

Where Opportunity Meets Value:
Business Model
Trends for Accounting
Advisory Services

Insights from a survey of over 650
accountants and business clients

Introduction

Evolve. That's a term accounting firms hear a lot these days. But in the context of services, pricing, technology, and more, "evolution" is often little more than a vague concept – not an actionable plan.

We wanted to change that.

We surveyed more than 650 accountants and business professionals who purchase accounting firm services, (buyers), to identify benchmarks and emerging trends that capture the current, and future state of the profession. We paid special attention to discrepancies in value perceptions between firms and buyers; and coupled with survey data on the leading challenges of these businesses, we believe this information can help accounting firms identify areas of opportunity to leap ahead of the competition.

The survey results suggest that buyers have shifting expectations for their accounting firms. Firms that are able to rise to meet these expectations face a significant opportunity to strengthen their position in the marketplace. Doing so will require embracing the benefits of emerging strategies around pricing, technology, services, and more to create lasting, mutually beneficial client relationships.

This study identifies the trends and benchmarks firm leaders need in order to make smarter, more informed decisions as they move to meet changing client expectations. It also includes insights informed by our decades of experience working to understand the needs of the accounting profession and the clients they serve. Our goal? To provide you with the foundation of insight you need to thrive as our profession continues to evolve.



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Five Leading Insights

How much should accounting firms charge for the services they offer? Striking the right balance between value and price has always been difficult – and it has perhaps never been more important as it is now, as accounting firms face shifting client expectations, priorities, and needs.

Having surveyed more than 650 accountants and business professionals, we are able to more accurately identify gaps between client expectations for value and accounting firm offerings. Based on those findings, these are the top five insights for accounting firm leaders to use as they seek new ways to succeed in this rapidly shifting market landscape.

1 Buyers are willing to pay more to address their most significant accounting challenges.

This includes planning for growth and expansion (19%), cash flow and minimizing overhead costs (18%), staying in compliance, and the lack of time they need to focus on accounting and financial matters (both 17%). (Pg. 13)

2 Strategic advisory services present the biggest revenue opportunity.

Accounting firms may be able to increase monthly client revenues by up to 50%* if they offer strategic advisory services. (Pg. 11)

3 Buyers have clear priorities among service offerings.

Accounting firms can demonstrate their value by providing services ranked as highly valued by buyers, starting with accounts payable/bill pay, forensic accounting, data analytics, and technology services. (Pg. 14)

4 Automation is directly linked to successful price increases.

Accounting firms are nearly 3.5 times more likely to successfully increase their prices when they communicate the benefits of automation to clients. (Pg. 8)

5 Value pricing introduces benefits beyond the bottom line.

Accountants said the top benefits of value pricing include transparency (64%), demonstrating the value of firm expertise (60%), and a lack of billing surprises (59%). (Pg. 8)

*Page 11 – Opportunities for accounting firm growth. How to increase client revenue by up to 50%.

Commonly Used Words and Definitions

Below are frequently used terms and their definitions for this survey results summary.

Billing – The process of charging for work after it is completed, including making and sending invoices.

Business model – A design for the successful operation of a business that identifies revenue sources, customer base, products, and details of financing.

Buyers – Individuals within corporations that own the accounting firm relationship or have decision-making roles regarding accounting firms.

Client Accounting Services (CAS) (also referred to as client accounting advisory services) – Outsourced finance and accounting services, plus back-office support. Typical client accounting services include financial statement preparation, general ledger management, cash flow management, payroll, accounts payable (AP), accounts receivable (AR), virtual CFO services, and controllership.

Fixed-fee billing – The process of estimating time and costs to complete projects or tasks and assigning one set price for them all. Clients are often invoiced after the services have been performed or when particular milestones have been reached.

Pricing – Determining the amount to be paid for services before providing them.

Value pricing – The process of evaluating the relative value of your services and their impact on a client's business and incorporating the estimated worth or impact into the price offered to clients.



Business Model Evolution

While accounting firms have followed the same traditional business model for decades — relying heavily on billing for tax and compliance services — changing market conditions and client expectations are leading to new models. Non-hourly fee structures, bundling of diversified services, and greater industry specialization are some of the most notable updates to business model strategies being put to work by accounting firms today. Here's a closer look at some of the most important trends in business model evolution, informed by the findings of our survey.

Buyers are open to making long-term commitments to non-hourly billing structures

In our survey, buyers displayed a high level of acceptance for non-hourly billing arrangements. Sixty-three percent of buyers reported that they pay for accounting services through fixed monthly fees or on a per-project basis. In comparison, only 28% of buyers said their accounting firm charges them by the hour, with 32% of accounting firm participants reporting the same.

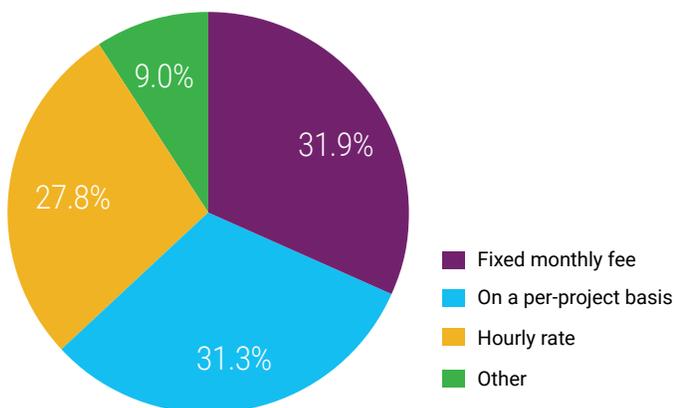
Non-hourly structures demonstrate durable, ongoing success once implemented. Eighty percent of buyers surveyed said they have not switched billing models with their accounting firms since they first began working with them. This suggests that once a client signs on, their billing method is set — potentially for the entire lifecycle of their engagement with the firm. The data also

If accounting firms switch their billing structure before the five-year mark, buyers are more than twice as likely to comply with the new arrangement.

suggests that accounting firms that promote this billing structure before sending the first invoice are likely to preserve this billing structure over the long term.

If accounting firms want to change their billing structure with a client — for example, from an hourly structure to a fixed-fee arrangement — there is a window of time in which success appears to be far more likely. According to the data, if accounting firms switch their billing structure before the five-year mark*, buyers are more than twice as likely to comply with the new arrangement than buyers who have been with an accounting firm for five or more years.

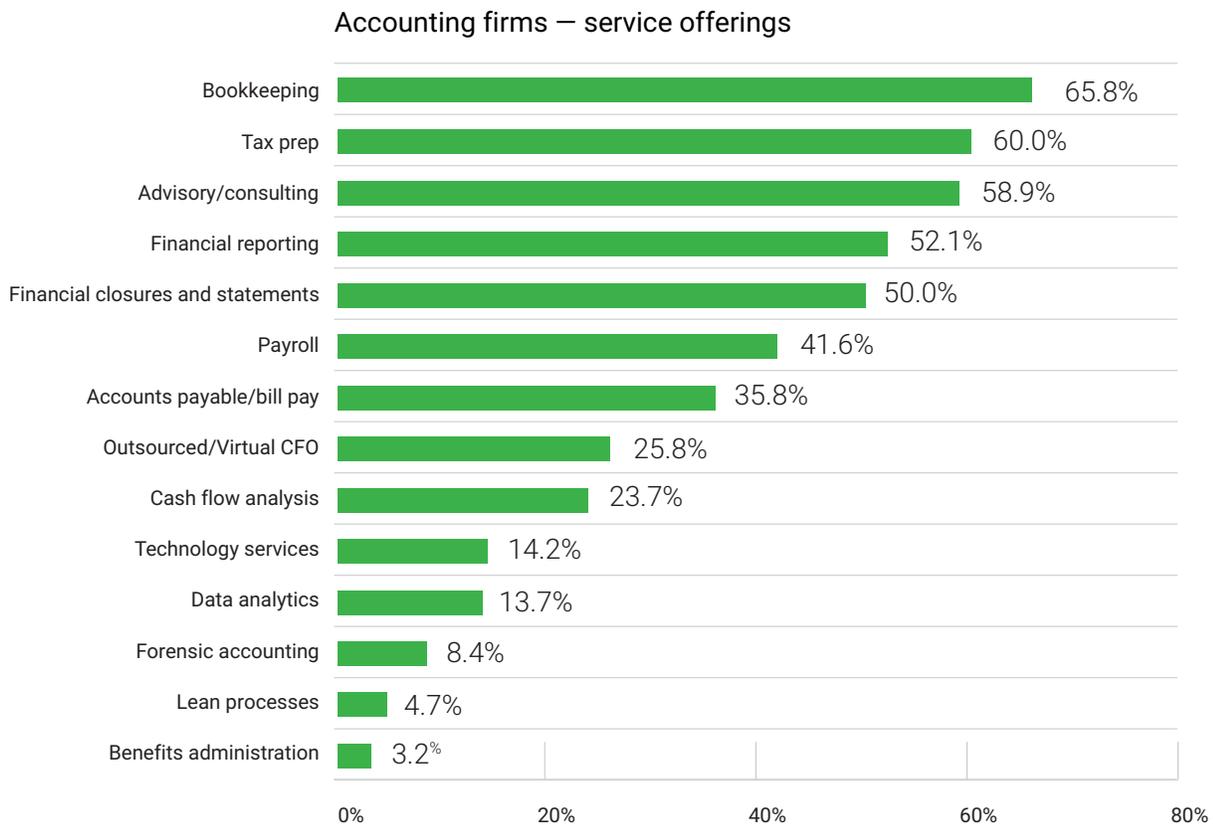
How are services paid for?



Bundling and packaging value-rich services are on the rise

This survey data shows that accounting firms are diversifying their services, moving beyond offering only traditional accounting and compliance services. A majority of buyers surveyed (54%) reported that they now purchase accounting services in bundles or packages. This rise in bundled buying structures occurs in tandem with the emergence of non-hourly fee structures and per-project or fixed monthly fee payment arrangements discussed above.

The rate of buyers' embrace of service bundles or packages is evidence of the growing diversity of services being offered by accounting firms – particularly those that focus on offering strategic guidance. Nearly 60% of the accountants surveyed reported that they offer strategic advisory services, 26% said they offer outsourced/virtual CFO services and nearly 25% offer cash flow analysis. All these services are well suited to non-hourly billing models.



54% of buyers reported that they now purchase accounting services in bundles or packages

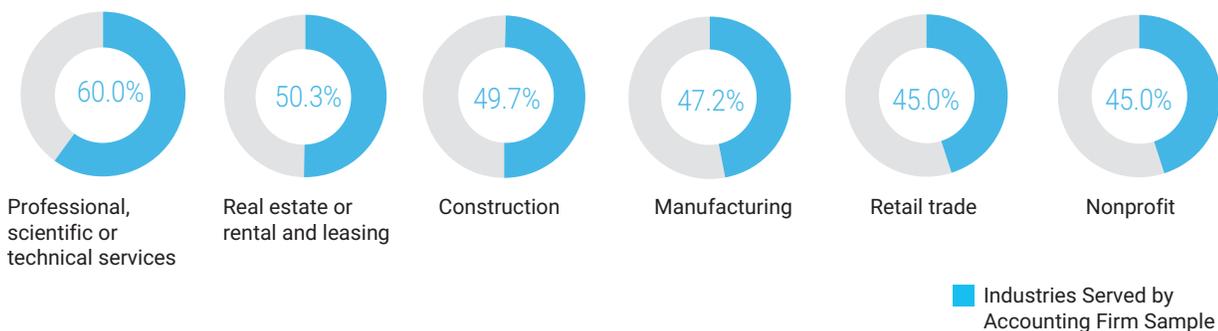


Industry expertise is in demand

While in the past, many accounting firms offer the same general services to clients across all industries, today's firms are increasingly specialized, attracting clients in specific or niche industries. The top industry served by the accounting firm respondents is professional, scientific or technical services at 60%. Construction and real estate/rental/leasing are tied for second place, at 50% each. Rounding out the top five industries are manufacturing, at 47%, and retail and nonprofit, tied for fifth place at 45%.

This trend toward industrialization ties to the growing demand for specialization from buyers. When buyers were asked what they would change about their accounting firms, 27% said they wanted more familiarity with the business and its industry.

Industries served by accounting firm sample



See page 23 for full chart of industries served.



Aligning Value and Pricing

It has always been difficult to match the prices of services with their perceived value, especially as new services are introduced, and clients rethink the value proposition for traditional offerings. It has never been more important to understand the connections between value and pricing — and these survey findings offer valuable insights for doing so.

Company size affects value perceptions

To implement value pricing, accounting firms must clearly understand the business challenges potential buyers face and position their services to directly address those issues. For example, this survey data indicates that receiving expert financial insights is among the top accounting-related challenges encountered by buyers. Firms that can demonstrate and apply this type of expertise will have the upper hand in implementing value pricing.

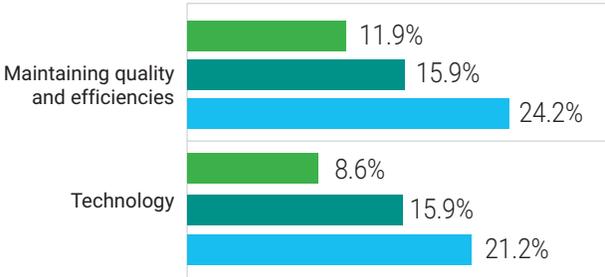
Buyer size is a key factor in understanding the challenges clients face and, by extension, their perceptions of the value of accounting services.

Large buyers (100 or more full-time employees) experience difficulties with technology and maintaining efficiencies. Firms offering services to this market may consider packaging accounting services with software or technology and positioning the value around streamlining, cost-savings, and gaining efficiencies.

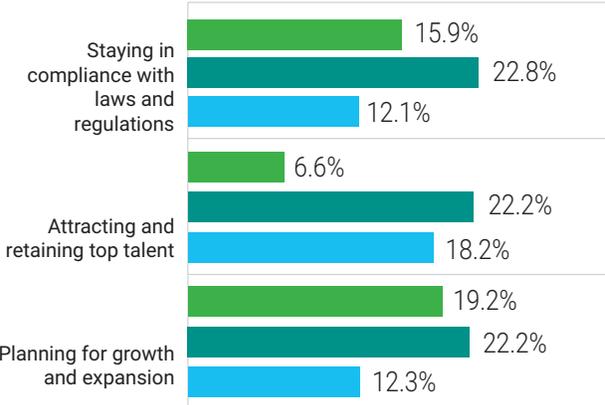
Mid-sized buyers (between 10 and 99 full-time employees) face a different set of challenges — attracting top talent, planning for growth and staying in compliance top their lists. Firms selling into this market could position their services as a contributor to a more effective growth process, allowing their clients to concentrate on recruitment and retainment efforts to support their goals for the future.

Small buyers (fewer than 10 employees) are burdened with not having enough time and dealing with cash flow challenges. Accounting firms seeking to maximize their value to this market should consider positioning their services as a way to free up time for entrepreneurs to focus on stabilizing their revenue streams.

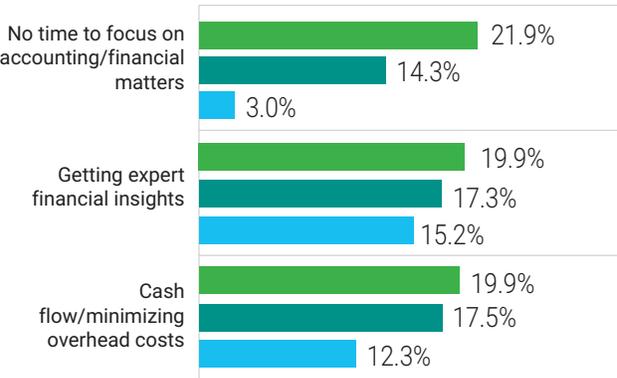
Top buyer challenges (large buyers)



Top buyer challenges (mid-size buyers)



Top buyer challenges (small buyers)



■ Small (<10)
■ Mid-size (10-99)
■ Large (100+)

Pricing for a better customer experience – not just for profit

Value pricing is not only a way to improve a firm’s bottom line – it can be a crucial tool in enhancing customer service and improving client satisfaction. How? It helps to understand where clients say their firms are coming up short. According to the survey, here are the top three things buyers would change about their firms:

- More communication touchpoints (28%)
- More familiarity with their business/industry (27%)
- Better customer service (19%)

The data also suggests that value pricing can directly address these issues. When asked to identify the top benefits of adopting value pricing, 64% of accountant participants identified “transparency between the buyer and seller,” 60% said “demonstrating the value of firm expertise,” and 59% cited “lack of billing surprises.” Each of these benefits informs the customer experience – contributing to accountability and reliability, and showcasing the shared knowledge of accounting firm professionals.

Fewer than half of the accountants surveyed identified profitability as a top benefit of adopting value pricing. While firms understand the profitability potential of value pricing, they also appear to recognize that the benefits extend beyond profit and can contribute to positive, long-term relationships with clients.

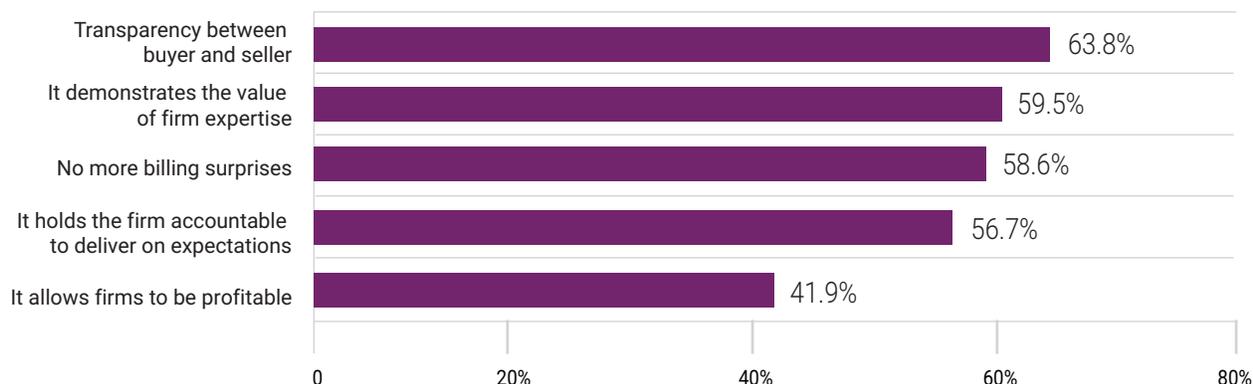
Value pricing informs the customer experience. It creates accountability, establishes reliability, and showcases the shared knowledge of accounting firm professionals.

Automation means more success with value pricing

Deciding to implement value pricing is an important first step – but how do firms put it into effect? These survey results suggest that for most firms, automation is the key.

Using automation, firms can assign highly manual processes (such as reviewing workflows, sending reminders and updates, and tracking progress on projects) to technology solutions. This allows both accountants and the business professionals they serve to offload lower-value, repetitive, administrative tasks without sacrificing quality. As the chart on the following page shows, automation adoption levels vary widely among accounting firms. Among the 27% that report being “highly automated,” they consistently report experiencing challenges to a lesser degree than their counterparts who rely less heavily on automation.

Top benefits of adopting value pricing

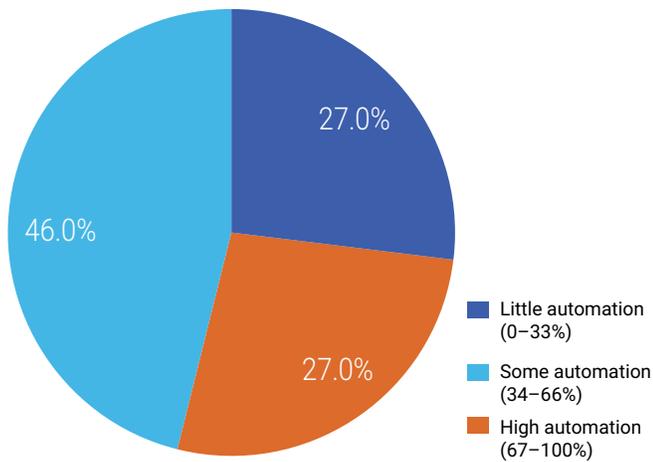


One of the most significant challenges in adopting value pricing at accounting firms comes from within - especially when it comes to changing billing structures. Nearly 40% of the respondents with little automation cite internal resistance as a challenge, while only 25% of the highly automated participants say the same.

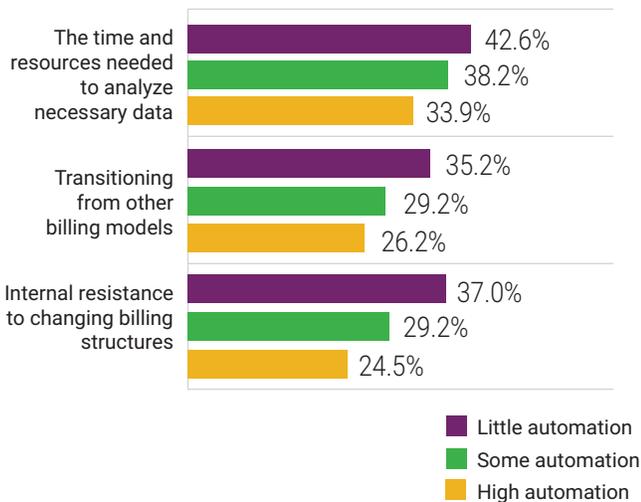
Automation can create new opportunities for accounting firms to charge higher rates - if their clients understand the value that technology and automation bring to their

services. Automation technology enables accounting firms to better deliver on their experience and expertise, focus on servicing accounts, and provide strategic guidance and insight to their clients. This survey found that accounting firms are nearly 3.5 times more likely to successfully increase their price when they can communicate these benefits of automation to clients.

Proportion of accounting firm workflows currently automated

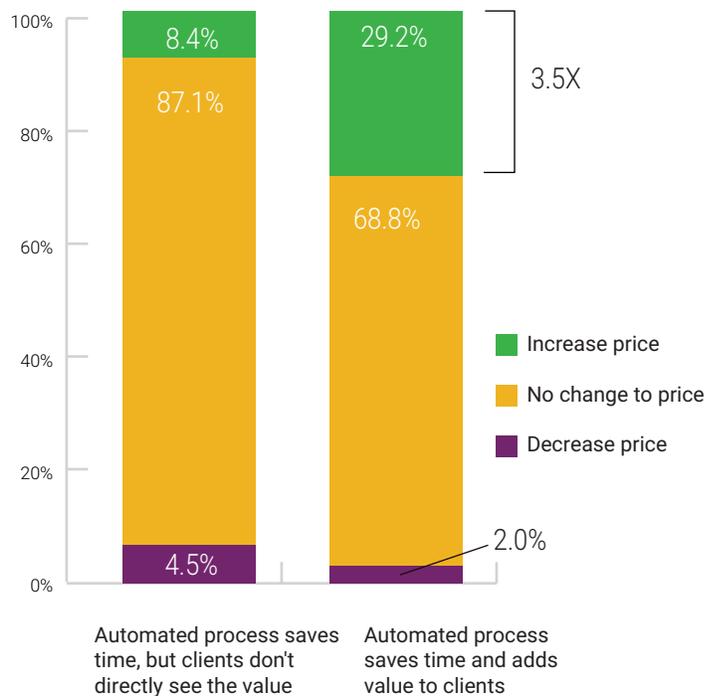


Challenges of adopting value pricing



Accounting firms are nearly 3.5 times more likely to successfully increase their price when they can connect with clients and communicate the benefits of automation to them.

Impact of automation on price



Pricing and Packaging Benchmarks

While these survey results suggest that by changing their business models, accounting firms can seize clear, significant opportunities, there are predictable risks in doing so. Changes to pricing strategies alone have the potential to lead to client attrition (due to high prices) or lost revenue (if low pricing doesn't fully cover the cost of providing the service). This is why benchmarking data is so valuable. Benchmarks provide the starting point for evolving accounting business models, giving firm leaders practical, market-tested insights on pricing and services.

What do accounting firms charge for the services they offer, based on firm size? How do they bundle services? How pervasive is value pricing in the profession? These are the types of questions we sought to answer in this survey — and survey results reveal some practical insights.

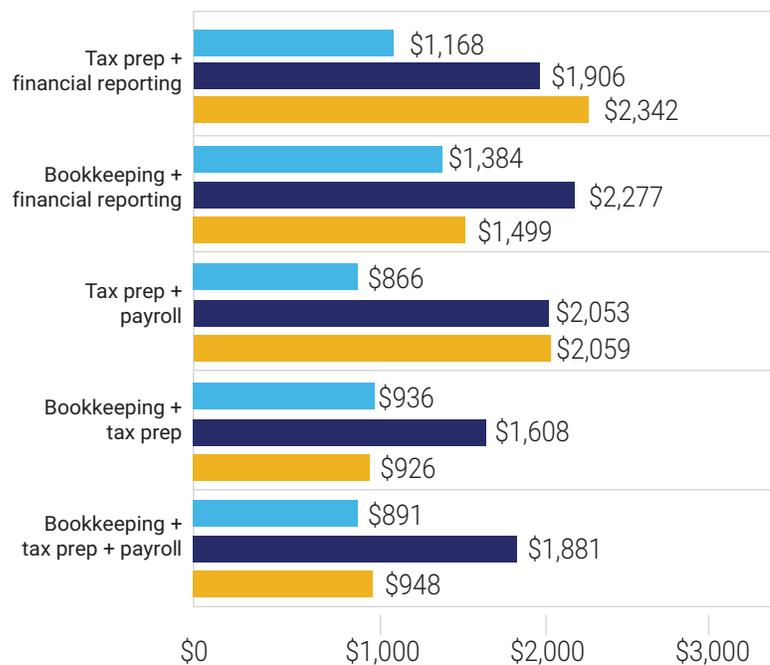
Accounting firm participants were asked to give pricing information on packages of services* that include:

- Tax preparation and financial reporting
- Tax preparation and payroll
- Bookkeeping and tax preparation
- Bookkeeping, tax preparation, and payroll
- Bookkeeping and tax preparation

The data provided by accounting firm participants shows that:

- Prices vary based on the size of the accounting firm, with large firms charging up to 57% more than small firms for similar bundles.
- Small and large accounting firms align closely with pricing for bundles including bookkeeping and tax prep, bookkeeping, tax prep and payroll and bookkeeping and financial reporting. With these services, large firms charge only 6%-8% more than small firms.
- Mid-size accounting firms charge almost double for bookkeeping, tax prep and payroll and 74% more for bookkeeping and tax prep when compared to large accounting firms. This data suggests that mid-size firms may have a better understanding of how to execute value pricing. This finding may also speak to the ability of mid-sized firms to be more agile, with enough resources to execute.

Average service package price set by firms



■ Small accounting firms
■ Mid-size accounting firms
■ Large accounting firms

*Accounting firm participants provided pricing information on advisory services in the following section: Opportunities for accounting firm growth.

Prices shown in above chart are based on monthly averages.

Opportunities for accounting firm growth

Where are the most significant growth opportunities for accounting firms today? Survey results point to small- and mid-sized businesses as potential growth juggernauts, particularly for strategic advisory services and others that buyers indicate they value most. Based on the survey findings, here are some notable opportunities for driving growth.

How to increase client revenue by up to 50%

Improving profitability not only requires identifying and targeting the right clients but offering the specific services and capabilities they need. Today, strategic advisory services present one of the most important growth opportunities – survey results suggest that accounting firms may be able to increase monthly client revenues by up to 50% by offering these services.

According to the survey, buyers who do not currently purchase advisory services pay their accountants on average \$1,108 a month. In contrast, buyers who do purchase advisory services spend \$1,585 a month on average. That represents a 43% increase in revenue

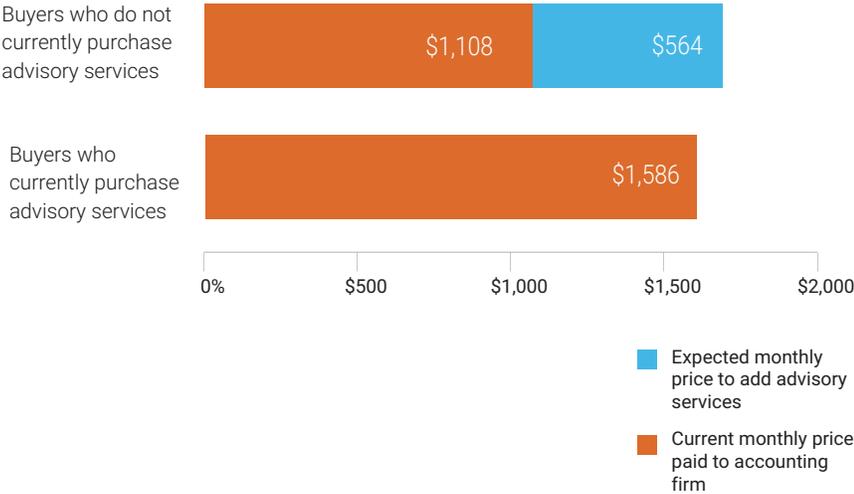
for accountants who are providing strategic advisory services for their clients.

How much more are clients willing to pay for strategic advisory services? The buyer participants not currently purchasing advisory services indicated they would expect to pay 50% more for an accounting package that includes both strategic advisory and consulting services, and are willing to pay more each month for packaged services.

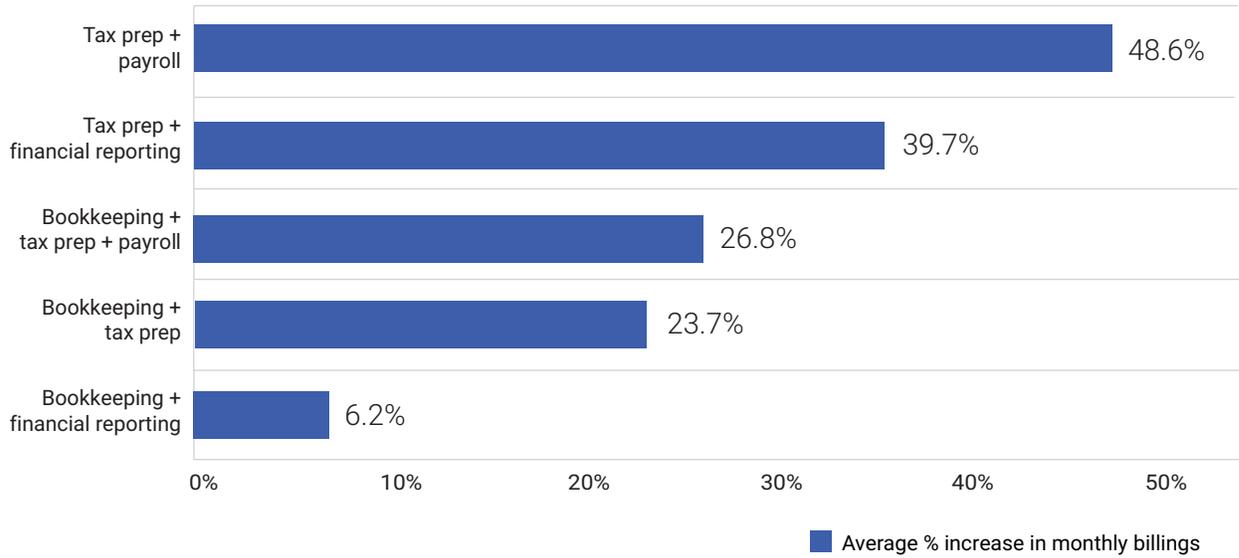
The most significant monthly increase in dollars was seen for packages that combined strategic advisory services with tax preparation and payroll, with buyers paying \$888 a month for tax prep and payroll only, but \$1,319.66 a month when strategic advisory services were added, (48.6% increase).

The services buyer participants identified as most desirable when it comes to strategic advisory include revenue growth and business modeling (65%), budgeting (46%), tax planning (38%), risk management (38%) and advanced KPI reporting (35%).

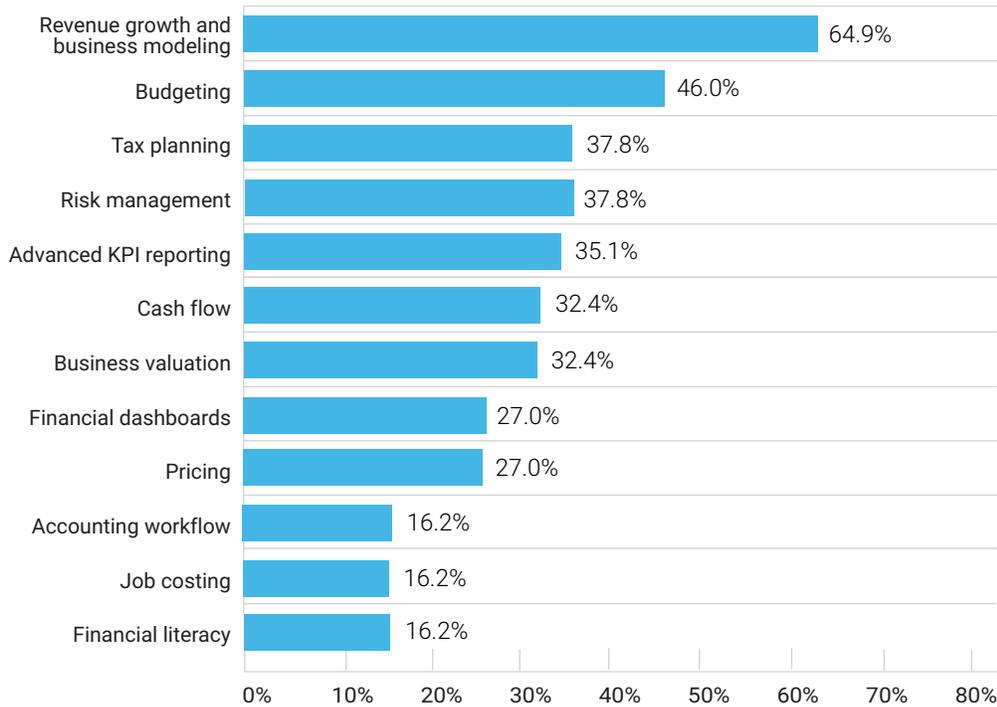
Average monthly price paid for accounting services



Average increase in monthly billings for traditional service packages by adding strategic advisory services



Areas buyers identified a need for advisory services



Using client challenges to prove value

Accounting firms looking to expand their client base may find ample opportunities when targeting small- and mid-sized businesses. When asked which additional services buyers want from accounting firms and how much they expect to pay for them, small business clients presented a 31% growth opportunity on average, while mid-sized business clients presented an 11% growth opportunity. Combined, these client bases represent a potential opportunity for sizable growth for accounting firms.

How can accounting firms convert this willingness to pay for additional services into actual revenue? According to the study, the answer lies in addressing buyers' biggest accounting challenges and demonstrating how they can solve them.

When asked to identify what their biggest accounting challenges are, 19% of all buyer participants cited "planning for growth and expansion" and "getting expert financial insights." Eighteen percent pointed to problems

with cash flow and minimizing overhead costs. An additional 17% said staying in compliance and lacking time to focus on accounting and financial matters.

In the context of clients' pressing business challenges, strategic advisory services can represent a compelling offer for companies. For example, buyers struggling to plan for growth and expansion may be open to strategic consultation on revenue growth and business modeling. Those facing cash flow challenges and wanting to minimize overhead costs may find budgeting and advanced KPI reporting helpful — and worth paying for.

Additionally, accounting firms may want to re-evaluate their overall review and recommendation processes for prospective and new clients. Sixty-four percent of the accountants surveyed said they believe they conduct an assessment and offer tailored recommendations. However, less than 40% of the buyers reported that their accounting firms have conducted an assessment and offered tailored recommendations.

Top buyer accounting-related challenges



Service offerings with growth potential

If you're looking to expand your firm's offerings, what new services should you be providing? While buyers reported using tax preparation, bookkeeping, financial reporting, and financial closures and statements the most, the survey results identified additional areas of increasing interest to buyers, which represent growth opportunities for firms.

The services ranked as highly valued by buyers include accounts payable/bill pay (provided by roughly one-third of accounting firm participants), data analytics and technology services (14% for each) and forensic accounting (currently offered by only 8% of accounting firm participants). Honing in on one or more of these services creates a valuable opportunity for your firm to grow.

Each of these services can help businesses overcome what they identify as their primary challenges. For example, buyers with little time benefit from data analytics and technology services, which automate manual processes while providing financial insight. Similarly, outsourcing accounts payable (AP) to accounting firms – and automating that process – drastically cut the time required for these processes and help manage cash flow.

The services ranked as highly valued by buyers include accounts payable/bill pay, forensic accounting, and data analytics and technology services.

Service prevalence and value matrix

	Common service	Uncommon service
	Q1 <ul style="list-style-type: none"> • Financial reporting • Advisory/consulting • Tax prep 	Q2 <ul style="list-style-type: none"> • Forensic accounting • Accounts payable/bill pay • Data analytics • Technology services
	Q3 <ul style="list-style-type: none"> • Bookkeeping • Financial closures and statements 	Q4 <ul style="list-style-type: none"> • Cash flow analysis • Benefits administration • Lean processes • Outsourced/virtual CFO • Payroll

What now?

These survey results offer a rich, detailed picture of the opportunities facing the accounting profession today. They also provide practical insights for updating or even transforming accounting firms' business models. In light of the rapid, significant changes affecting the accounting marketplace, we believe that for many firms, real transformation is warranted. Regardless of the scope of changes to your firm's business model, the following insights should inform your efforts.

Sell to buyers' challenges.

The survey results captured buyer challenges based on differing company sizes. Referencing these challenges with prospective buyers and in promotional materials allows accountants to draw a line from challenge to the correlating services that address them.

Pay special attention to strategic advisory services.

Strategic advisory services offer an opportunity for growth, as well as a chance to enhance client satisfaction. But where do you start? Consider focusing on one or more of the areas most often identified as valuable to buyers: revenue growth and business modeling, budgeting, tax planning and risk management. Other avenues that can help you explore options are client surveys (formal or informal), polls and feedback from staff members and peers. Also consider whether accounting firm team members are equipped to advise on these issues? If not, it may be time to explore your staffing strategies or educational opportunities to elevate employee contributions.

Create a services roadmap.

Buyers indicated that they rank AP, forensic accounting, data analytics and technology services as particularly valuable. It may not make sense for your firm to launch all of these services, but creating a timeline for making it happen, and identifying the resources required to launch them, allows a firm to work toward a common goal. For example, a firm may opt to launch AP services within six months, giving it time to plan for pricing, processes, staffing and technology. That launch paves the way to focus on technology services or data analytics afterward.

Reassess new technology capabilities.

Modern advances in technology — including AI and automation — make it much easier for accountants to increase efficiency and improve the customer experience. The benefits — such as saving time and adding transparency and efficiency to previously complicated processes — translate directly to improved services for customers, paving the way for pricing discussions. Have a clear value proposition for automation in your workflow and how it benefits your clients.

Experiment with value pricing.

Value pricing isn't solely about profit — it's also a valuable component of your client strategy. Instead of counting hours or bucking unexpected high bills, fixed pricing allows buyers to focus on the big picture and results. Use the benchmarks in this report as a reference point to explore pricing that makes sense to your firm.

Survey supporters

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Appendix

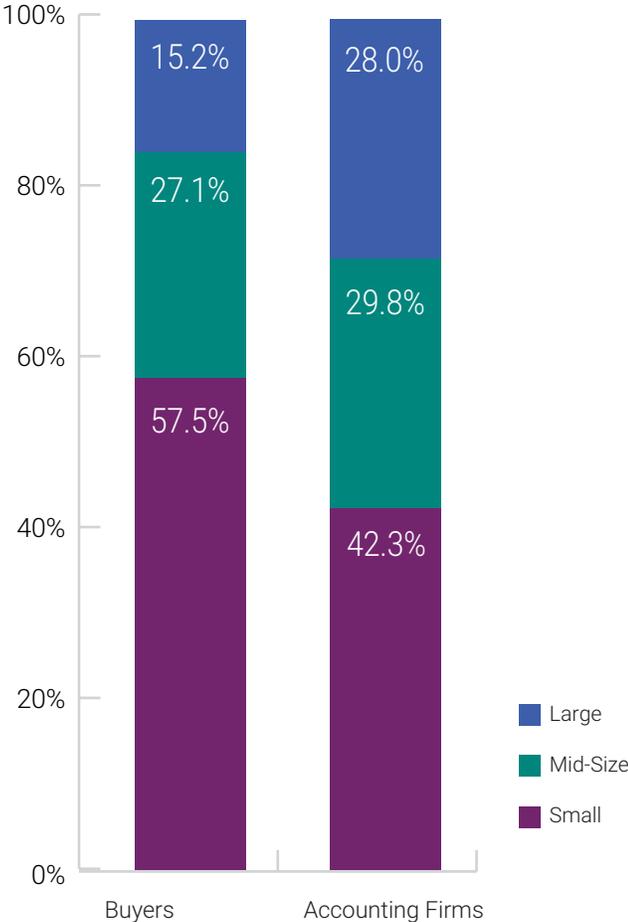
Overview of participants

More than 650 individuals, representing accounting firms and companies, shared their feedback for this report.

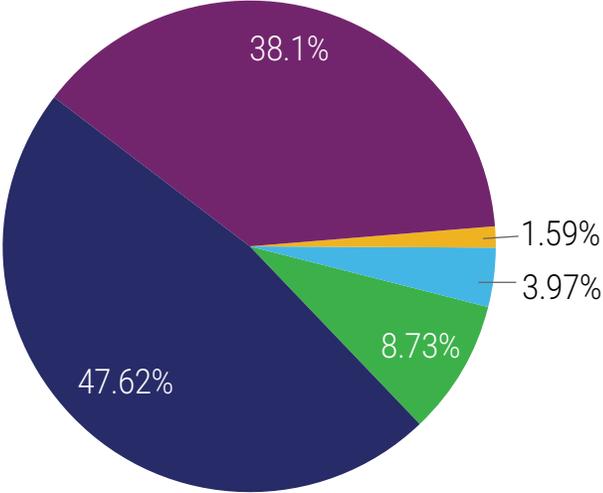
Survey respondent size by segment

Size Category	Description
Small	Less than 10 full-time employees
Mid-size	10 to 99 full-time employees
Large	100 or more full-time employees

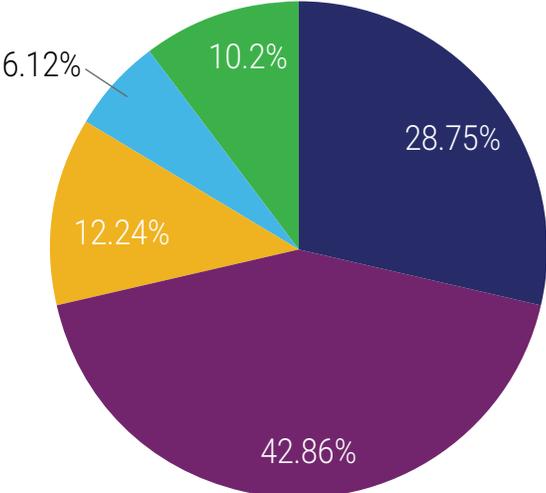
Survey respondents size by segment



Buyer role within their organization



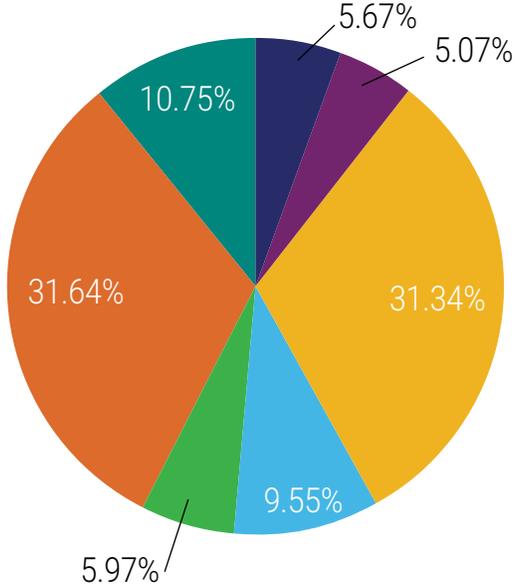
Primary decision-makers



Support committee

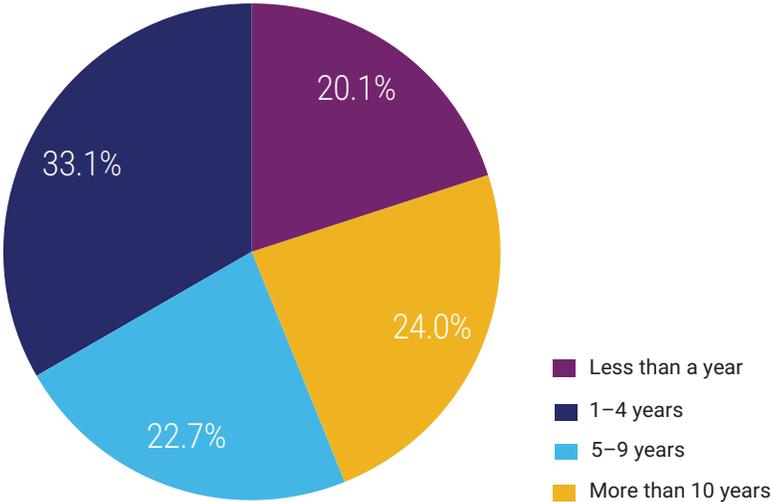
- Technical professional (engineer, architect, consultant, etc.)
- Business development/sales
- HR/administration
- Manager/director
- Leadership

Accountant role within their organization



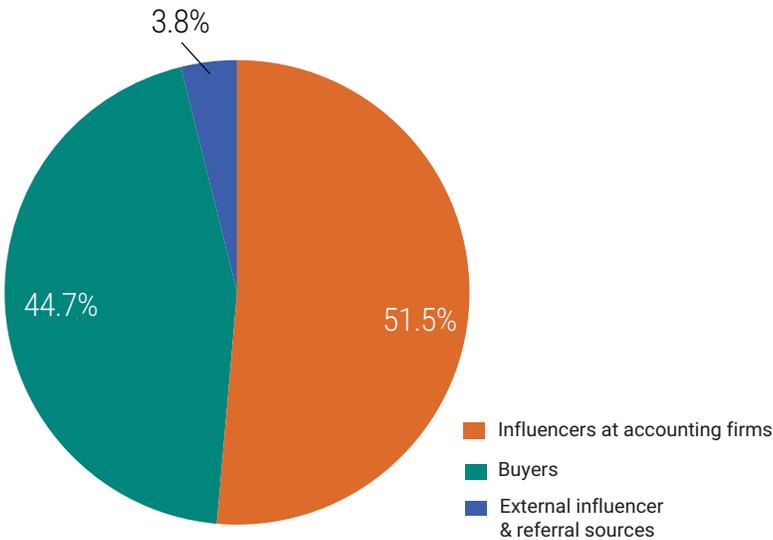
- Junior/associate
- Technical professional (engineer, architect, consultant)
- Manager/director
- Business development/sales
- HR/admin
- Leadership
- Other

Length of buyer relationship with current accounting firm

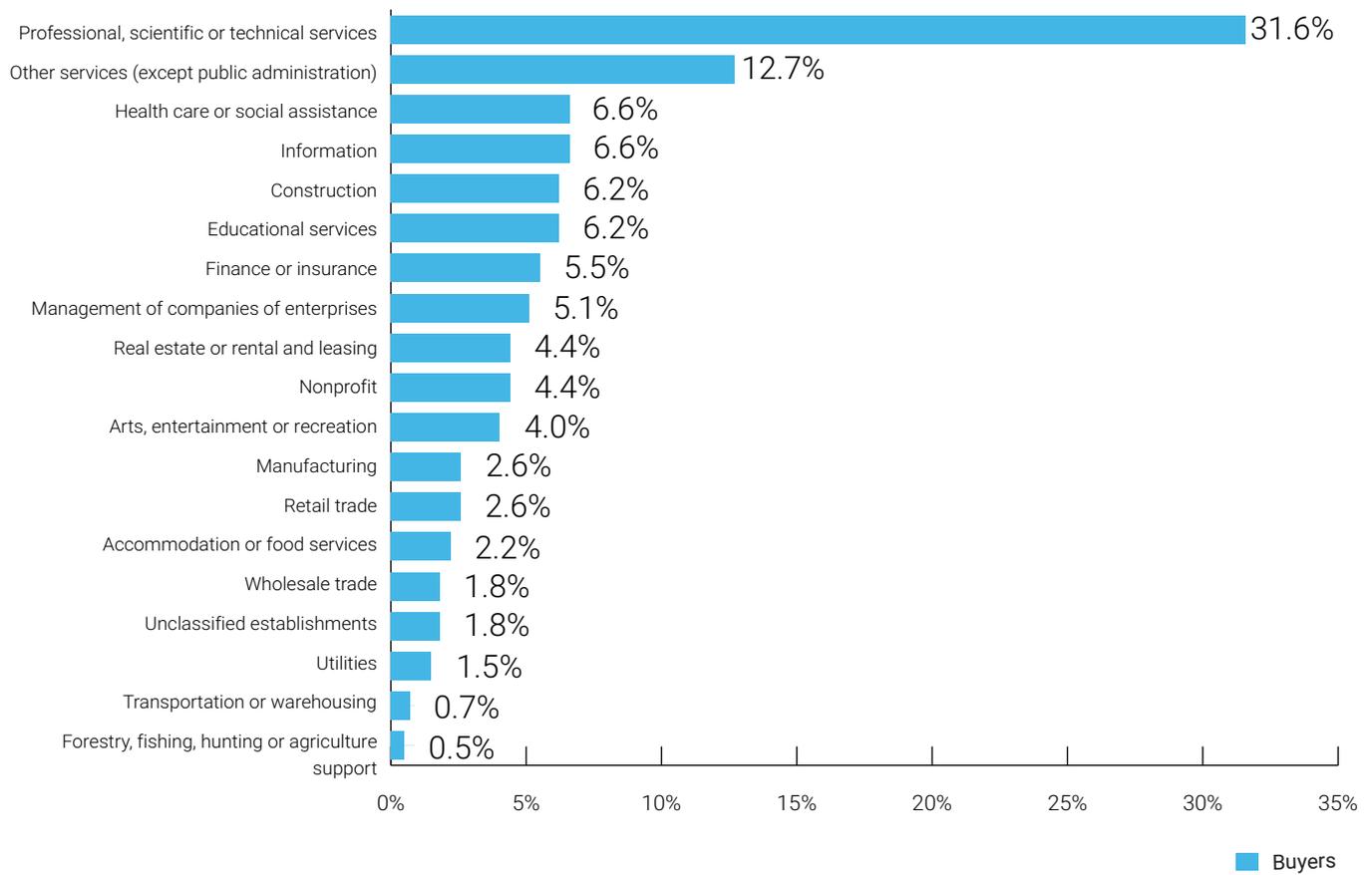


Additional charts

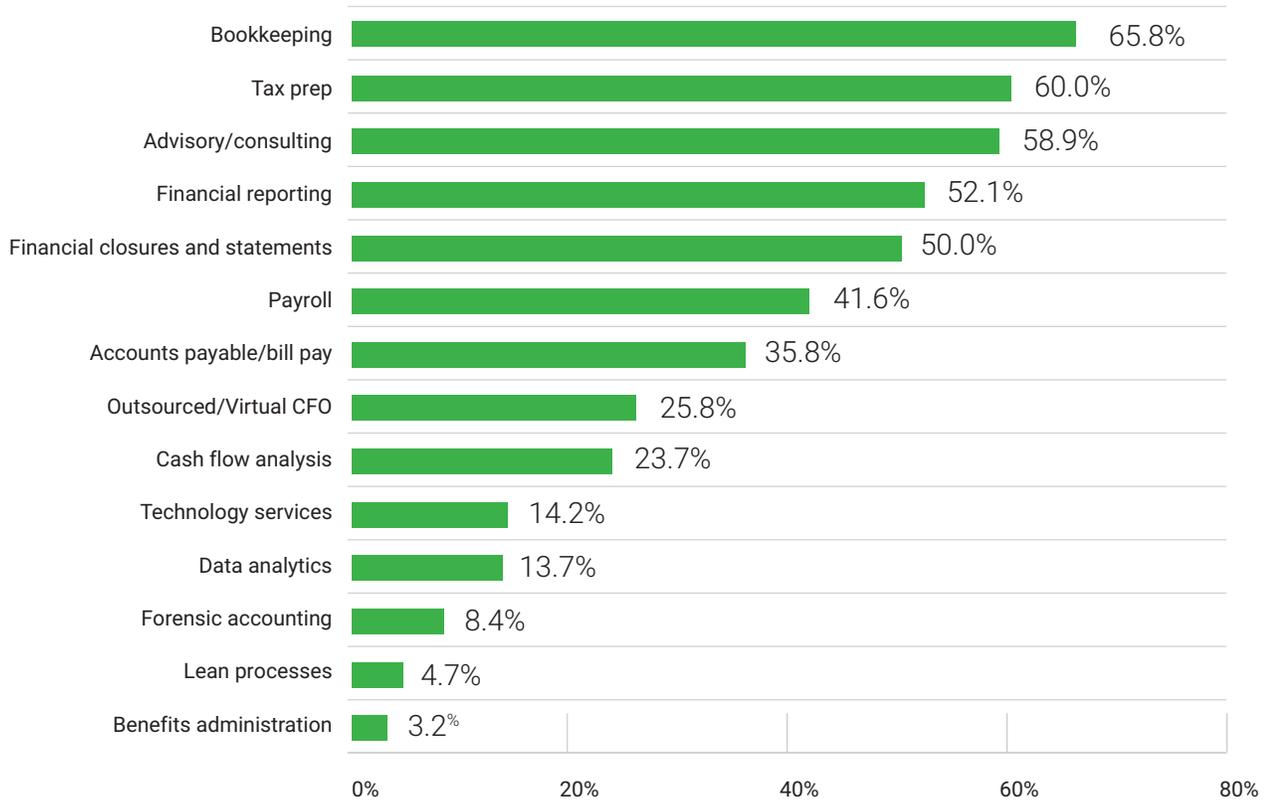
Respondent roles in accounting services transaction



Buyer industries represented

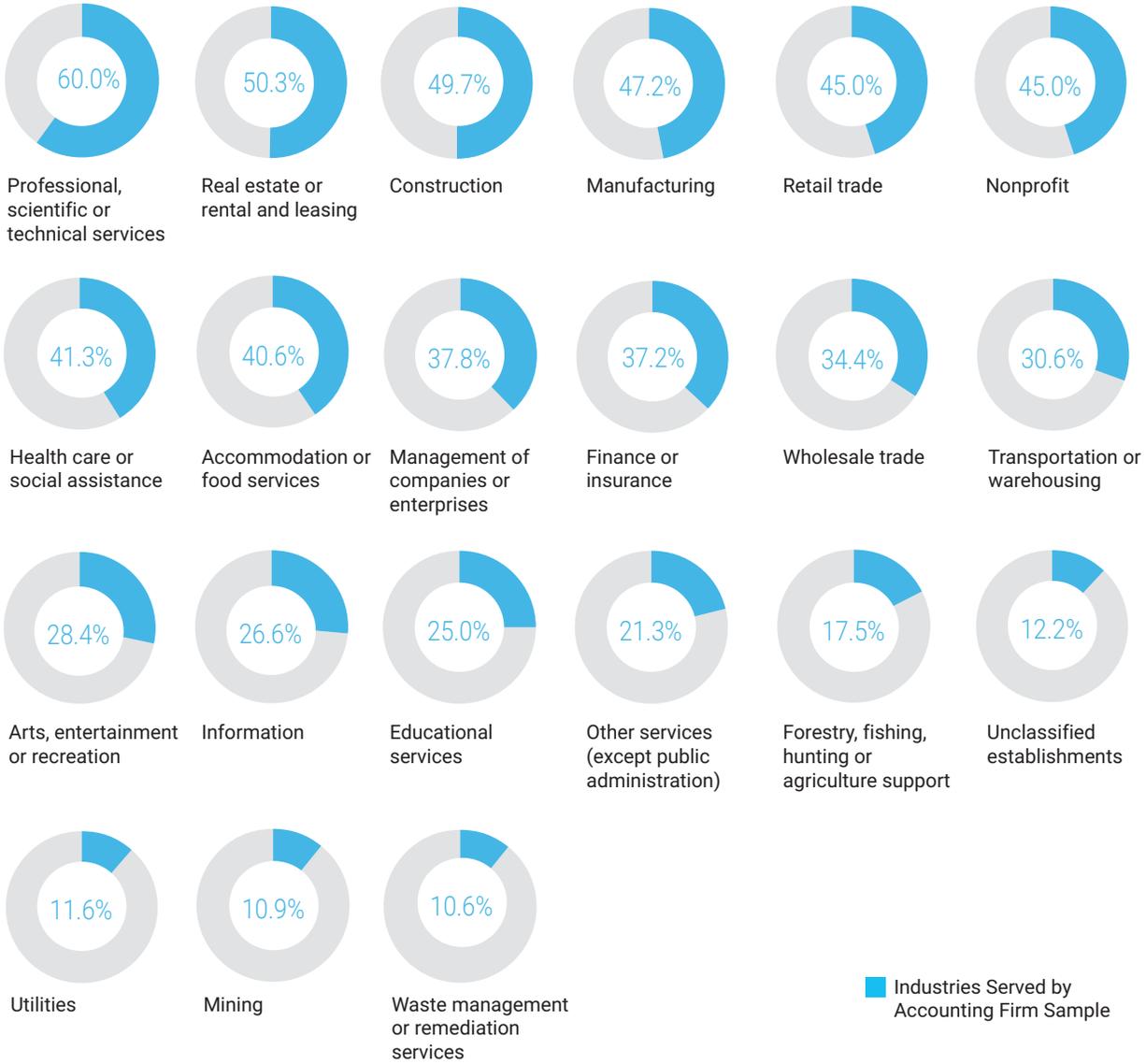


Accounting firms – service offerings



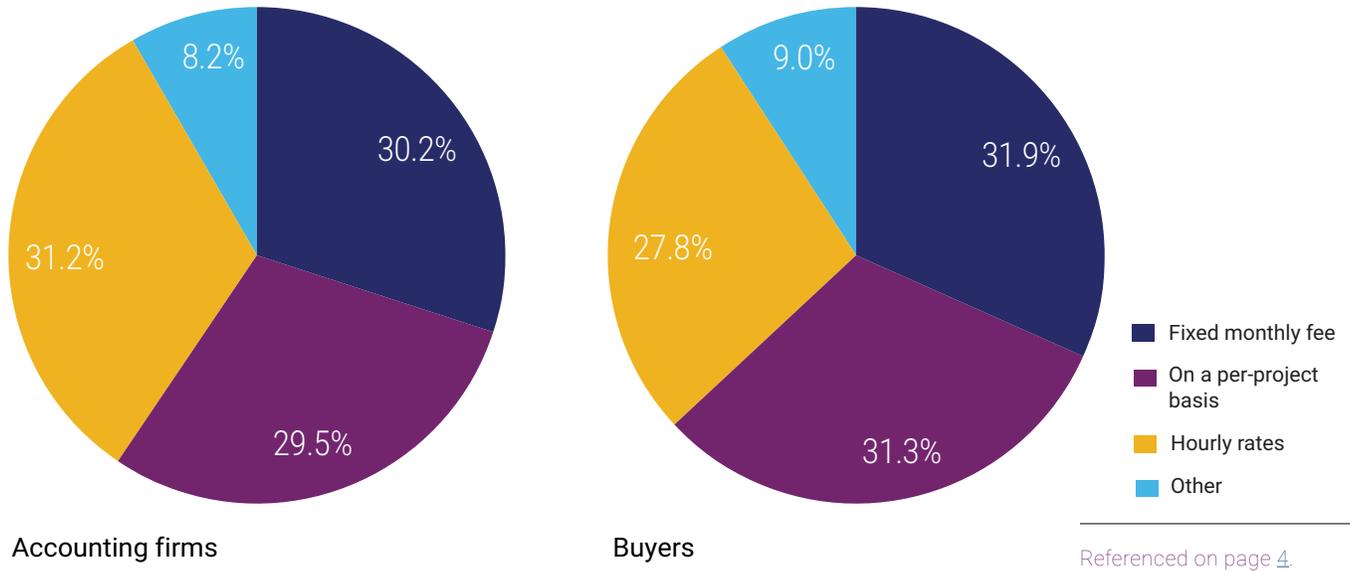
Referenced on page [5](#) and [14](#)

Industries served by accounting firm sample

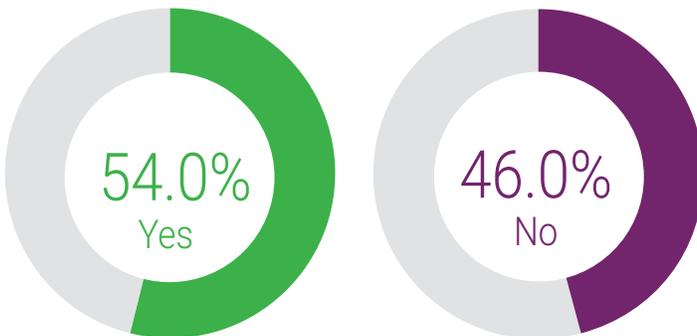


Referenced on page [6](#).

How are services paid for?

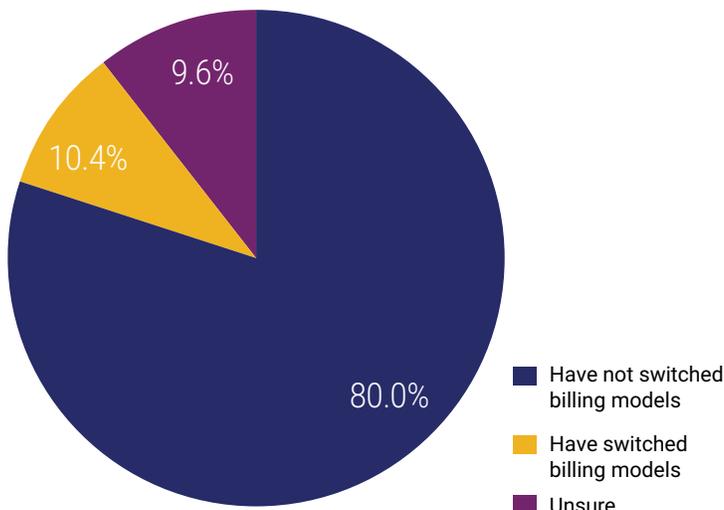


Buyers who identified their service provider offering services in a package or bundle?



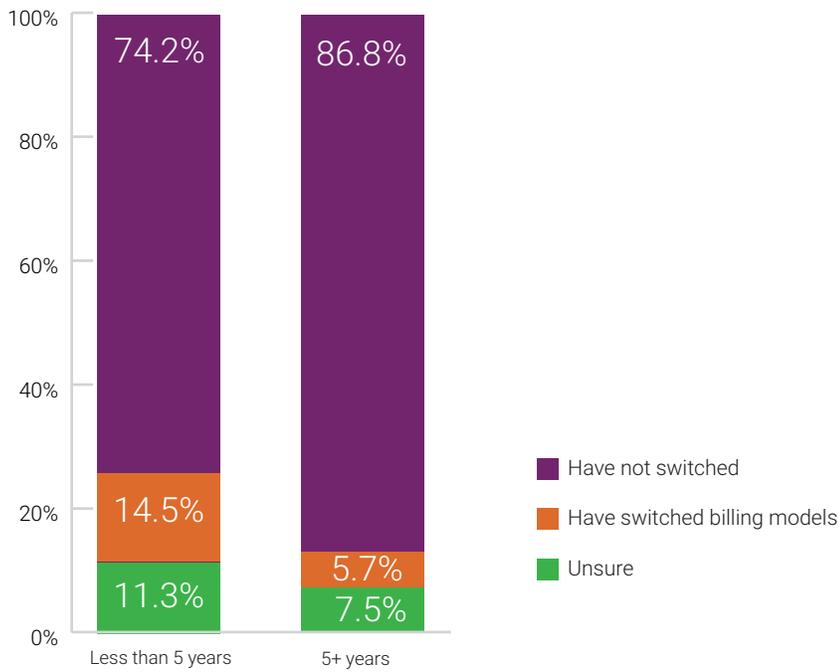
Referenced on page 5.

Buyers experience switching billing models



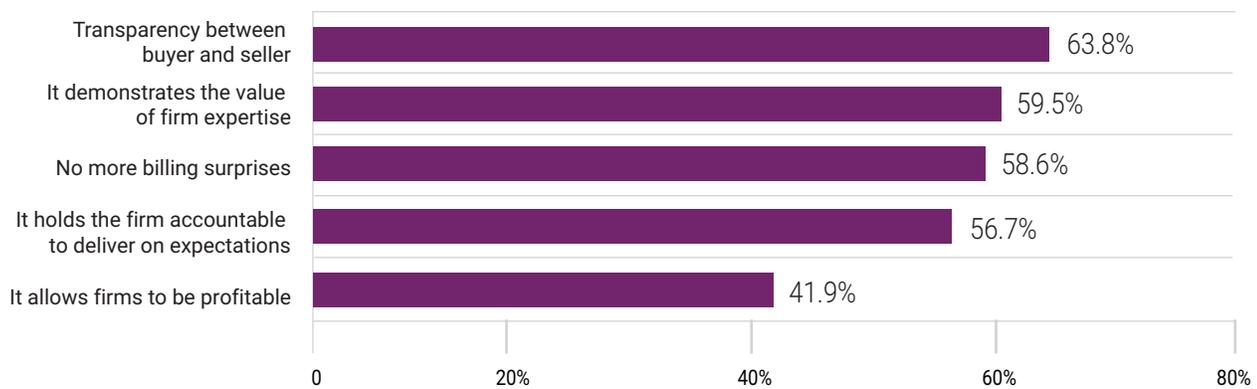
Referenced on page 4.

Billing transition experience by length of buyer relationship



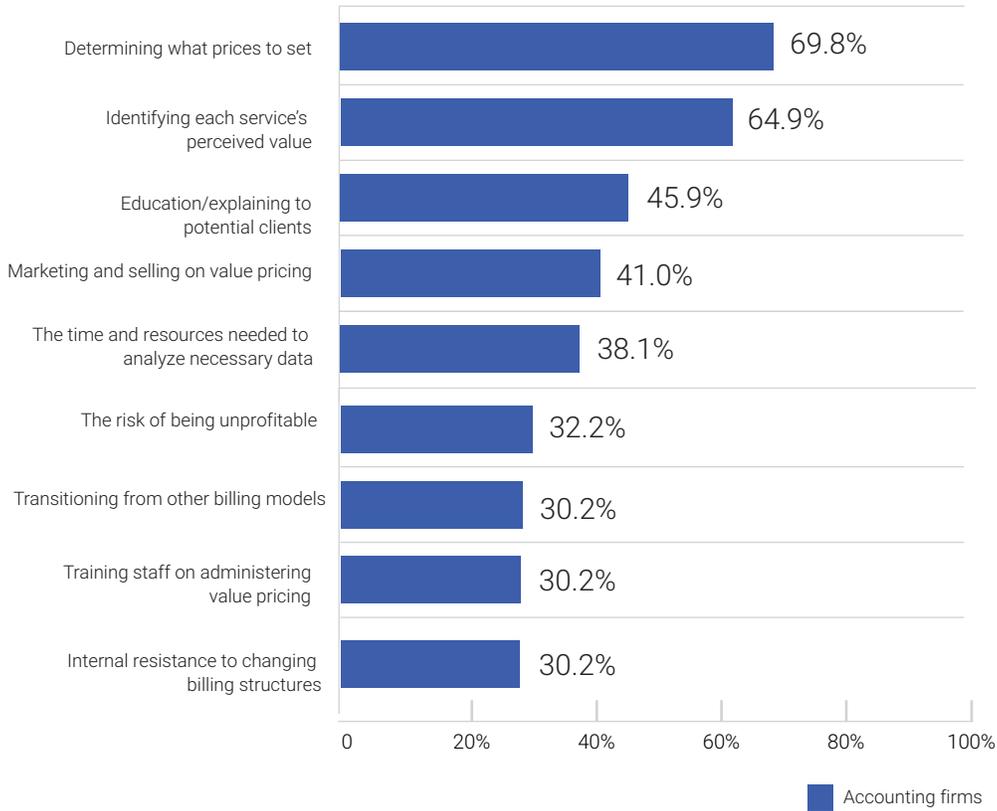
Referenced on page [4](#).

Top benefits of adopting value pricing

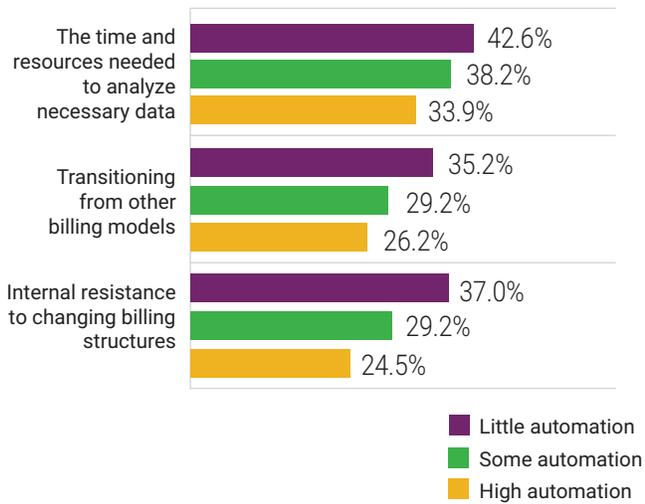


Referenced on page [8](#).

Challenges of adopting value pricing

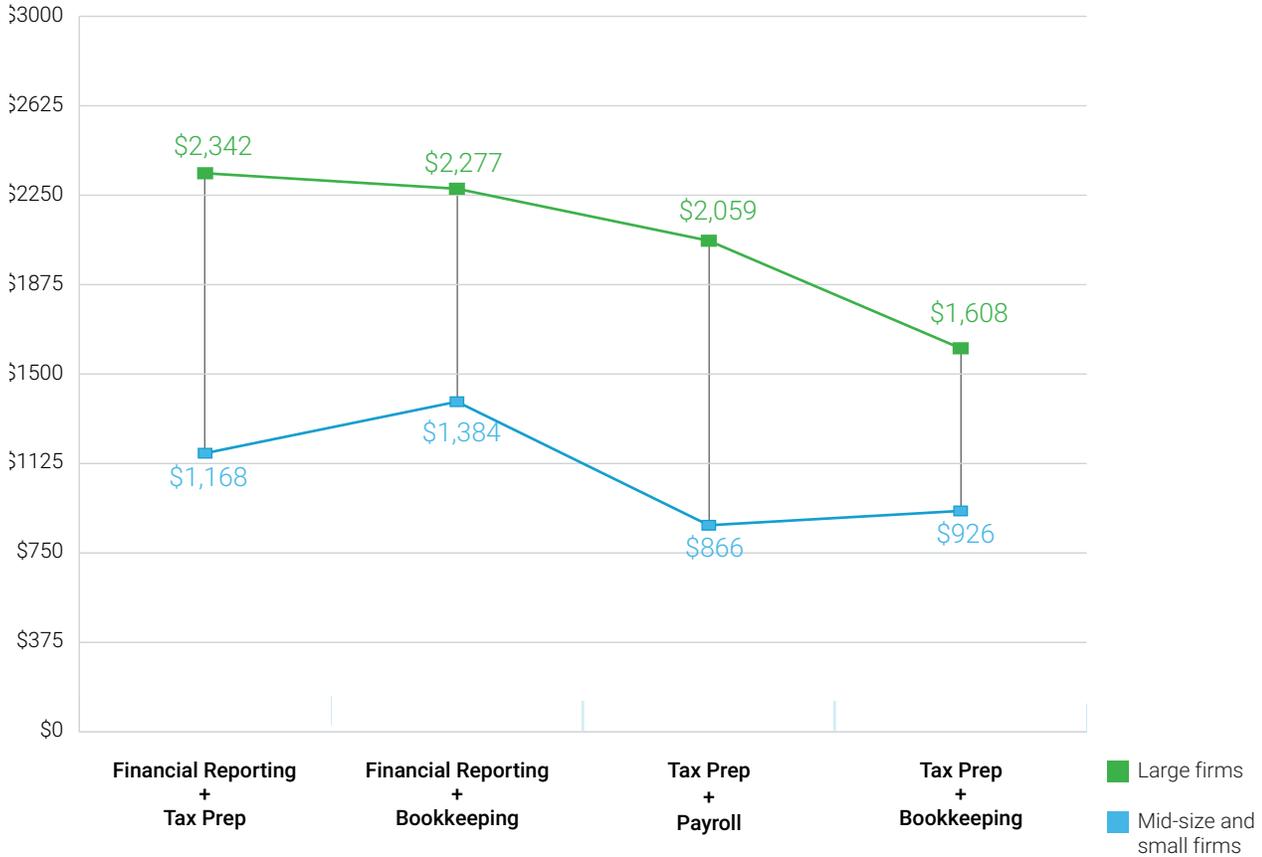


Challenges of adopting value pricing

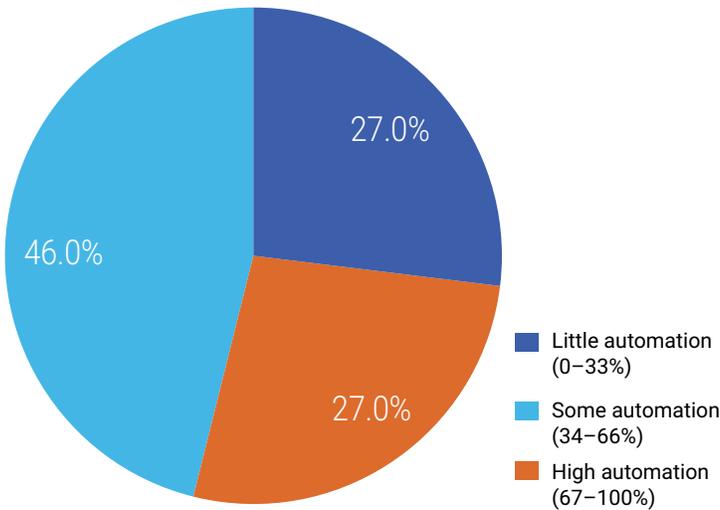


Referenced on page [9](#)

Accounting service packages: average monthly price range

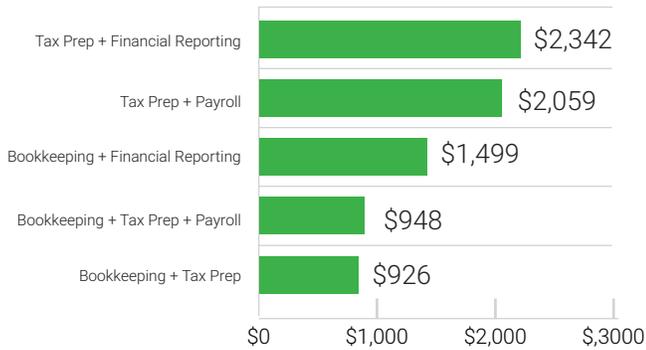


Proportion of accounting firm workflows currently automated

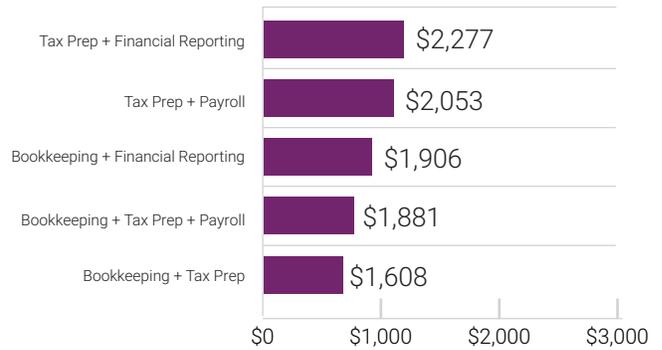


Referenced on page 8 & 9

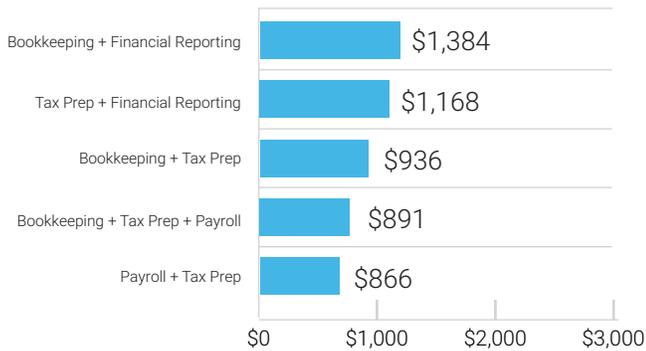
Accounting service packages:
average price by large firms



Accounting service packages:
average price by mid-sized firms

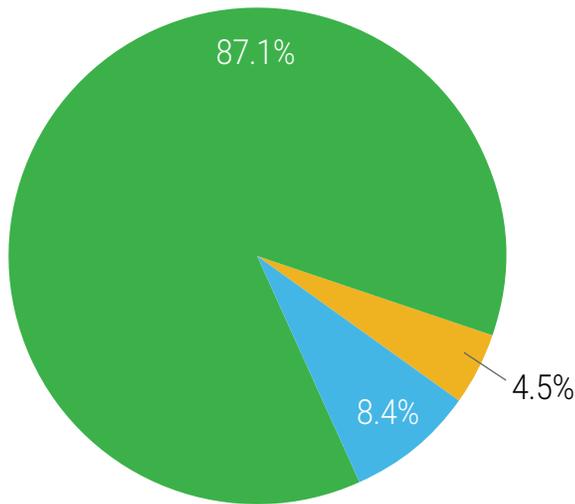


Accounting service packages:
average price by small firms

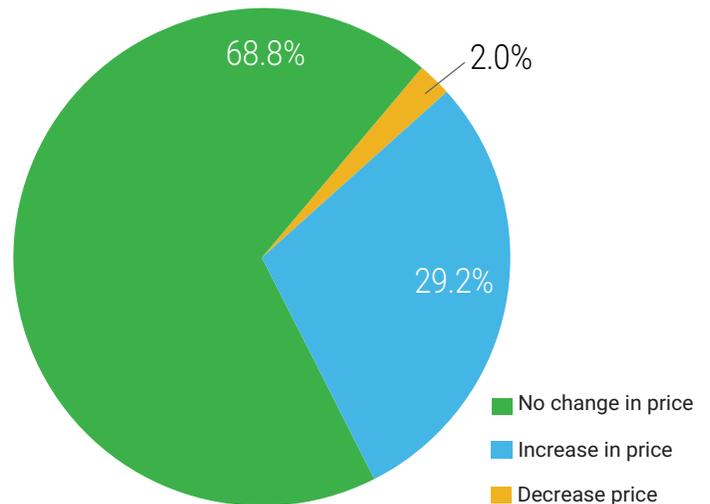


Referenced on page [10](#)

Impact of automation on price



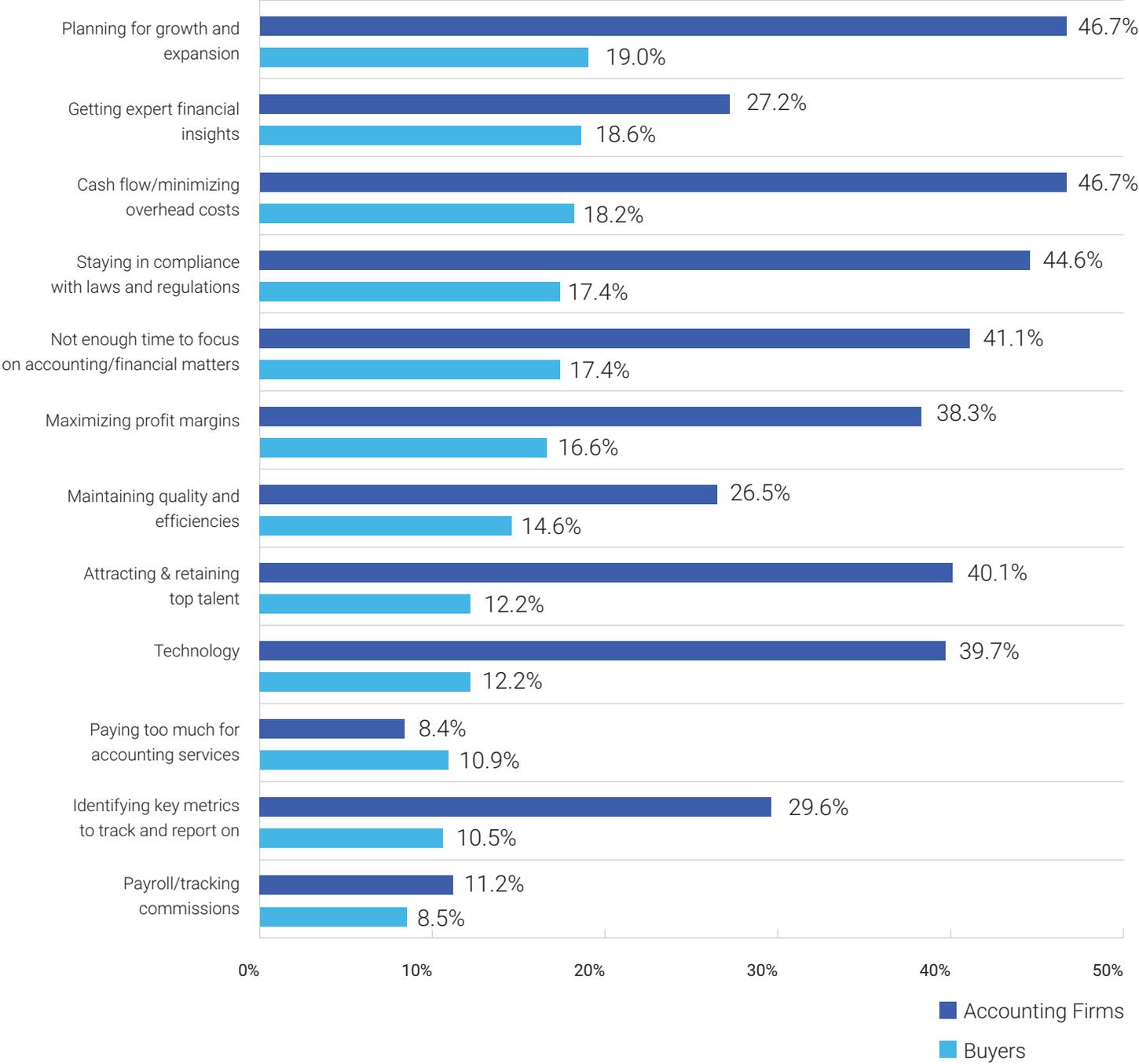
Automated process saves time, but clients don't directly see the value.



Automated process saves time and adds value to clients.

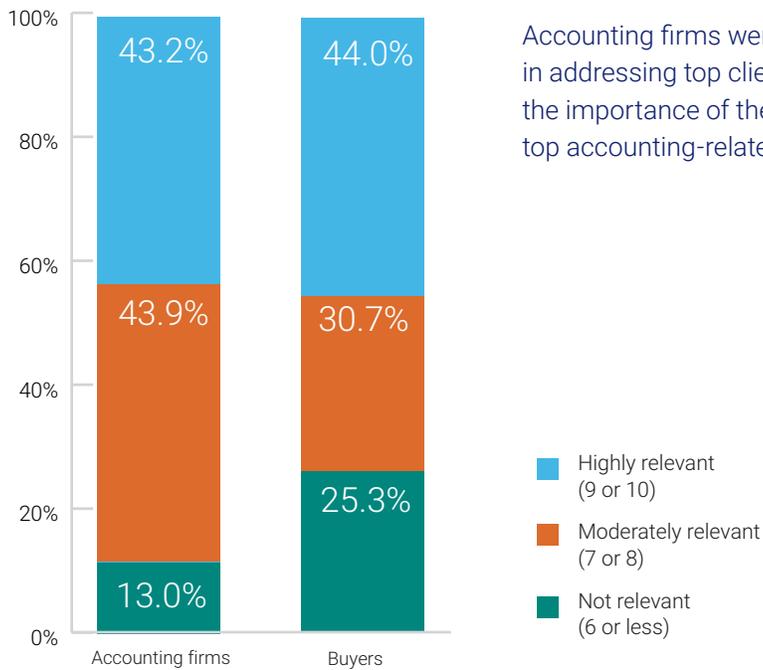
Referenced on page [9](#)

Top accounting-related challenges

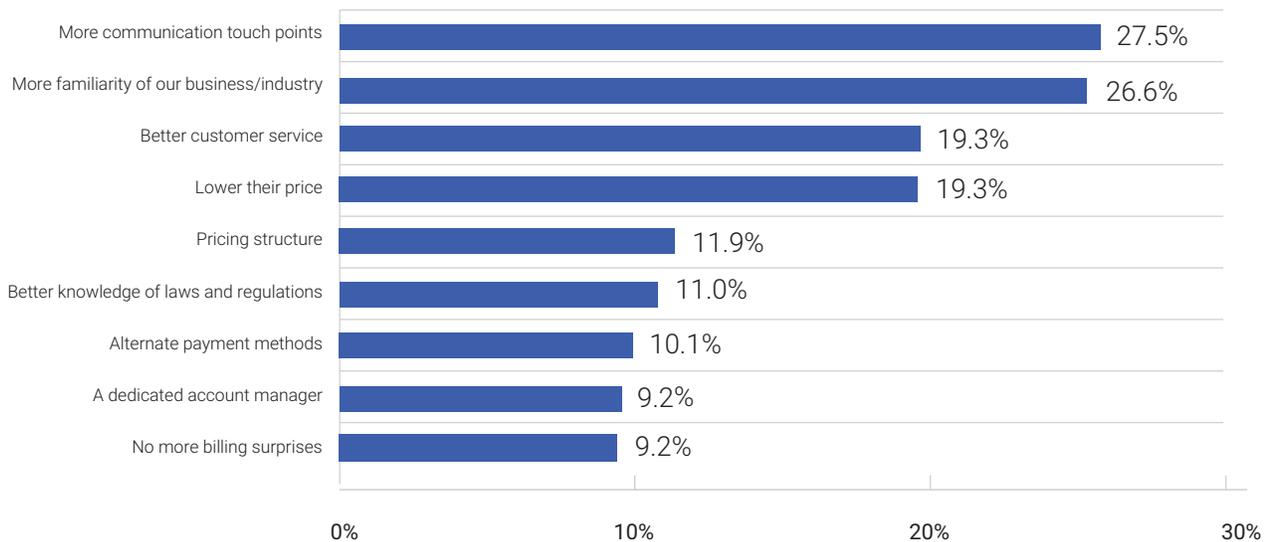


Referenced on page [7](#) and [13](#).

Firm relevance ratings

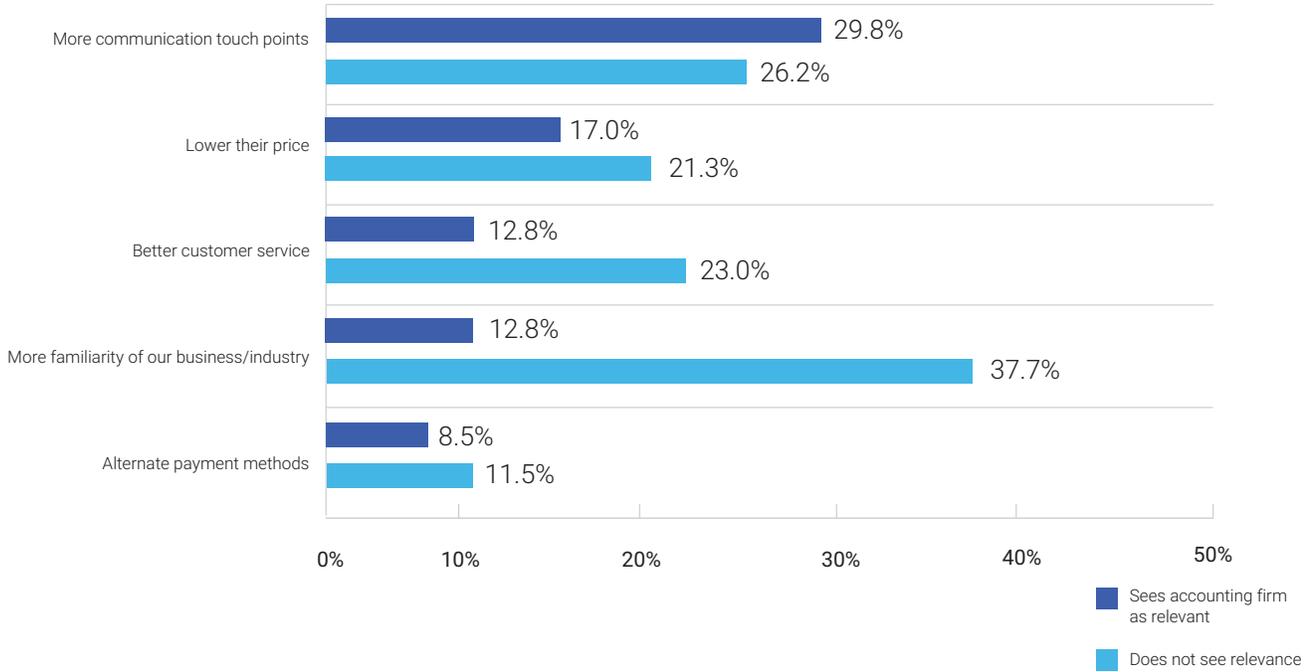


What buyers would change about their accounting firm

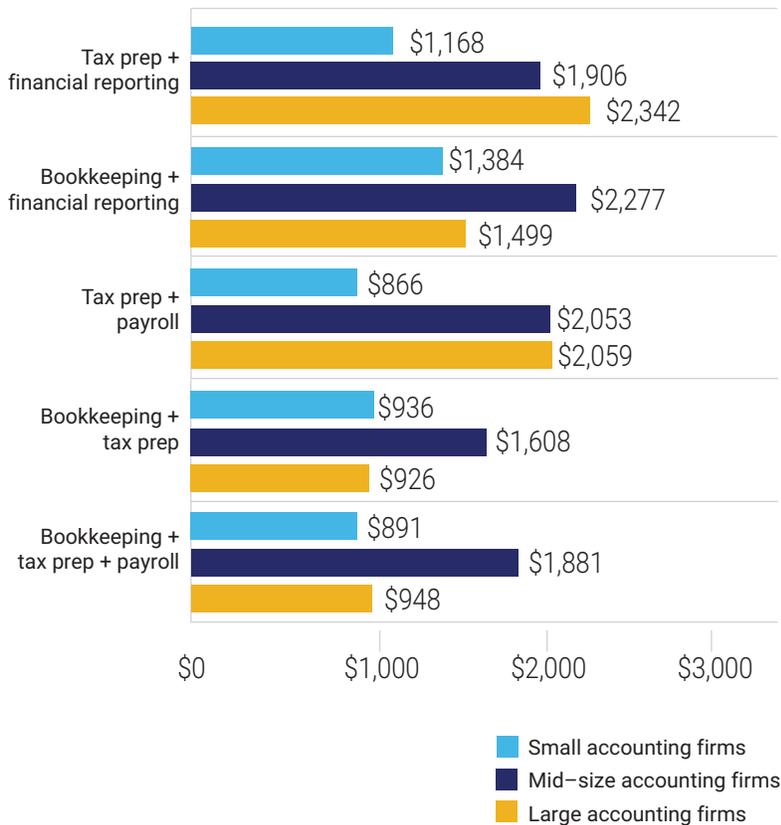


Referenced on page [6](#) & [8](#)

What buyers would change about their accounting firm by perceived relevance

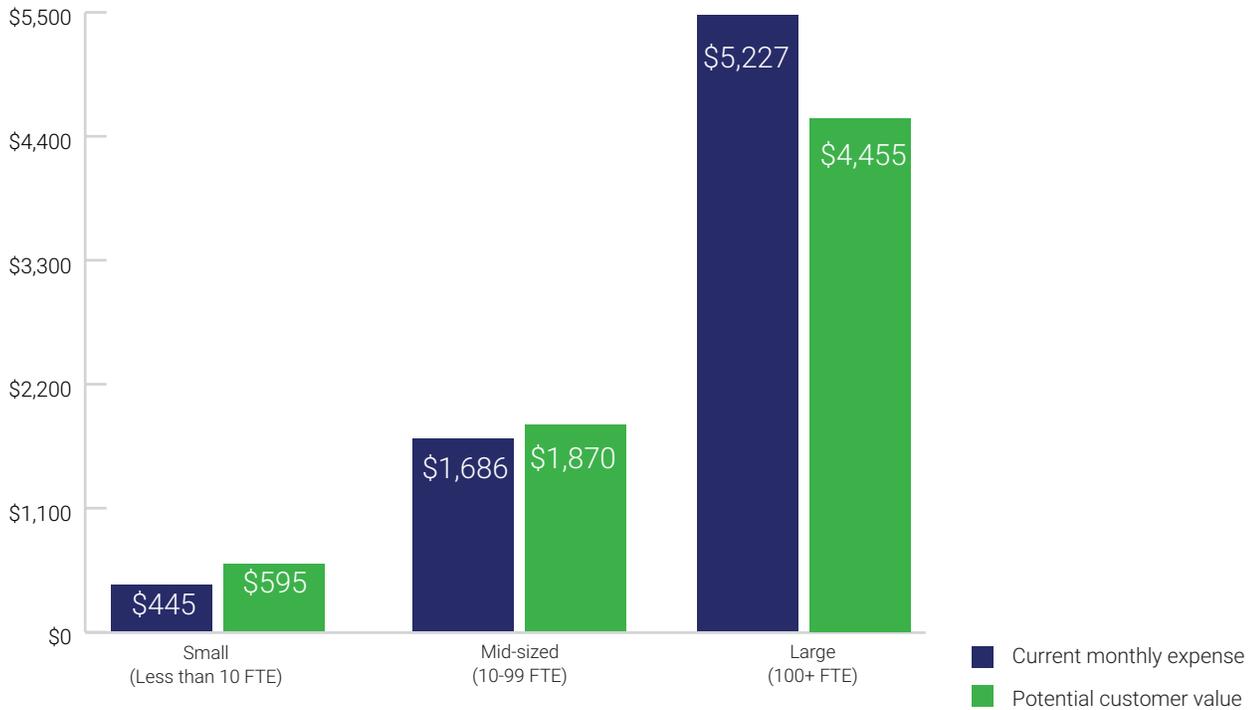


Average service package price set by firms



Referenced on page [10](#)

Current monthly expense -vs- potential customer value (average)

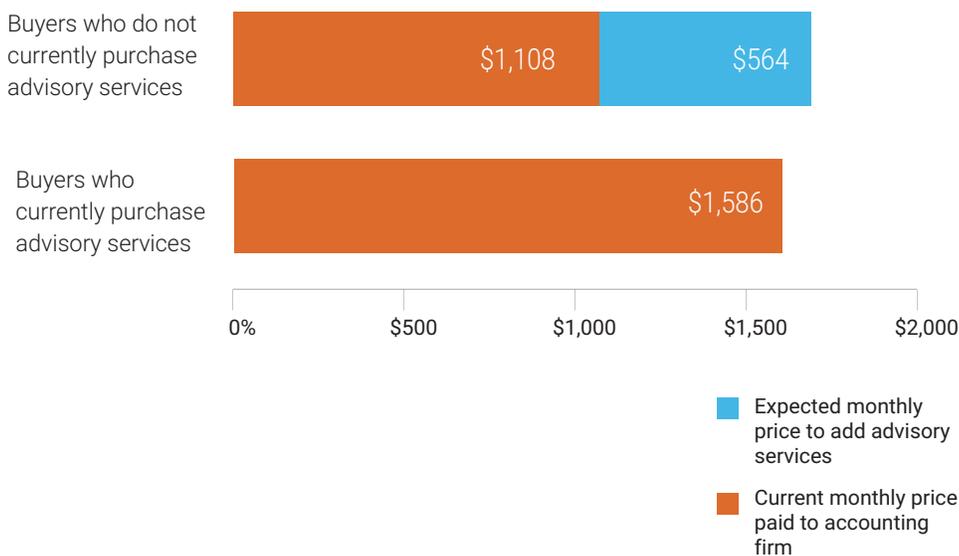


Buyers were asked to estimate their current monthly expenses to their accounting firm. Then, buyers were asked what additional services they would want from their accounting firm and how much they would expect to pay.

- Small buyers present a 31% growth opportunity, on average.
- Mid-size buyers present an 11% growth opportunity, on average.
- Large buyers suggest a desire to reduce accounting expenses, if possible.

Referenced on page [13](#).

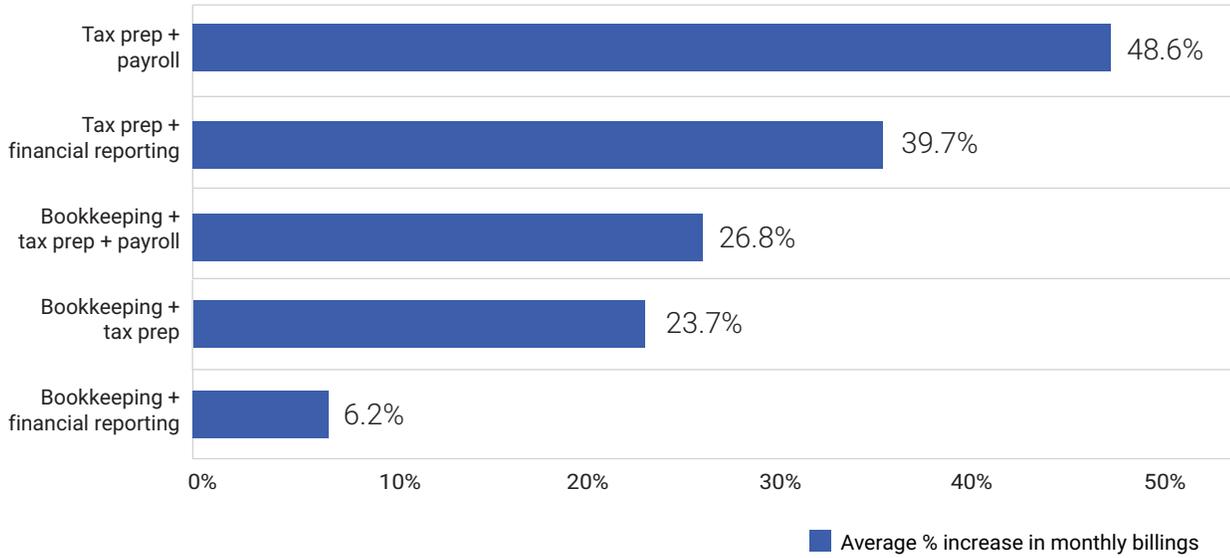
Average monthly price paid for accounting services



Buyers who did not purchase advisory services from their accounting firm would expect to pay 50% more for a package that included advisory or consulting services.

Referenced on page [11](#).

Average increase in monthly billings for traditional service packages by adding strategic advisory services

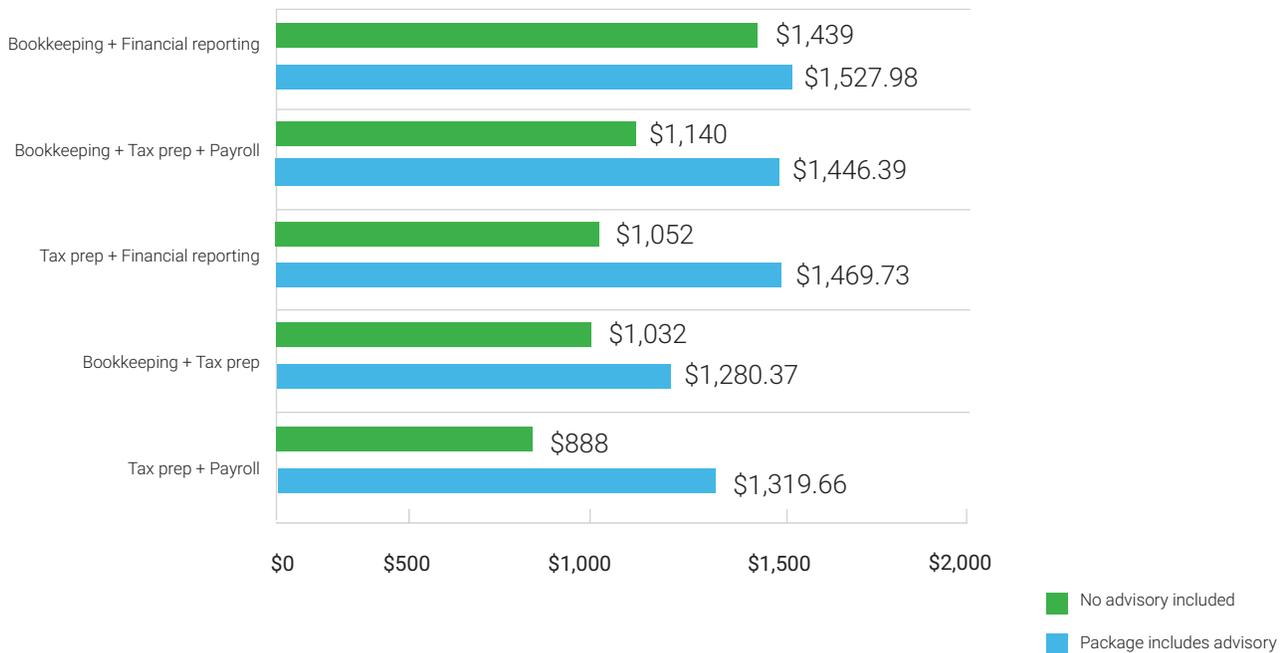


In our analysis, we looked at the average price paid for combinations of traditional accounting services. Next, we separated buyers who did not purchase strategic advisory services from those who did.

We found buyers who added strategic advisory services to traditional accounting services paid more each month. For instance, buyers who added advisory services to tax prep and payroll paid nearly 50% more.

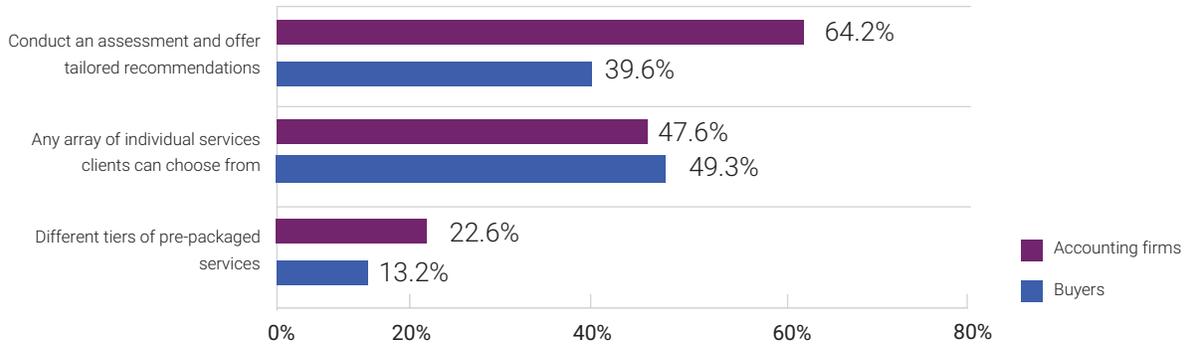
Referenced on page [12](#).

Difference in service package price with -vs- without advisory services



Referenced on page [11](#).

How do accounting firms organize their service offerings



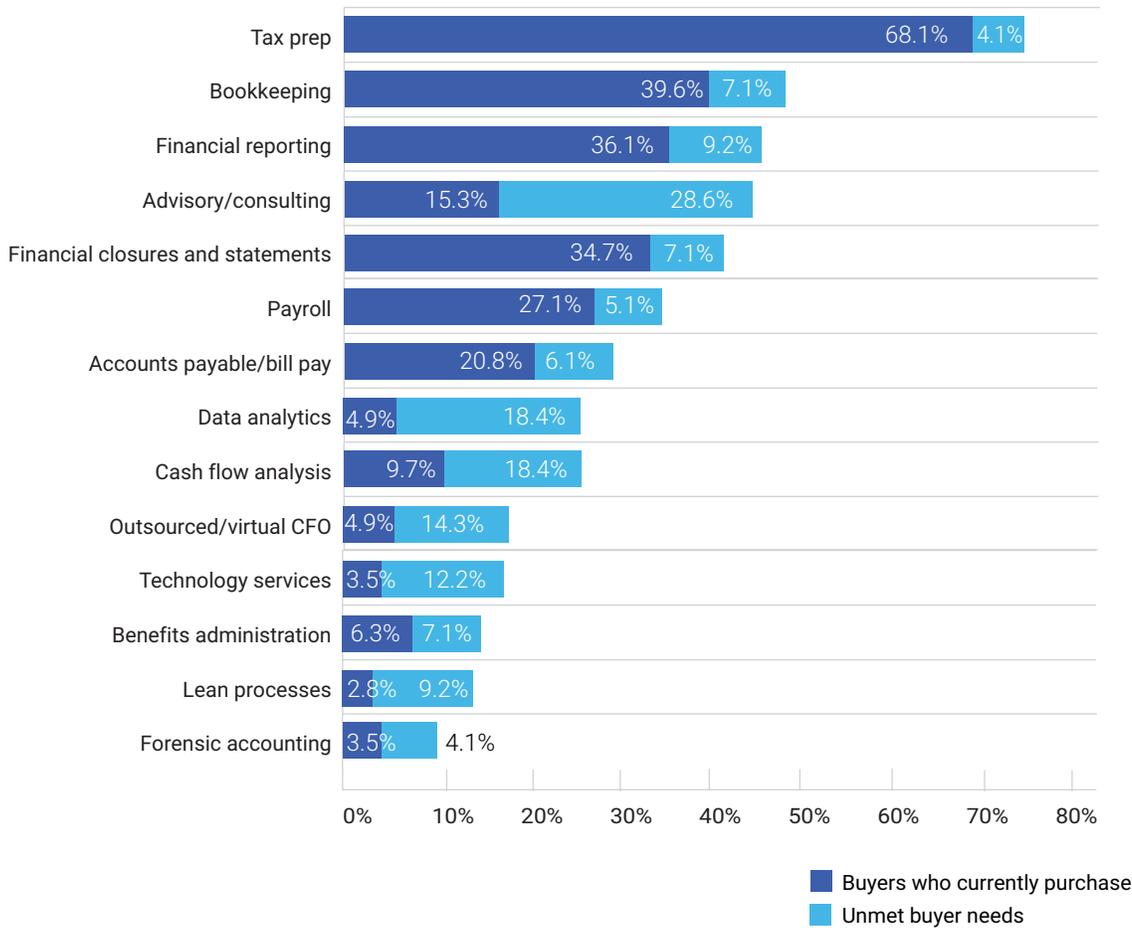
Referenced on page [13](#).

Service prevalence and value matrix

	Common service	Uncommon service
Buyer perceived value	Q1 <ul style="list-style-type: none"> Financial reporting Advisory/consulting Tax prep 	Q2 <ul style="list-style-type: none"> Forensic accounting Accounts payable/bill pay Data analytics Technology services
	Q3 <ul style="list-style-type: none"> Bookkeeping Financial closures and statements 	Q4 <ul style="list-style-type: none"> Cash flow analysis Benefits administration Lean processes Outsourced/virtual CFO Payroll

Referenced on page [14](#).

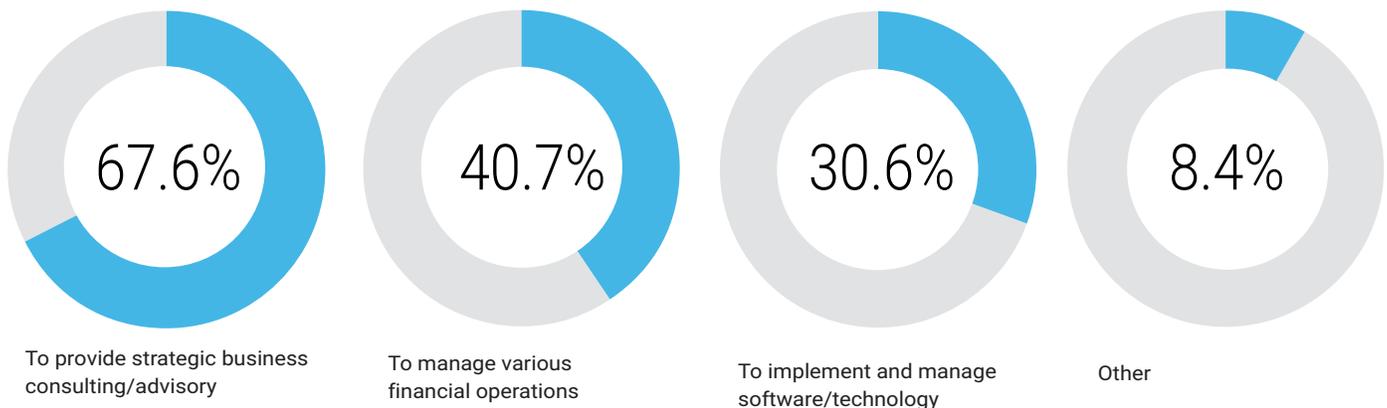
Buyer demand for service groups



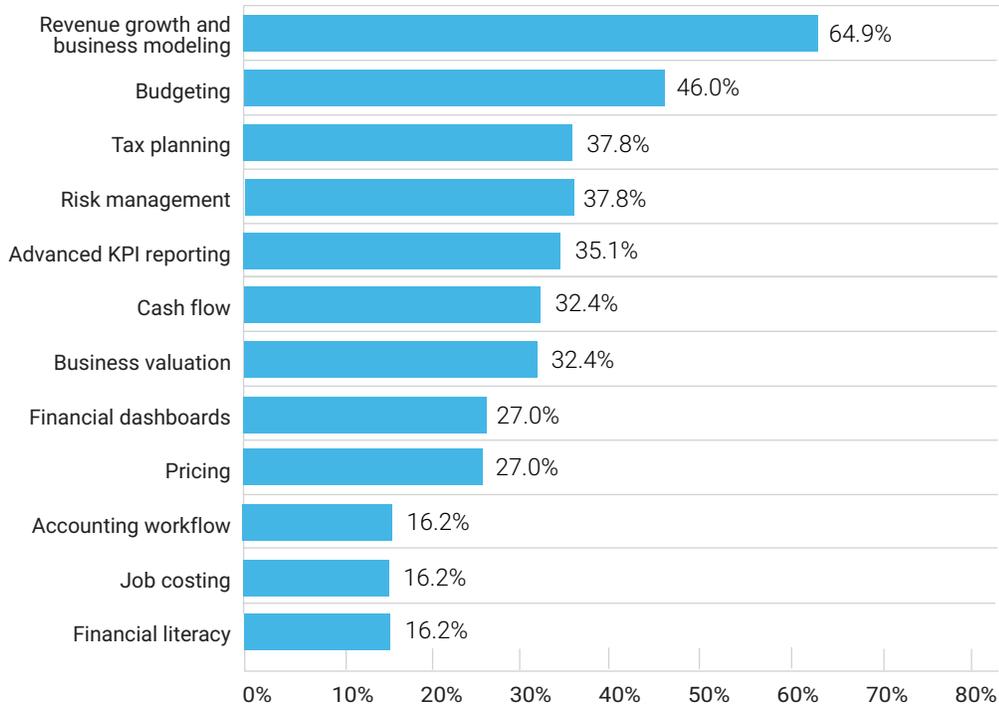
Buyers were asked to identify the services they currently purchase from their accounting firm. Next, the overall demand for accounting services was assessed. We explored additional services they would want from their accounting firm.

Our findings indicated that strategic advisory services present growth opportunities for accounting firms. Nearly 30% of buyers identified this as a service they would want their accounting firm to provide.

If price were no issue, what role would buyers want their accounting firm to play?

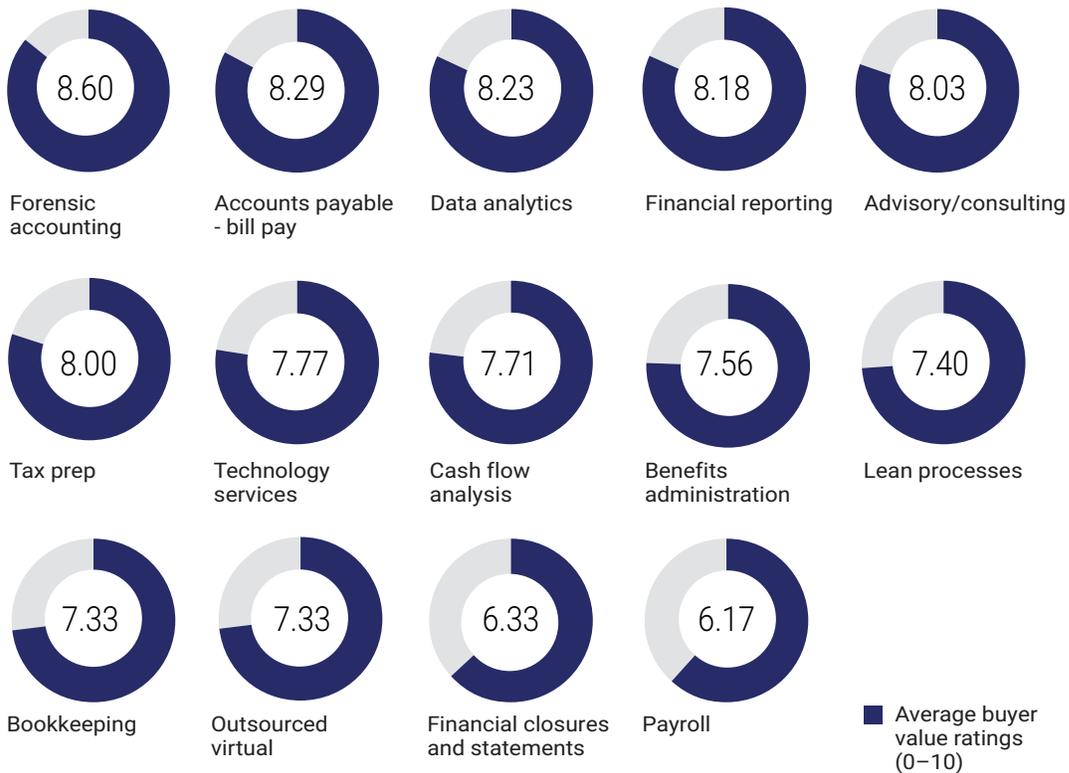


Areas buyers identified a need for advisory services



Referenced on page [12](#)

Relative perceived value of different accounting services





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