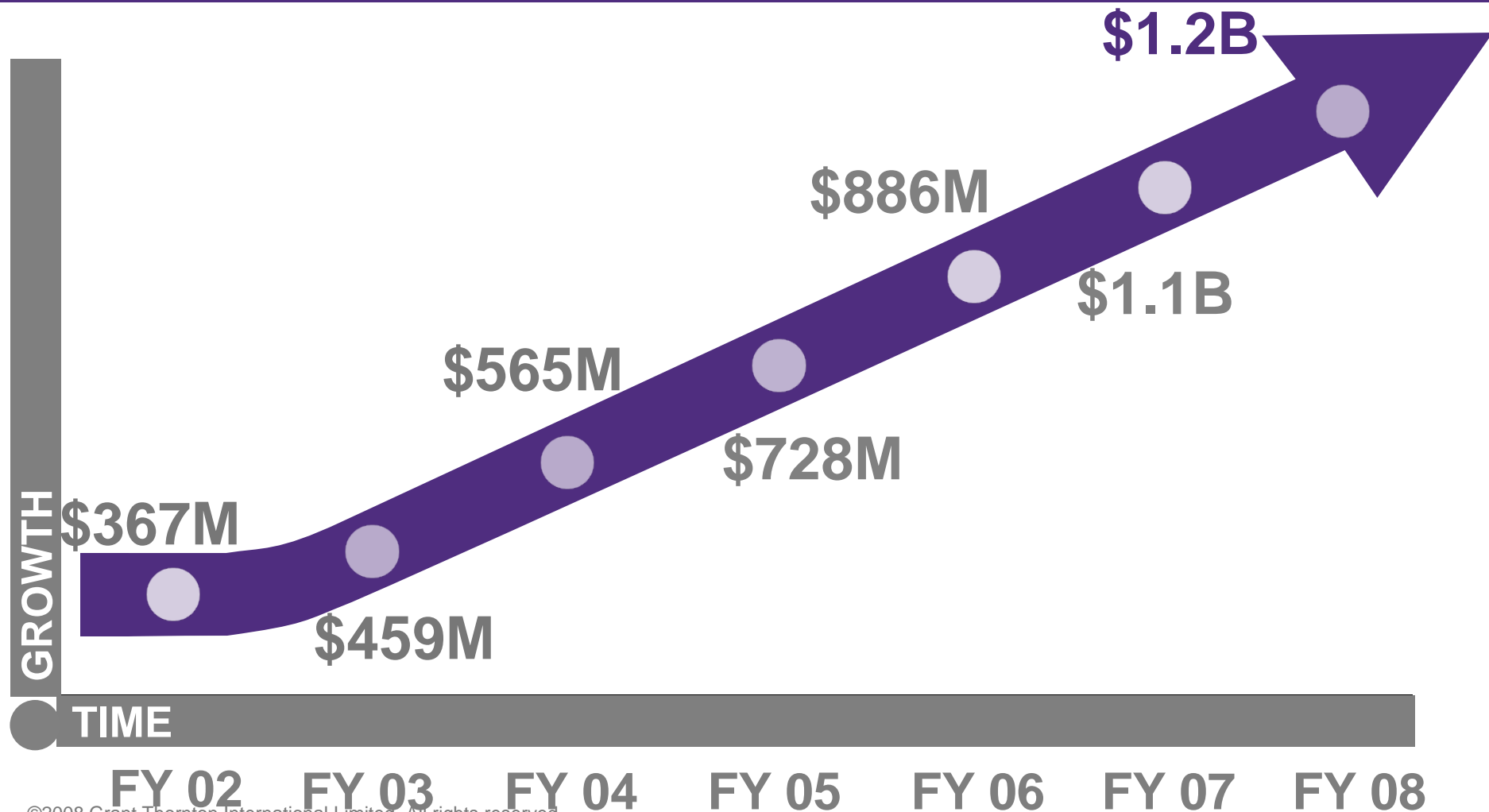
## average Unaided Awareness

*“When you think of accounting firms, which first come to mind ?”*

	2003	2004	2005	2006	2007	2008
PwC	72%	72%	67%	74%		
EY	66%	71%	58%	71%		
DT	67%	70%	57%	71%		
KPMG	61%	61%	57%	67%		
<b>GT</b>	<b>12%</b>	<b>20%</b>	<b>18%</b>	<b>27%</b>	<b>36%</b>	<b>39%</b>
BDO	5%	12%	12%	9%		
RSM	6%	3%	7%	10%		

Net Revenue growth = 207% in 6 years

C.A.G.R. = 20%



Bringing your global accounting needs together  
in over 100 countries.

Questions?



In more than 100 countries, the firms of Grant Thornton International Ltd offer clients easy access to professionals with on-the-ground knowledge of local regulations, language and culture. Experience doing business in different countries can mean the difference between the unnecessary waste of your time and money or a successful international presence and global growth. Plus, responsiveness, thoughtful recommendations, and easy access to partners has been the hallmark of Grant Thornton in the U.S. for more than 80 years. Give our CEO, Ed Nusbaum, a call at 312-602-8003. Or contact us at [GrantThornton.com](http://GrantThornton.com).

Find out how it feels to work with people who love what they do!

