

# Sax Macy Fromm Gets Organized for Growth,

# Gets Results

## Consistency Is Key

Sax Macy Fromm & Co., P.C., (SMF) a Clifton, NJ-based firm with 20 principals enlisted The Whetstone Group, Inc. to help them create a more consistent growth plan. SMF had fairly strong growth, but it was inconsistent and unpredictable.

With only a few rainmakers that actively brought in new business, SMF needed to get younger principals and managers involved to sustain growth. In addition, they didn't have a plan in place that coordinated firm goals with their marketing function. They had niches, but were not actively marketing those niches.

*“Before working with Whetstone our marketing activities were ad hoc and results were unpredictable. They helped us create one, cohesive plan to grow our firm and showed us how to make sure the plan gets implemented.”*

Other concerns SMF faced, common in CPA firms of their size, were the issues of accountability and goal setting. The firm had set goals for practice development and worked accountability into their

plan, but didn't communicate the goals and enforce the accountability as well as they initially intended.

## Getting Organized

First Whetstone worked with SMF to determine how to organize the firm for growth. During this first phase, discussions centered on the challenges and opportunities of organizing as teams versus individuals, industry focused versus functional, and taking a planned, proactive approach versus just reacting to opportunities. The firm organized in industry focused teams and developed detailed growth plans for each team.



Next, Whetstone helped SMF understand the four elements of a growth culture and how these elements all need to be working together. The firm uses Whetstone for strategic marketing and internally staffs the tactical side of marketing and sales support.

The most important progress SMF made was that all principals agreed they needed to have a role in sales. For accountability, TWG worked with the firm to define and assign the role of sales manager to a designated business development principal and helped them establish reporting systems to track progress and results.

## The Whetstone Group

*Growth Tools for a Competitive Edge*

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