

CASE STUDY: DIEGO PERDOMO PURSUES A WHOLE-FIRM BUSINESS DEVELOPMENT CULTURE

By Wendy Nemitz

Founder & Principal, Ingenuity Marketing Group



Francisco Perdomo

Diego Perdomo & Company, PSC (San Juan) is a 20-member firm with three partners. In early 2011, the partners determined that there were business opportunities they could leverage more effectively, for example, in employee benefit audits. They needed marketing and business development strategies that involved the entire firm, with a goal of increasing revenue for all services by \$500,000.

With no formal marketing strategy in

place and uncertain of how to involve everyone, the partners agreed to contact us.

"We met Wendy a couple of years ago at a BKR regional meeting where she was speaking," said **Francisco Perdomo**, co-founder and president. "We invited her to help us facilitate our firm retreat."

In July 2011, I traveled to Puerto Rico and met with the firm's partners and managers to discuss their goals. We strategized on action steps to improve cross-selling as well as whole-firm business development. My first recommendation was to have partners identify the firm's "A" clients, and schedule meetings with them to explore service improvements

and additional services.

Developing a consistent presentation and process was important so that every client meeting aligned with the firm's goals. The partners and managers learned about sales techniques that identified a client's pain; with that information, firm services could be recommended to solve that pain.

In addition, partners and managers were assigned homework to identify referral sources in their network. This included bankers, former colleagues, and those tied to benefit plans. For example, Francisco connected with an insurance agent, who is now collaborating with the firm on a series of seminars for prospects that will discuss employee benefit trends and solutions.

By reaching out to clients and referral sources, Diego Perdomo has already noted some early success. A large prospective client who has done business with the firm in the past is considering a new engagement. A construction company is also considering an engagement in 2012.

The firm has set a deadline of August 2012 to reach its goal. I continue to coach Francisco and the other leaders to sustain momentum on the plan and ensure accountability. Meanwhile, the biggest shift for leaders is their enthusiasm for pursuing marketing and business development as part of their daily responsibilities, he said.

"Everyone has a very positive attitude," Francisco added. "We have delegated some responsibilities so that we can do more marketing. It's too early to make a judgment, but everyone has a job. And we hope to get employees involved in efforts soon."

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Contact information:

WF&CO BEDRIJFSREVISOREN BVBA
Kortrijksesteenweg 1126
Gent (St.-Denijs-Westrem), 9051
Belgium

Phone: 32 9 243 60 20

Fax: 32 9 221 12 75

Contact: Stefaan Beirens (stebe@w-f.be)

Ann Van Vlaenderen (annvv@w-f.be)

URL: <http://www.w-f.be>

Founded in 1981, **SF Partnership, LLP** offers a number of assurance, accounting, tax, insolvency, and professional practice services. The firm has considerable experience in the areas of real estate and construction, the retail and automotive sectors, manufacturing and distribution, professional services (doctors, dentists, lawyers, etc.), and mining. They also have several public company clients and international tax expertise. With 13 partners and a staff of 53, **SF Partnership, LLP** is ranked 22nd in Canada.

Contact Information:

SF Partnership, LLP

4950 Yonge Street

4th Floor

Toronto, Ontario

M2N 6K1

Canada

Phone: 1-416-250-1212

Fax: 1-416-250-1225

Contact: Steven Goldberg

Email: sgoldberg@sfgroup.ca

URL: <http://www.sfgroup.ca>

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