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The Changing Face of Accounting

What is really happening, and why your clients still need you

How many asked and didn't tell you?

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Every revolution made something cheap

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Every revolution made something cheap

c.1760 – 1840

1

Mechanisation

Steam and water power replace muscle. Factories, textiles, railways.

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Every revolution made something cheap

c.1760 – 1840

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Mechanisation

Steam and water power replace muscle. Factories, textiles, railways.

Railway money and railway failures create the modern audit.

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Made cheap

Muscle

What is really happening

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Every revolution made something cheap

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Steam and water power replace muscle. Factories, textiles, railways.

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Made cheap

Muscle

c.1870 – 1914

2

Electricity

Power on tap, the assembly line, steel and chemicals. Output at scale.

What is really happening

clarity®

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Made cheap

Making things

clarity®

Every revolution made something cheap

c.1760 – 1840 | c.1870 – 1914 | c.1970 – 2000s

1 — 2 — 3

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Made cheap
Muscle

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Power on tap, the assembly line, steel and chemicals. Output at scale.

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Made cheap
Making things

Digital

Computers, software and the internet automate processing.

What is really happening

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Computers, software and the internet automate processing.

The spreadsheet takes the arithmetic. Accountants move up.

What is really happening

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Made cheap
Calculation

What is really happening

clarity®

Every revolution made something cheap

c.1760 – 1840 | c.1870 – 1914 | c.1970 – 2000s | c.2011 onwards

1 — 2 — 3 — 4

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Steam and water power replace muscle. Factories, textiles, railways.

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Computers, software and the internet automate processing.

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Made cheap
Calculation

Connected

Cloud, mobile, data and sensors join everything up.

What is really happening

clarity®

Every revolution made something cheap

c.1760 – 1840 | c.1870 – 1914 | c.1970 – 2000s | c.2011 onwards

1 — 2 — 3 — 4

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Calculation

Connected

Cloud, mobile, data and sensors join everything up.

Bank feeds and cloud ledgers take the data entry.

What is really happening

clarity®

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Made cheap
Data

What is really happening

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Every revolution made something cheap

c.1760 – 1840	c.1870 – 1914	c.1970 – 2000s	c.2011 onwards	2022 onwards
1	2	3	4	5
Mechanisation	**Electricity**	**Digital**	**Connected**	**Generative AI**
Steam and water power replace muscle. Factories, textiles, railways.	Power on tap, the assembly line, steel and chemicals. Output at scale.	Computers, software and the internet automate processing.	Cloud, mobile, data and sensors join everything up.	Machines that write, reason and act in plain language.
Railway money and railway failures create the modern audit.	*Cost accounting grows up to run the factory.*	*The spreadsheet takes the arithmetic. Accountants move up.*	*Bank feeds and cloud ledgers take the data entry.*	
Made cheap **Muscle**	Made cheap **Making things**	Made cheap **Calculation**	Made cheap **Data**	

What is really happening

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Made cheap
Calculation

Connected

Cloud, mobile, data and sensors join everything up.

Bank feeds and cloud ledgers take the data entry.

Made cheap
Data

Generative AI

Machines that write, reason and act in plain language.

Your client asks the chat window before they ask you.

What is really happening

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Every revolution made something cheap

c.1760 – 1840	c.1870 – 1914	c.1970 – 2000s	c.2011 onwards	2022 onwards
1	2	3	4	5
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Made cheap **Muscle**	Made cheap **Making things**	Made cheap **Calculation**	Made cheap **Data**	Made cheap **The first answer**

What is really happening

clarity®

Every revolution made something cheap

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Made cheap **Muscle**	Made cheap **Making things**	Made cheap **Calculation**	Made cheap **Data**	Made cheap **The first answer**

And each time, the work moved to what was still expensive.

What is really happening

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What AI actually is

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What AI actually is

Software that learns patterns from billions of examples, then predicts the answer most likely to be rated good.

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What AI actually is

Software that learns patterns from billions of examples, then predicts the answer most likely to be rated good.

What it can now do

What is really happening

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What AI actually is

Software that learns patterns from billions of examples, then predicts the answer most likely to be rated good.

What it can now do

Answers

Ask anything in plain English. Reads text, images, charts and documents.

What is really happening

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What AI actually is

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What it can now do

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Ask anything in plain English. Reads text, images, charts and documents.

Reasons

Works a problem through in steps before answering. Hands exact sums to a calculator.

What is really happening

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Acts

Agents. Give it a task and it does the work: runs the numbers, builds the spreadsheet, writes the deck.

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Software that learns patterns from billions of examples, then predicts the answer most likely to be rated good.

What it can now do

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Ask anything in plain English. Reads text, images, charts and documents.

Reasons

Works a problem through in steps before answering. Hands exact sums to a calculator.

Acts

Agents. Give it a task and it does the work: runs the numbers, builds the spreadsheet, writes the deck.

Nobody programs what it knows (it learns from patterns in the data). But it doesn't know your client.

What is really happening

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The Four Forces

What is really happening

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The Four Forces

Compliance is being commoditised

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The Four Forces

Compliance is being commoditised

Clients are already paying someone else

clarity®

The Four Forces

Compliance is being commoditised

Clients are already paying someone else

The old advisory model is broken

clarity®

The Four Forces

Compliance is being commoditised

Clients are already paying someone else

The old advisory model is broken

The Wolf is in your clients' pockets

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The ledger has moved inside the chat window

	ChatGPT (OpenAI)	Claude (Anthropic)	Gemini (Google)
Xero	**Sep 2026** Xero plugin live in ChatGPT, powered by JAX	**Mar 2026** JAX built on Claude. Xero in Claude for Small Business from Sep 2026	
Intuit QuickBooks	**Nov 2025** QuickBooks, TurboTax and Credit Karma inside ChatGPT	**Apr 2026** QuickBooks connector inside Claude, expanded Jul 2026	

Xero also live in Microsoft 365 from Jul 2026. Sources: Xero, Intuit, Accountio (20 Oct 2026).

What is really happening

clarity®

The ledger has moved inside the chat window

	ChatGPT (OpenAI)	Claude (Anthropic)	Gemini (Google)
Xero	**Sep 2026** Xero plugin live in ChatGPT, powered by JAX	**Mar 2026** JAX built on Claude. Xero in Claude for Small Business from Sep 2026	**Oct 2026** First finance platform inside Gemini: live ledger, charts, invoices
Intuit QuickBooks	**Nov 2025** QuickBooks, TurboTax and Credit Karma inside ChatGPT	**Apr 2026** QuickBooks connector inside Claude, expanded Jul 2026	*Next?*

Xero also live in Microsoft 365 from Jul 2026. Sources: Xero, Intuit, Accountio (20 Oct 2026).

What is really happening

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Intuit QuickBooks	**Nov 2025** QuickBooks, TurboTax and Credit Karma inside ChatGPT	**Apr 2026** QuickBooks connector inside Claude, expanded Jul 2026	*Next?*

Both platforms. Every major AI. Your clients' books are in every chat window.

Xero also live in Microsoft 365 from Jul 2026. Sources: Xero, Intuit, Accountio (20 Oct 2026).

What is really happening

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What goes first. What goes last.

First

Accounts production

Bookkeeping

Routine compliance

Anything priced by time or volume

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What goes first. What goes last.

First

Accounts production

Bookkeeping

Routine compliance

Anything priced by time or volume

Last

Judgement

Accountability

Challenge

The relationship

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Mark: four years, no crisis

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Mark: four years, no crisis

62% → 54%

Gross Profit %

A point or so a year

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Mark: four years, no crisis

62% → 54%

Gross Profit %

A point or so a year

Flat

Revenue per Employee

Three years, every hire diluting

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Mark: four years, no crisis

62% → 54%

Gross Profit %

A point or so a year

Flat

Revenue per Employee

Three years, every hire diluting

38 → 57

Cash Days

A week here, a week there

clarity.®

Mark: four years, no crisis

62% → 54%

Gross Profit %

A point or so a year

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Revenue per Employee

Three years, every hire diluting

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Cash Days

A week here, a week there

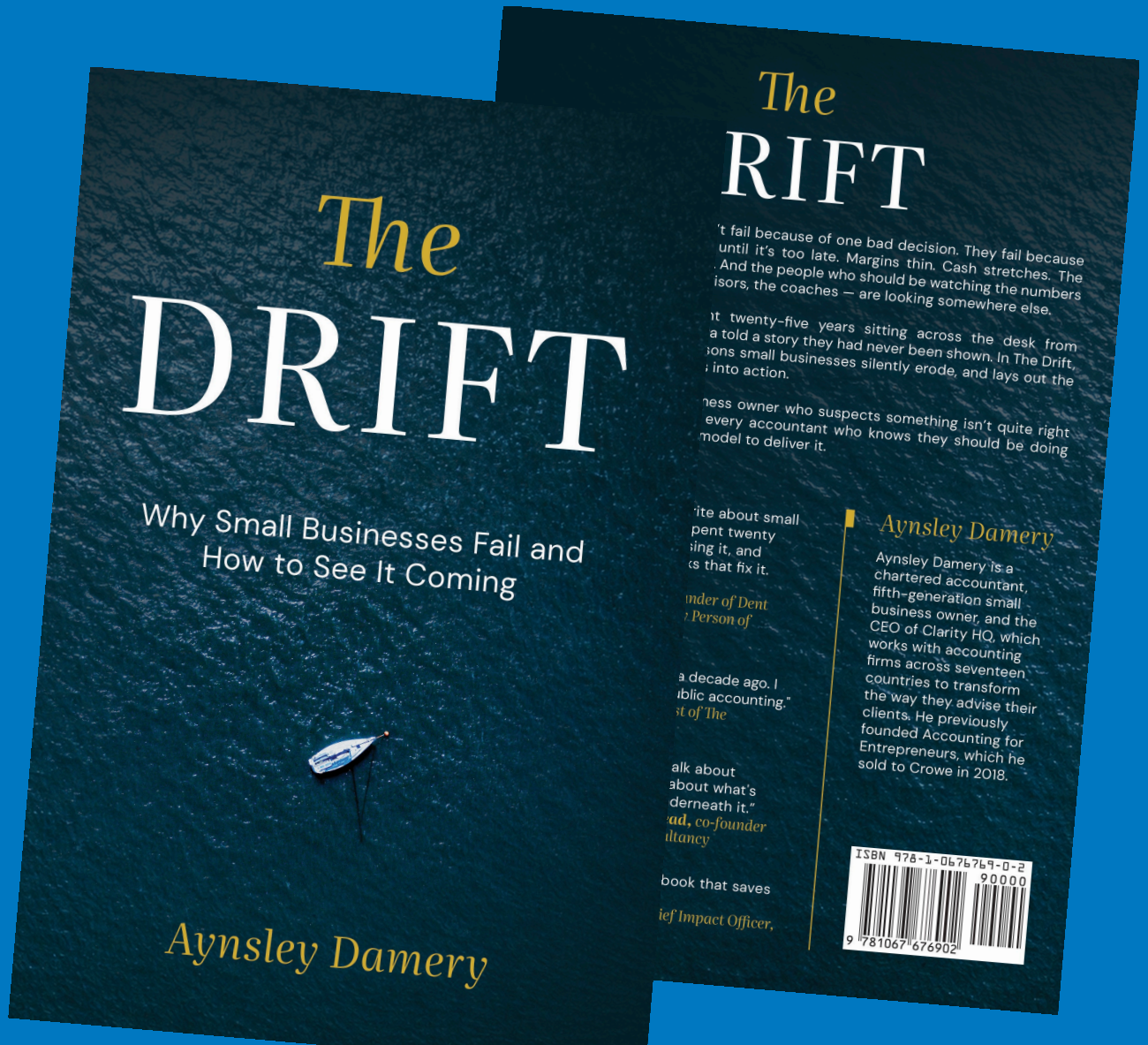
No single month looked like a problem.

Composite case from The Drift, chapter 1. £1.2m professional services firm.

The Drift

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International #1 bestseller



The Drift

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50%

How much more often leading AI models affirm a user's decision than a human does, even when the decision is poor

Cheng et al., Stanford University, Science 391 (2026)

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Where you win

Where you outperform AI

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Where you win

1 **A stake in the outcome**

You are still there next year. The AI is not.

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Where you win

1 **A stake in the outcome**

You are still there next year. The AI is not.

2 **Accountability over time**

Goals with a review date get done. Goals without one drift.

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Where you win

1 **A stake in the outcome**

You are still there next year. The AI is not.

2 **Accountability over time**

Goals with a review date get done. Goals without one drift.

3 **Noticing what nobody asked**

The pattern across three years of numbers.

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Where you win

1	**A stake in the outcome**	You are still there next year. The AI is not.
2	**Accountability over time**	Goals with a review date get done. Goals without one drift.
3	**Noticing what nobody asked**	The pattern across three years of numbers.
4	**Challenge when it's needed**	Saying the uncomfortable thing, kindly.

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Where you win

1	**A stake in the outcome**	You are still there next year. The AI is not.
2	**Accountability over time**	Goals with a review date get done. Goals without one drift.
3	**Noticing what nobody asked**	The pattern across three years of numbers.
4	**Challenge when it's needed**	Saying the uncomfortable thing, kindly.
5	**Knowing the person**	Their life, their exit, what enough looks like.

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Support and challenge

Support ↑

Challenge →

Where you outperform AI

clarity®

Support and challenge

Support ↑

Reporting

Here is what happened

Challenge →

Where you outperform AI

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Support and challenge



Where you outperform AI

clarity®

Support and challenge



Where you outperform AI

clarity®

Support and challenge

Support ↑

Agreement Where generic AI sits	**The Numbers Mentor** Support and challenge together
Reporting Here is what happened	**Criticism** Challenge without the relationship

Challenge →

Where you outperform AI

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What the model did to profit

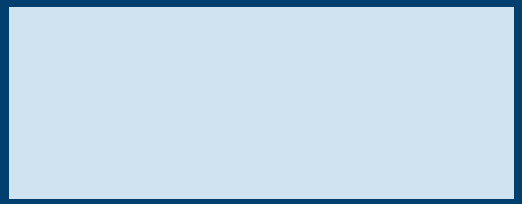
Average firm profit. Clarity HQ benchmarks.

What to do about it

clarity®

What the model did to profit

£118k



Compliance only

Average firm profit. Clarity HQ benchmarks.

What to do about it

clarity®

What the model did to profit

£118k



Compliance only

30% down

£83k



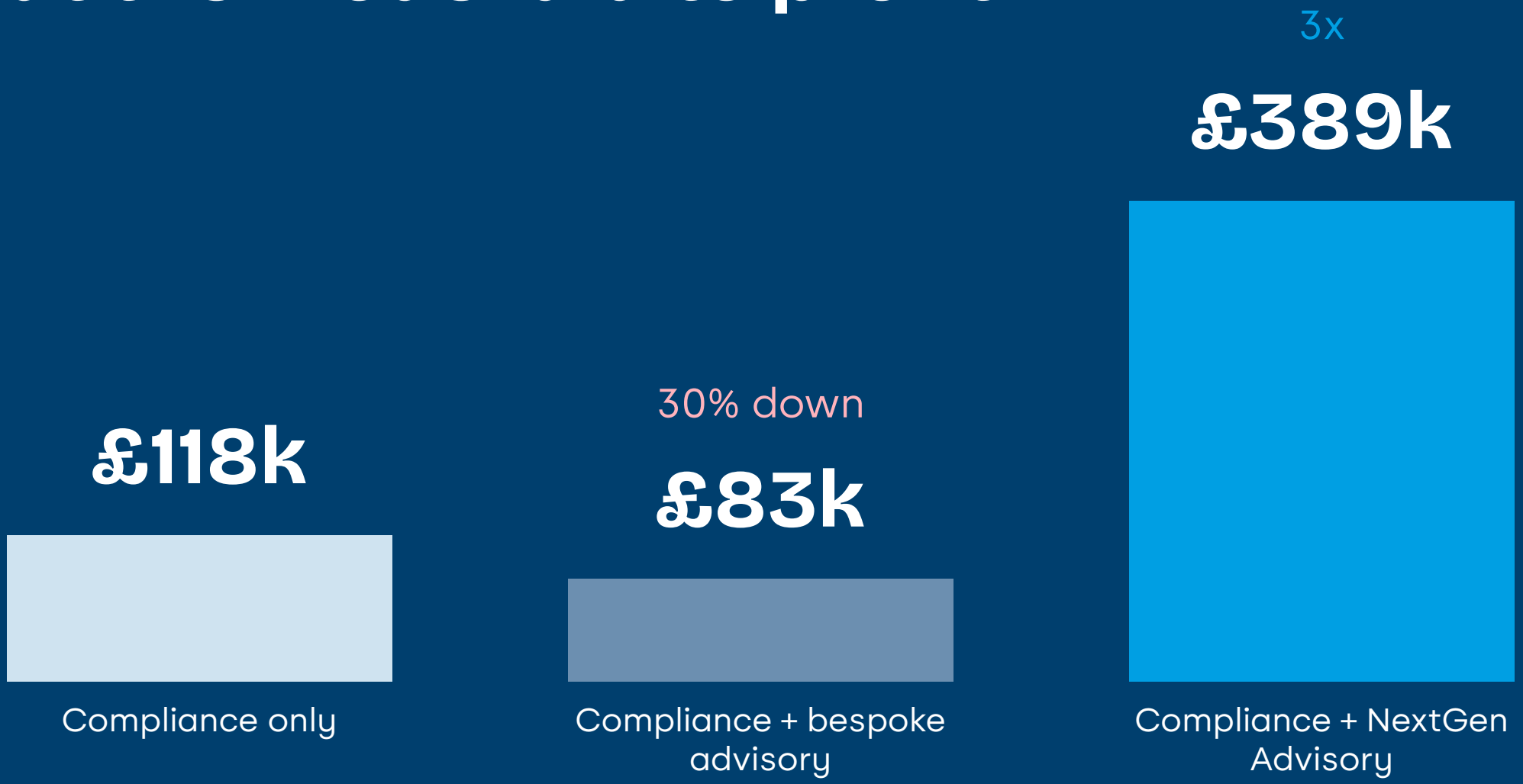
Compliance + bespoke advisory

Average firm profit. Clarity HQ benchmarks.

What to do about it

clarity®

What the model did to profit

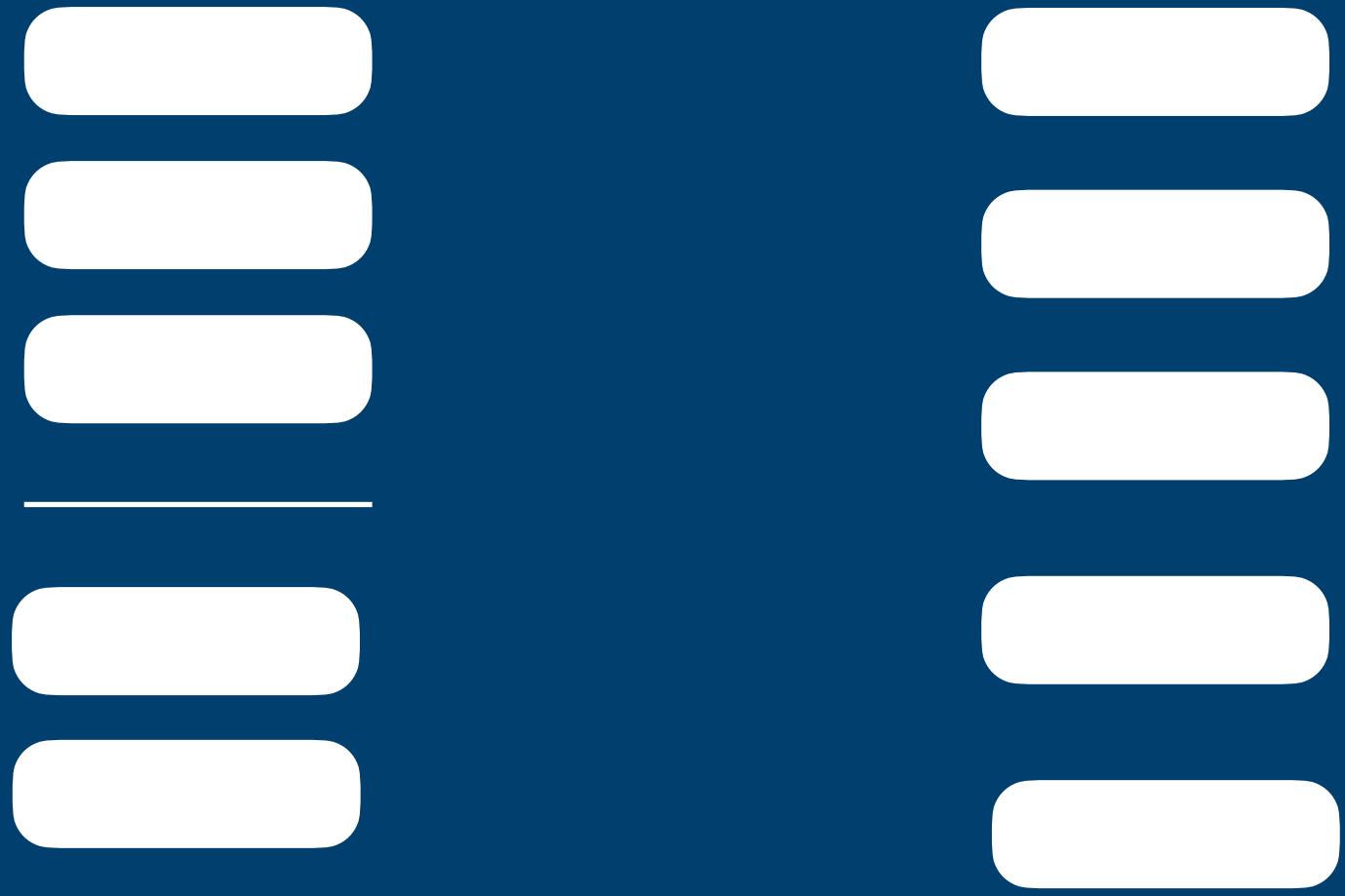


Average firm profit. Clarity HQ benchmarks.

What to do about it

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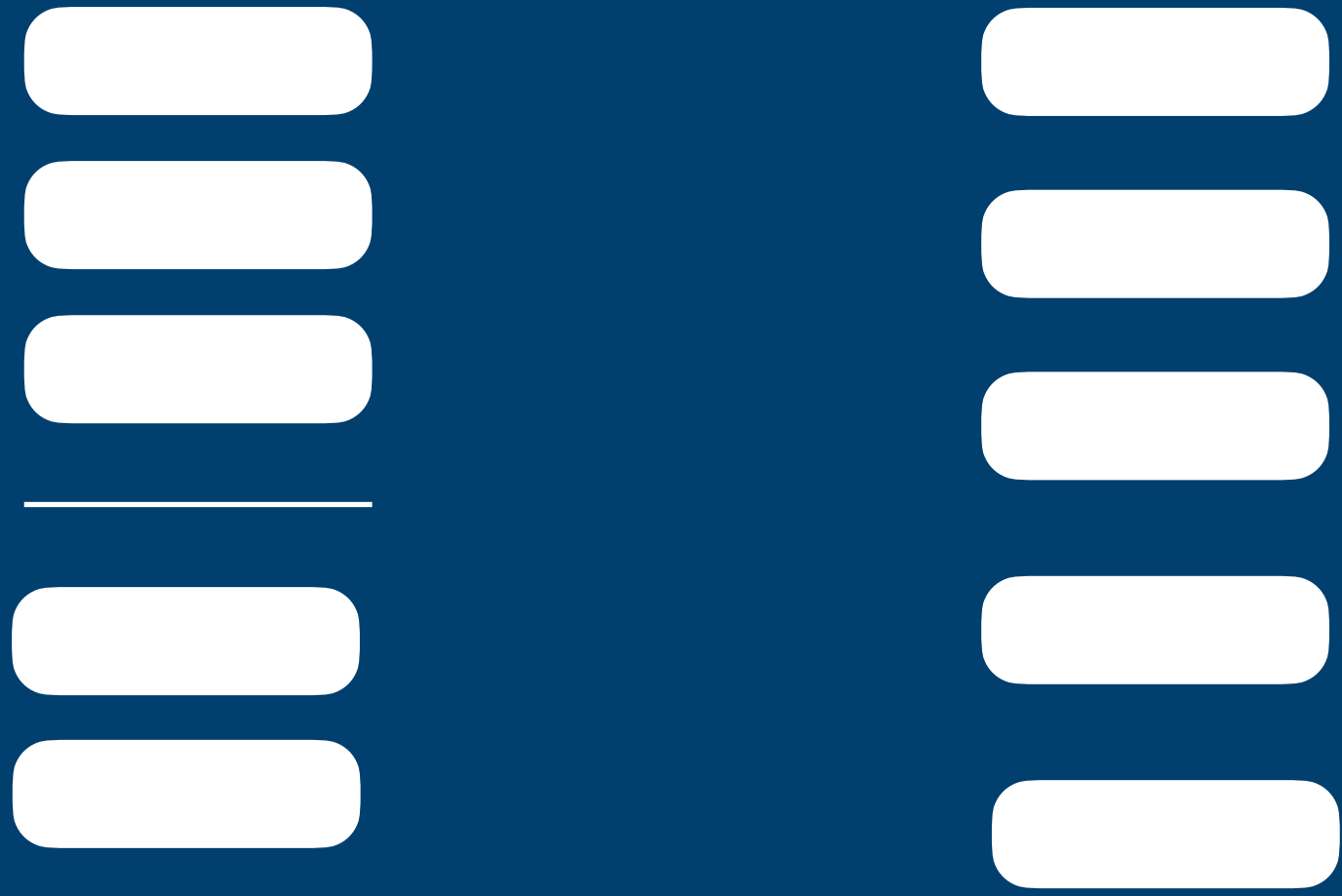
Let’s look at some numbers



clarity®

Let’s look at some numbers

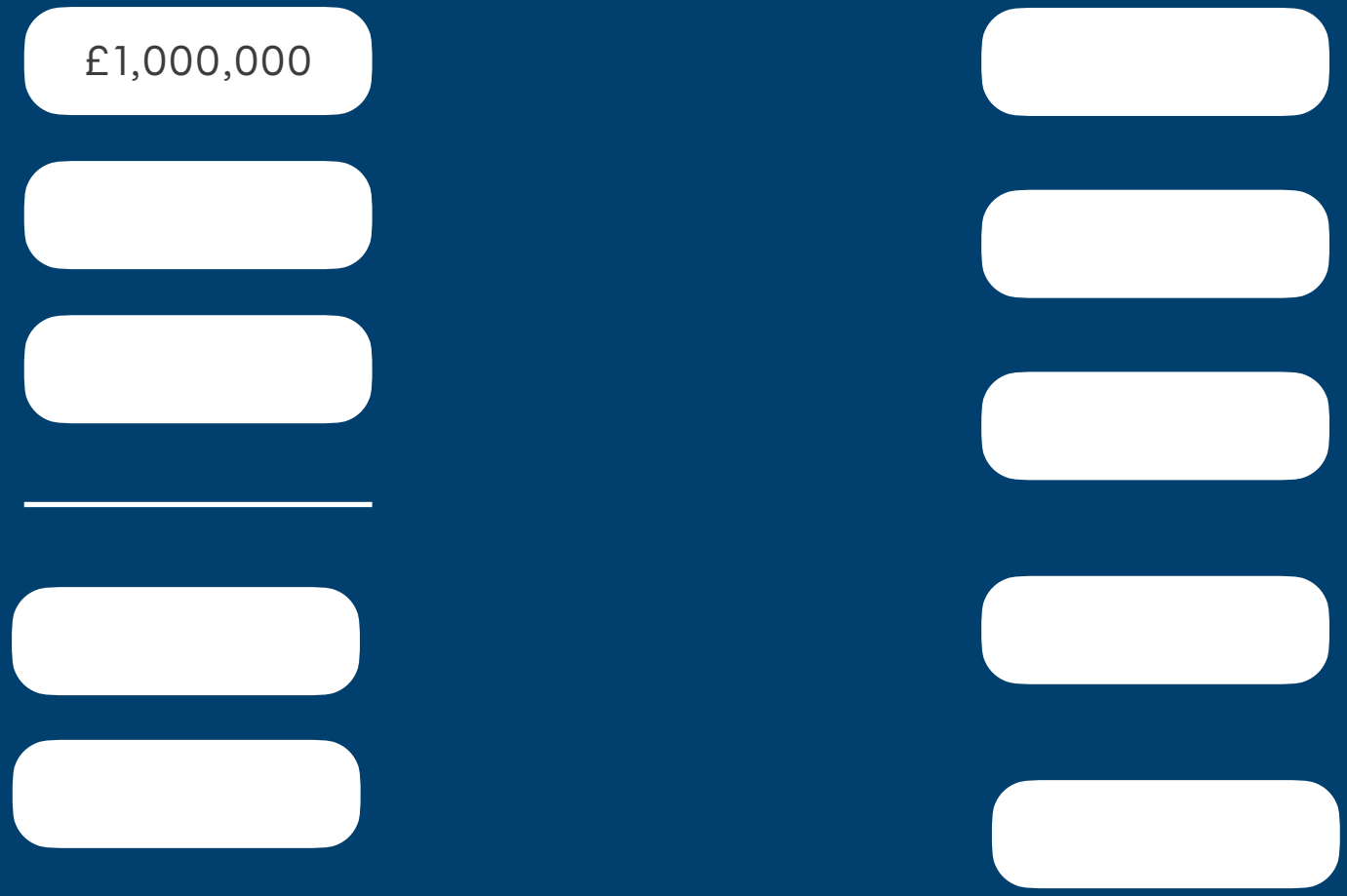
Current revenue



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Let’s look at some numbers

Current revenue £1,000,000



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Let’s look at some numbers

Current revenue	£1,000,000	
% of revenue from compliance		

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Let’s look at some numbers

Current revenue	£1,000,000	
% of revenue from compliance	80%	

clarity®

Let’s look at some numbers

Current revenue	£1,000,000	
% of revenue from compliance	80%	
Compliance revenue		

clarity®

Let’s look at some numbers

Current revenue	£1,000,000	
% of revenue from compliance	80%	
Compliance revenue	£800,000	

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Let’s look at some numbers

Current revenue	£1,000,000	
% of revenue from compliance	80%	
Compliance revenue	£800,000	
Fee compression 20% - 40%		

Let’s look at some numbers

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Let’s look at some numbers

Current revenue	£1,000,000	
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Compliance revenue	£800,000	
Fee compression 20% - 40%	20%	
Compressed compliance revenue		

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Let’s look at some numbers

Current revenue	£1,000,000	
% of revenue from compliance	80%	
Compliance revenue	£800,000	
Fee compression 20% - 40%	20%	
Compressed compliance revenue	160,000	

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Let’s look at some numbers

Current revenue	£1,000,000	At risk revenue
% of revenue from compliance	80%	
Compliance revenue	£800,000	
Fee compression 20% - 40%	20%	
Compressed compliance revenue	160,000	

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Let’s look at some numbers

Current revenue	£1,000,000	At risk revenue	160,000
% of revenue from compliance	80%		
Compliance revenue	£800,000		
Fee compression 20% - 40%	20%		
Compressed compliance revenue	160,000		

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Let’s look at some numbers

Current revenue	£1,000,000	At risk revenue	160,000
% of revenue from compliance	80%	GP %	
Compliance revenue	£800,000		
Fee compression 20% - 40%	20%		
Compressed compliance revenue	160,000		

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Let’s look at some numbers

Current revenue	£1,000,000	At risk revenue	160,000
% of revenue from compliance	80%	GP %	45%
Compliance revenue	£800,000		
Fee compression 20% - 40%	20%		
Compressed compliance revenue	160,000		

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Let’s look at some numbers

Current revenue	£1,000,000
% of revenue from compliance	80%
Compliance revenue	£800,000
Fee compression 20% - 40%	20%
Compressed compliance revenue	160,000

At risk revenue	160,000
GP %	45%
Gross profit	

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Current revenue	£1,000,000
% of revenue from compliance	80%
Compliance revenue	£800,000
Fee compression 20% - 40%	20%
Compressed compliance revenue	160,000

At risk revenue	160,000
GP %	45%
Gross profit	72,000

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Let’s look at some numbers

Current revenue	£1,000,000
% of revenue from compliance	80%
Compliance revenue	£800,000
Fee compression 20% - 40%	20%
Compressed compliance revenue	160,000

At risk revenue	160,000
GP %	45%
Gross profit	72,000
NextGen Advisory GP%	

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Replacement revenue	

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Replacement revenue	90,000

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GP %	45%
Gross profit	72,000
NextGen Advisory GP%	x80%/100%
Replacement revenue	90,000

Lose

40

clients to compliance compression

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GP %	45%
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Replacement revenue	90,000

Lose

40

clients to compliance compression

Win

7.5

clients with NextGen Advisory

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At risk revenue	160,000
GP %	45%
Gross profit	72,000
NextGen Advisory GP%	x80%/100%
Replacement revenue	90,000

Lose

40

clients to compliance compression

Win

7.5

clients with NextGen Advisory

Same gross profit. Different business.

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What works instead

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What works instead

1

Diagnose before you prescribe

The same numbers, read the same way, for every client.

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What works instead

1 Diagnose before you prescribe

The same numbers, read the same way, for every client.

2 A structure your team can run

So it happens when you are busy, and without you.

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What works instead

1 Diagnose before you prescribe

The same numbers, read the same way, for every client.

2 A structure your team can run

So it happens when you are busy, and without you.

3 Priced and packaged first

The fee and the service are known before the meeting.

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What works instead

1 Diagnose before you prescribe

The same numbers, read the same way, for every client.

2 A structure your team can run

So it happens when you are busy, and without you.

3 Priced and packaged first

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4 An accountability rhythm

A review date in the diary. Every time.

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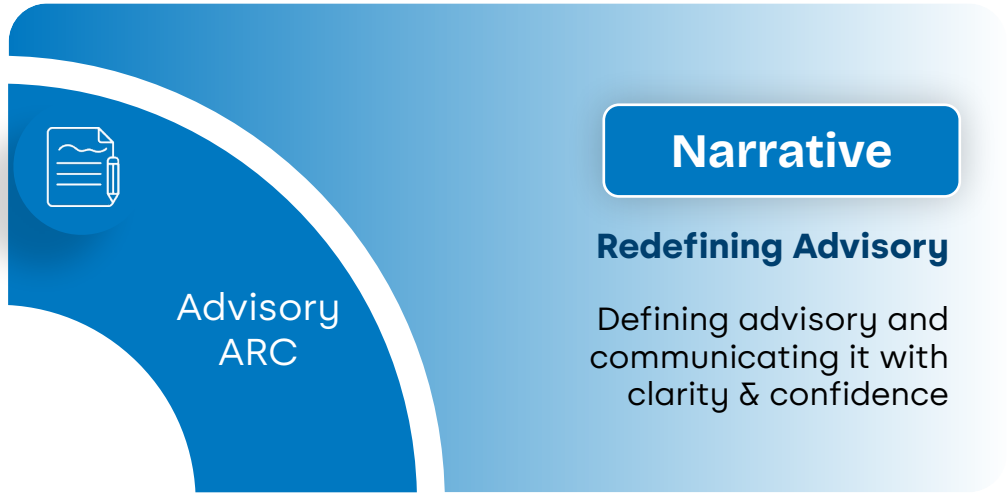
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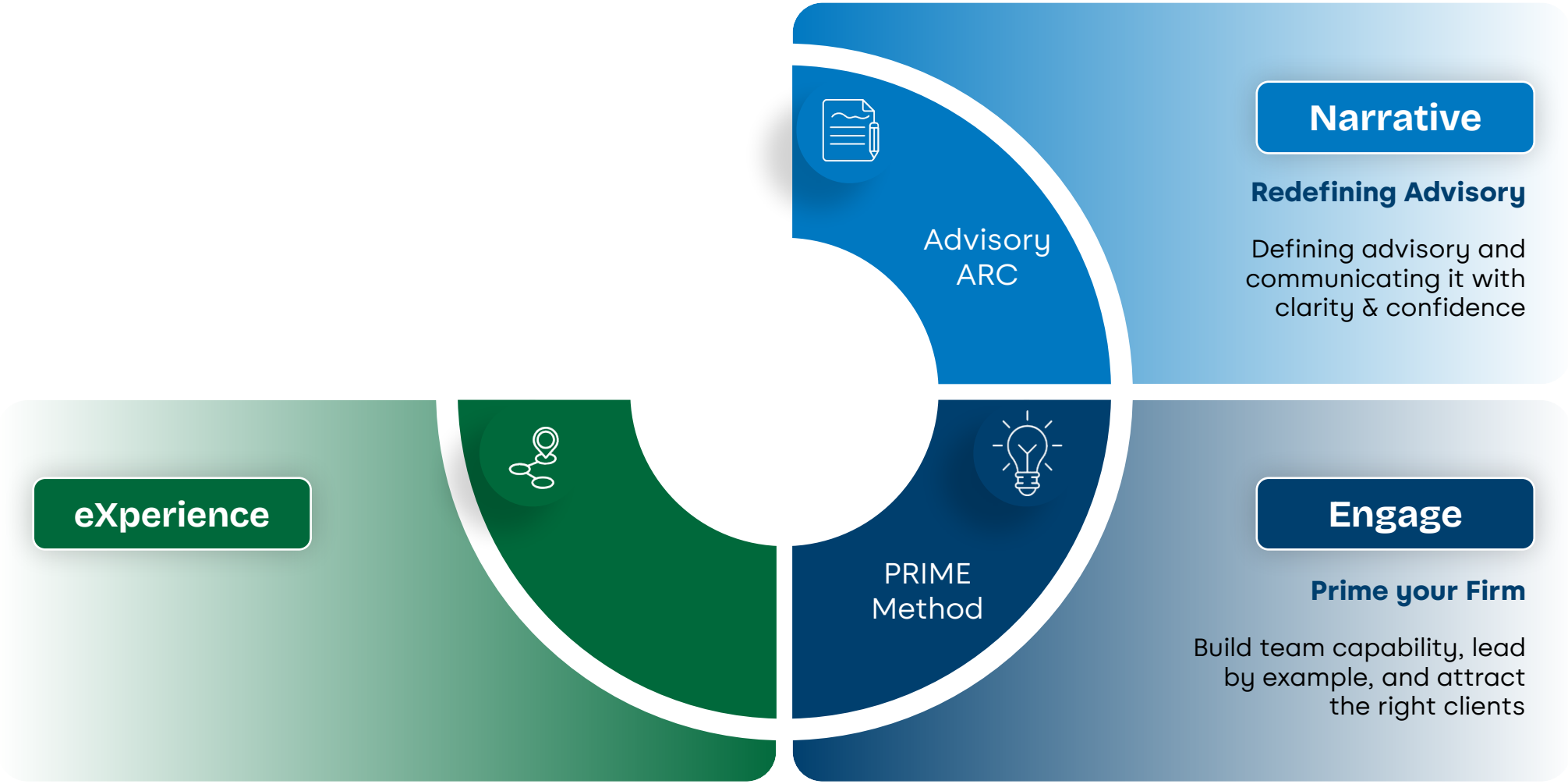
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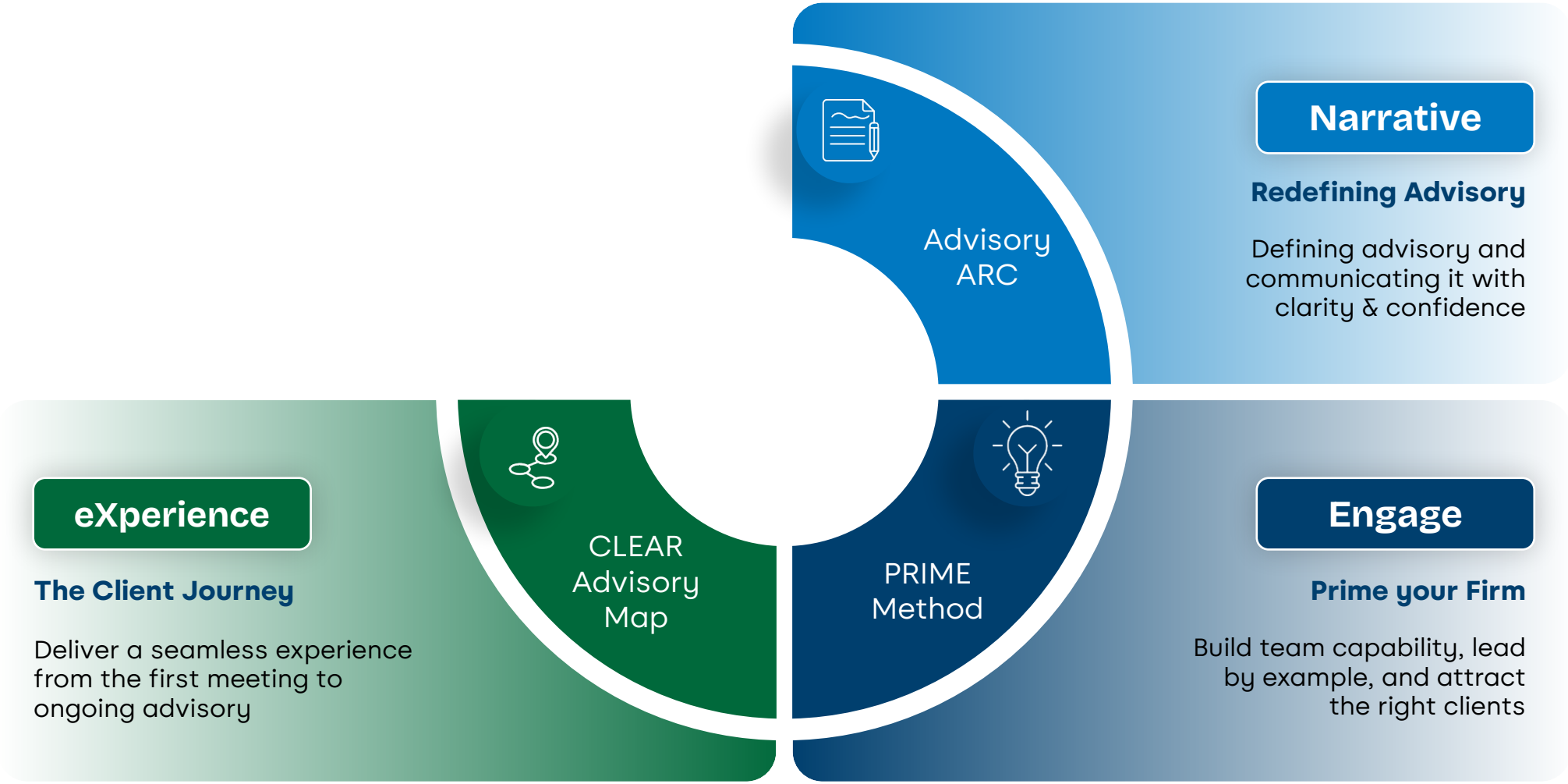
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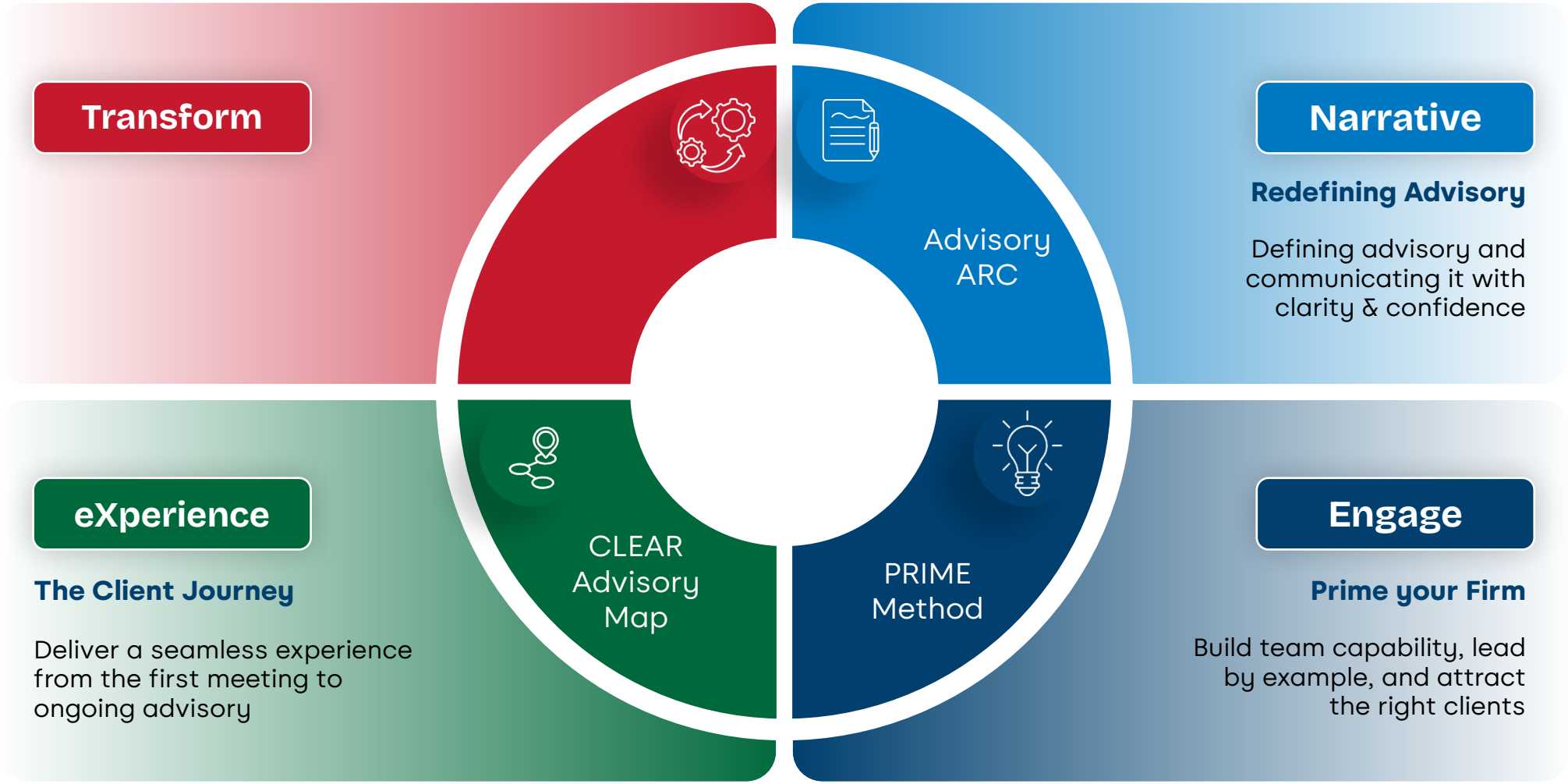
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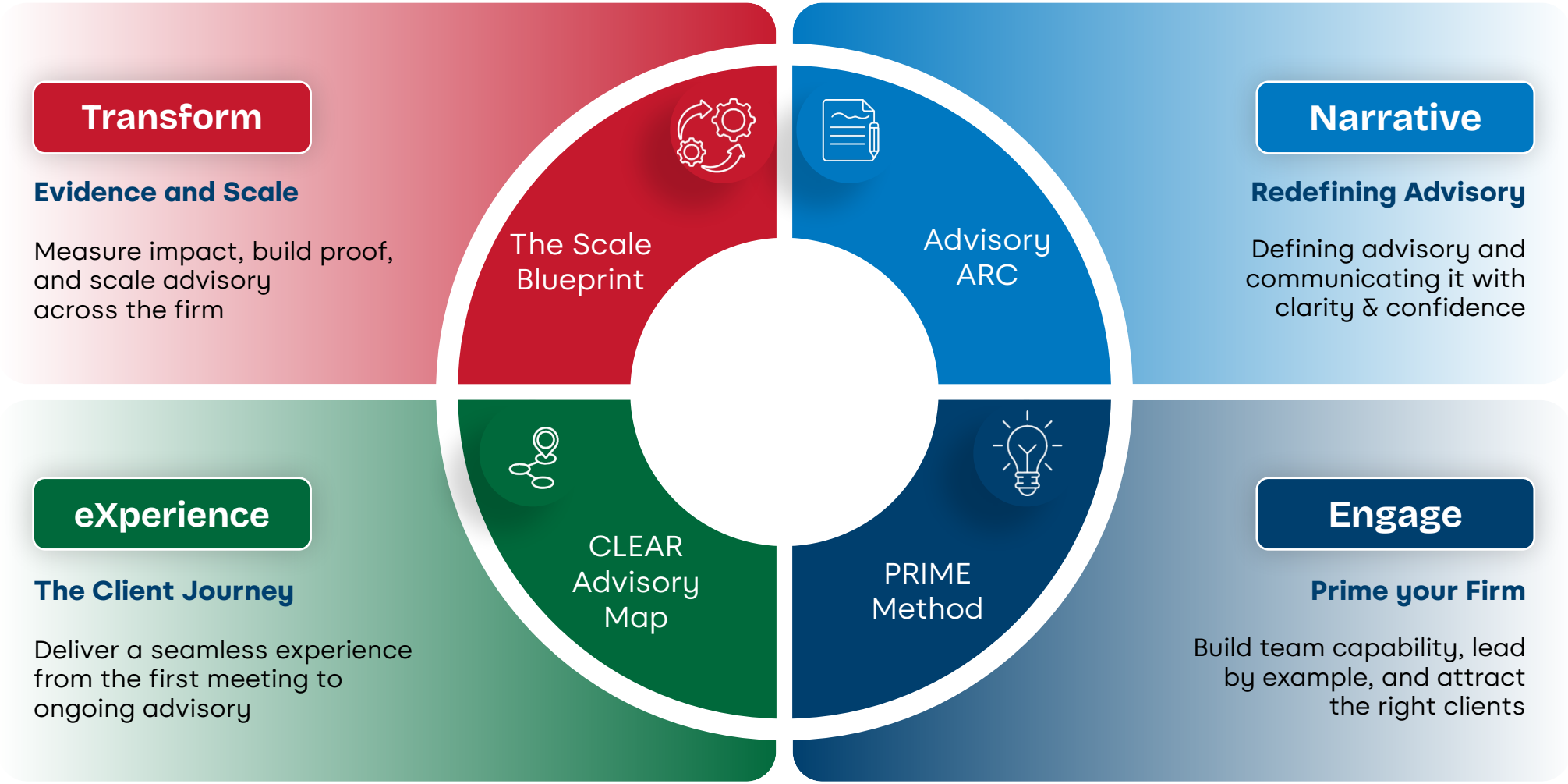
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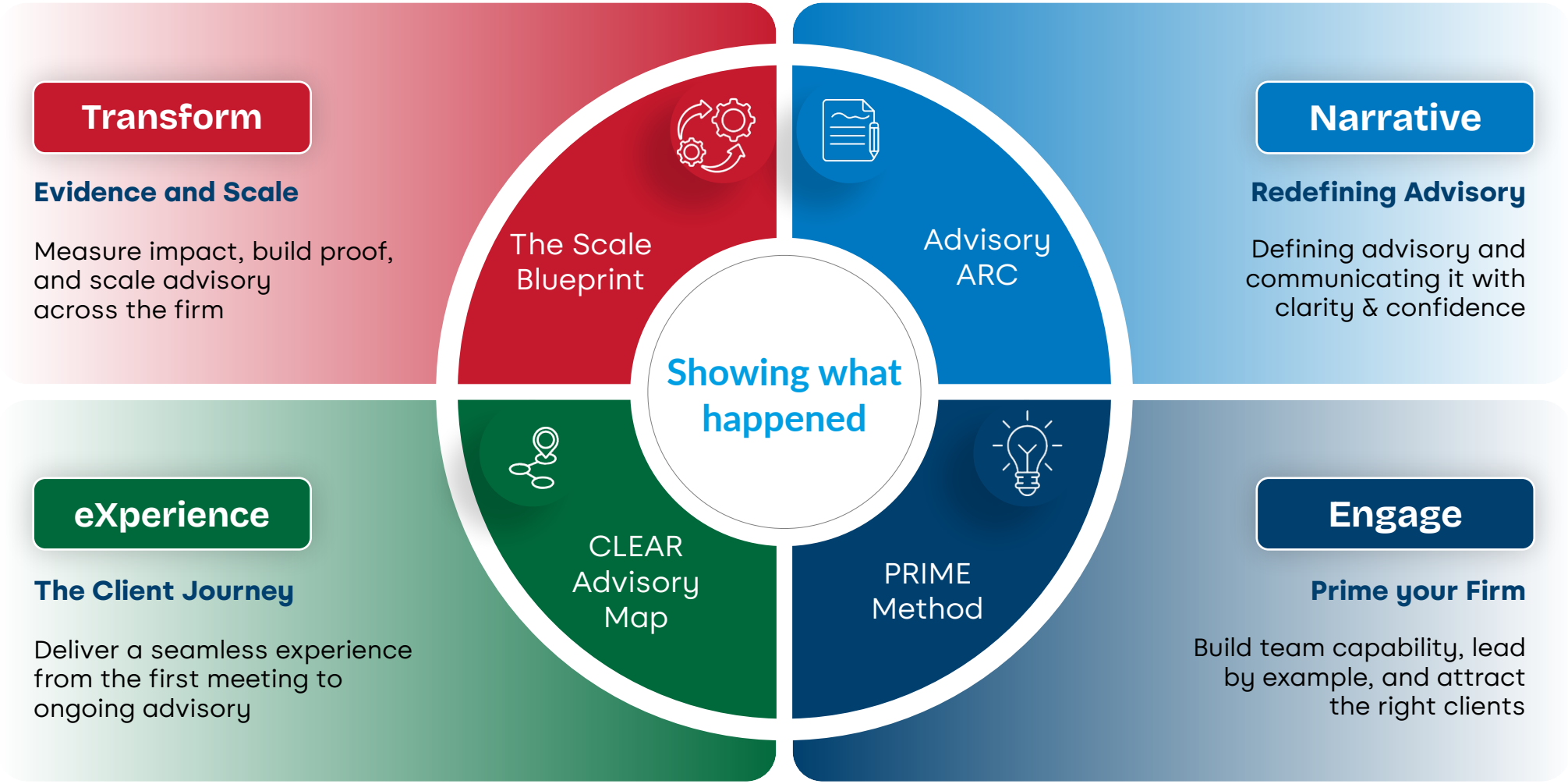


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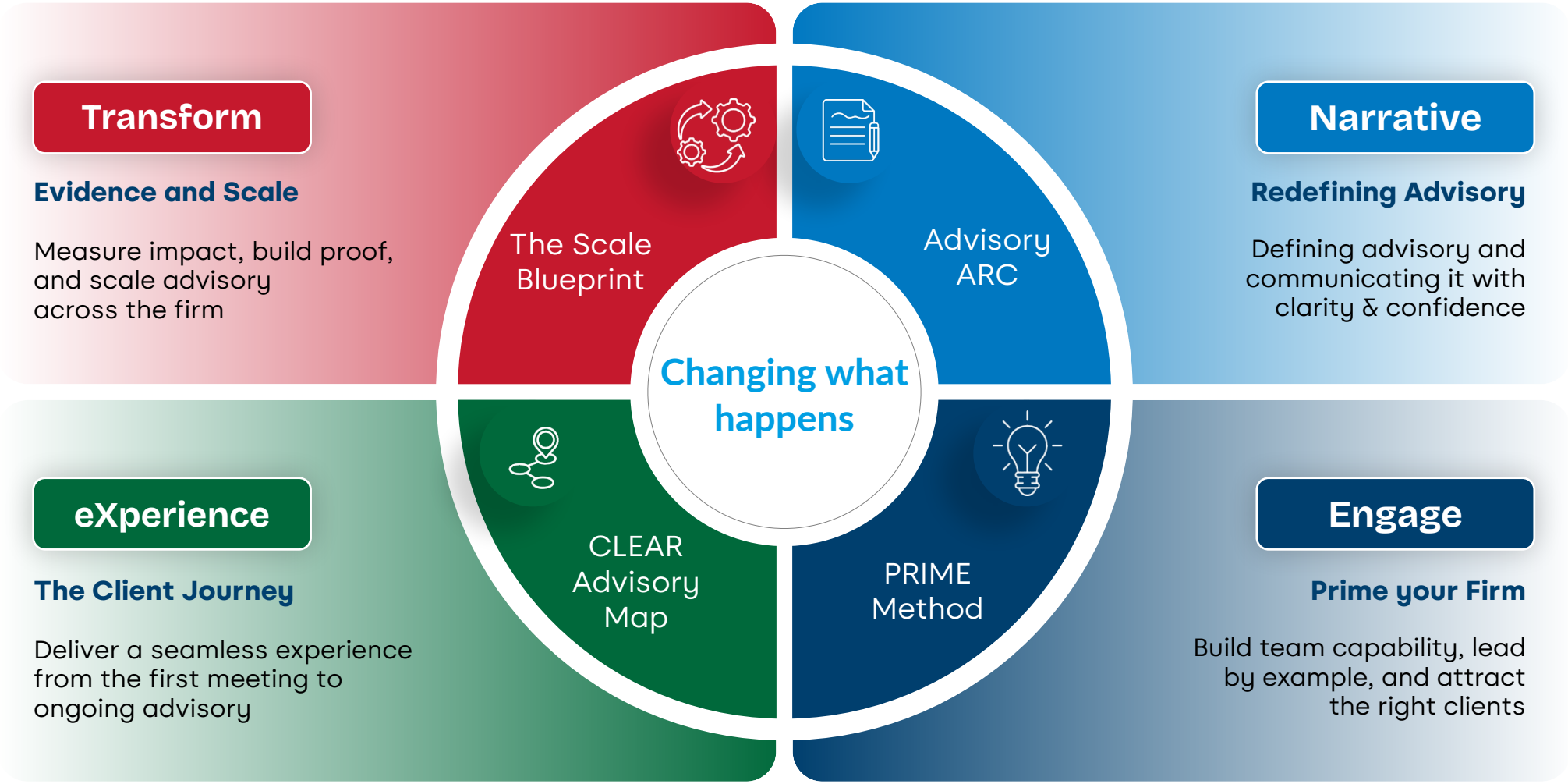


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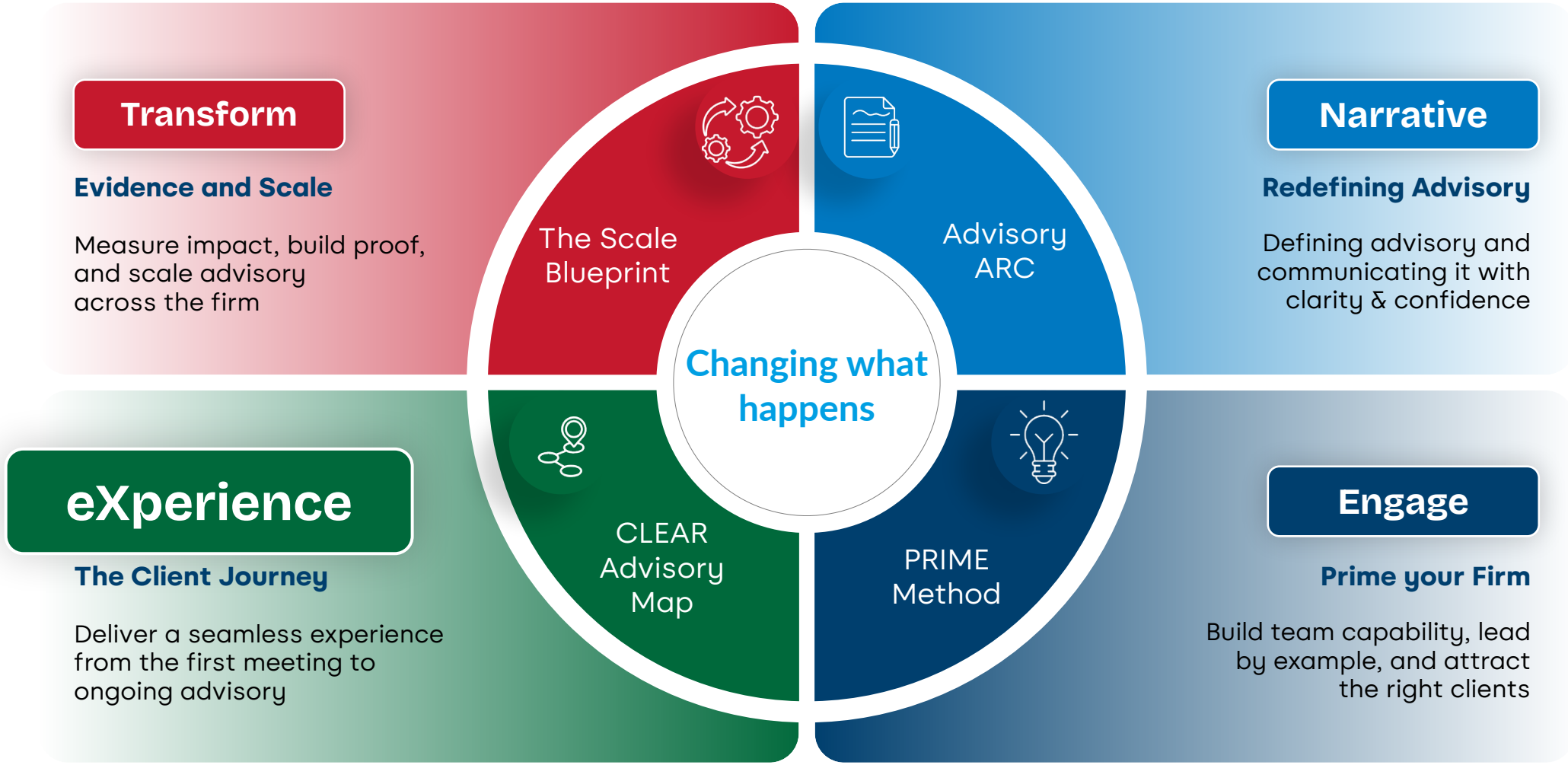
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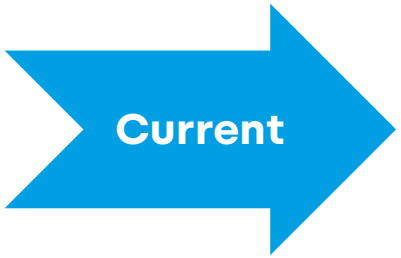
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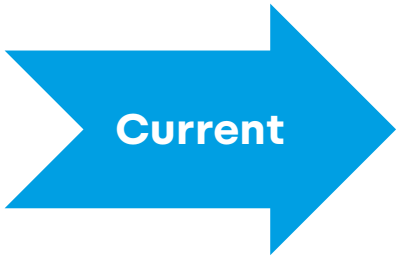


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Where your clients are now

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Current

Where your clients are now

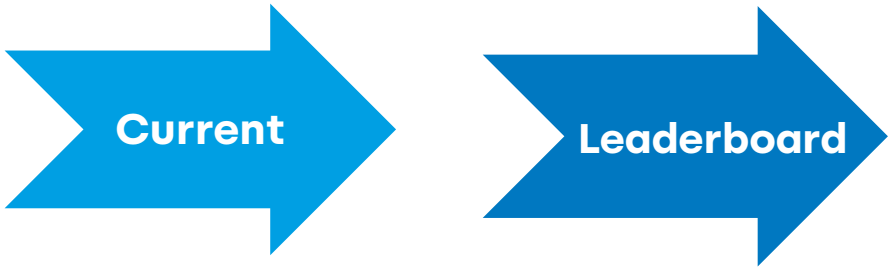
The 7 Key Numbers Every Business Should Know

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Where your clients are now

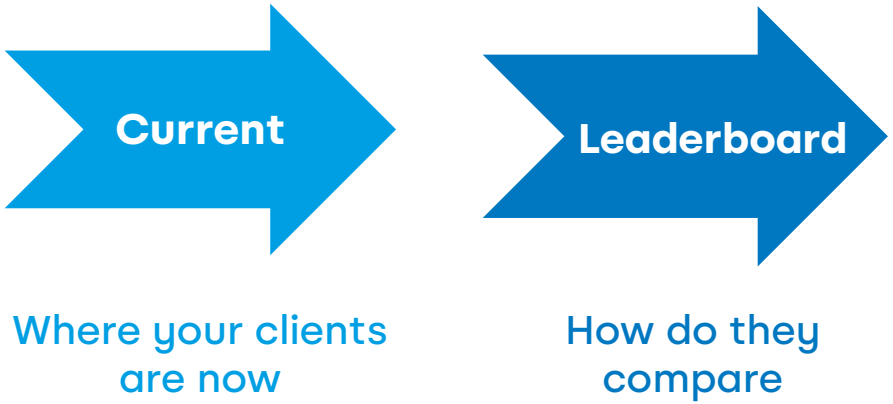
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Where your clients are now

How do they compare

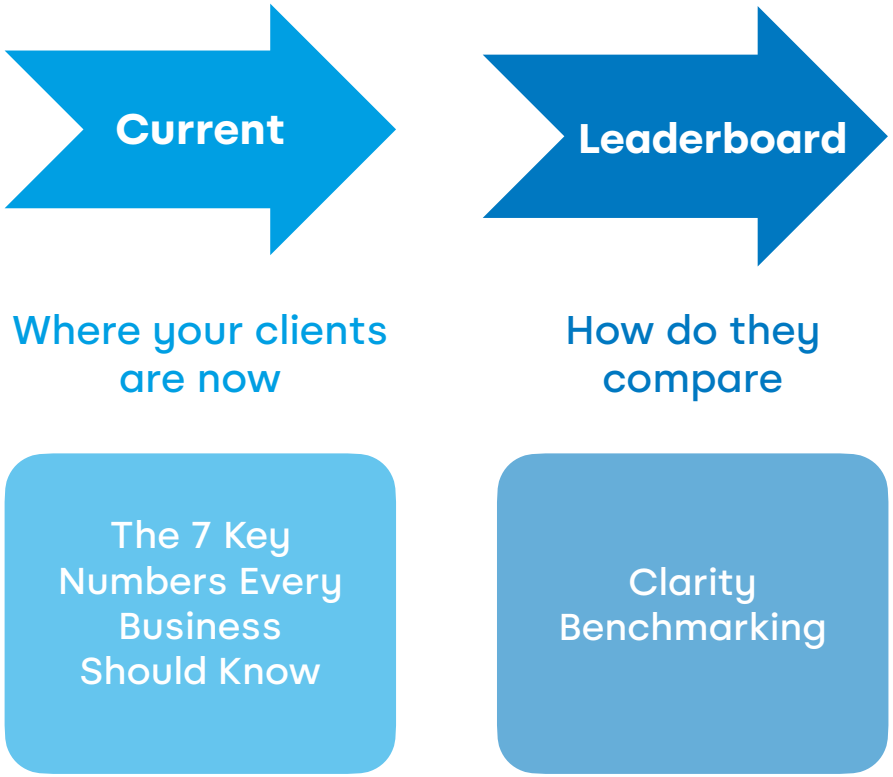
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Where your clients are now

How do they compare

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Where your clients are now

How do they compare

What is their potential

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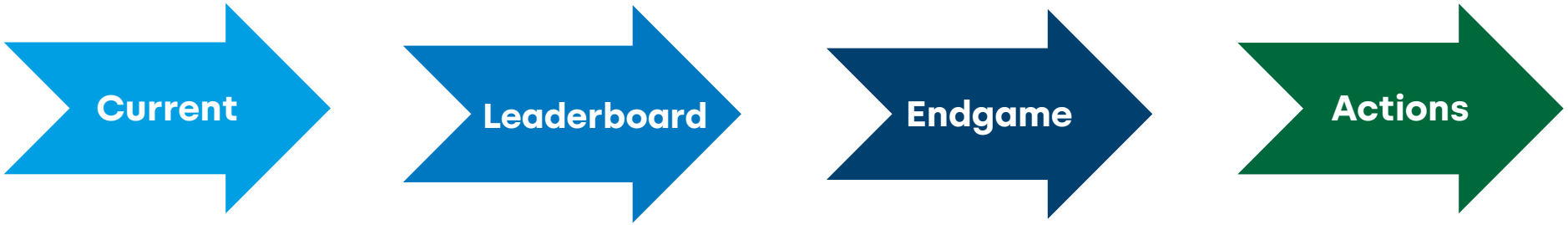
Current	Leaderboard	Endgame
Where your clients are now	How do they compare	What is their potential
The 7 Key Numbers Every Business Should Know	Clarity Benchmarking	Sensitivity analysis on the 5 Levers Critical thinking Gap analysis - lever v profit/cash

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Where your clients are now

How do they compare

What is their potential

The 7 Key Numbers Every Business Should Know

Clarity Benchmarking

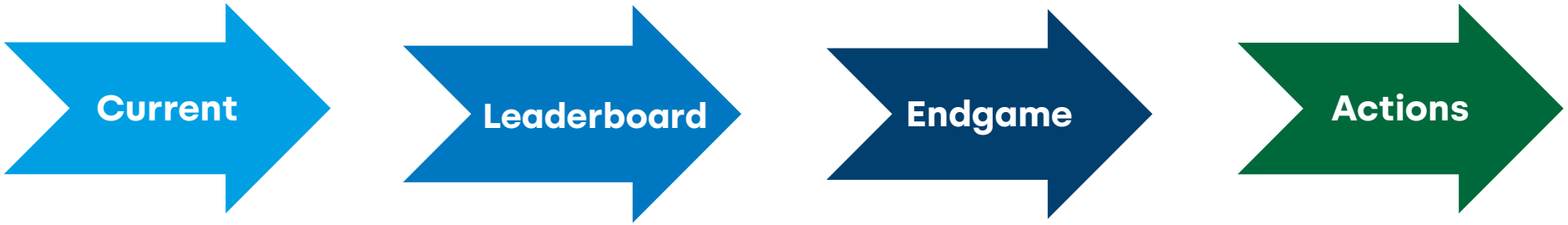
Sensitivity analysis on the 5 Levers
Critical thinking
Gap analysis - lever v profit/cash

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Where your clients are now

How do they compare

What is their potential

Understanding the shifts required

The 7 Key Numbers Every Business Should Know

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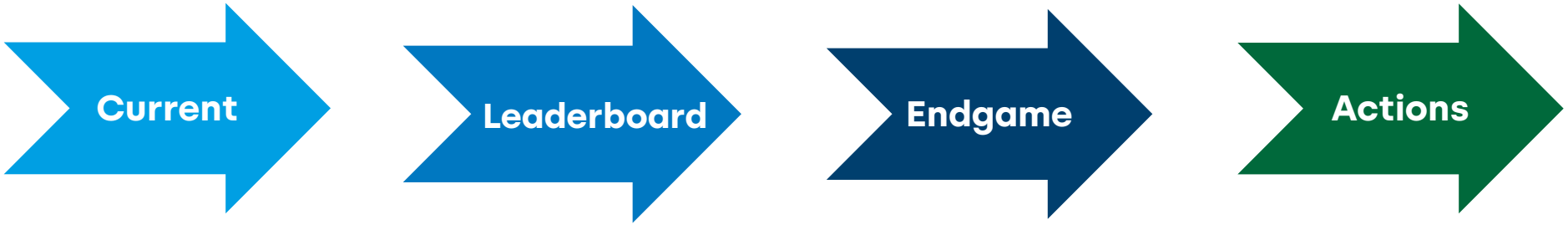
Sensitivity analysis on the 5 Levers
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Current	Leaderboard	Endgame	Actions
Where your clients are now	How do they compare	What is their potential	Understanding the shifts required
The 7 Key Numbers Every Business Should Know	Clarity Benchmarking	Sensitivity analysis on the 5 Levers Critical thinking Gap analysis - lever v profit/cash	5D Planning:- Action Plan Financial Plan Cashflow sense check Funding Plan 7 Key Numbers plan

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Current	Leaderboard	Endgame	Actions
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Current	Leaderboard	Endgame	Actions	Review
Where your clients are now	How do they compare	What is their potential	Understanding the shifts required	Ongoing review
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Current	Leaderboard	Endgame	Actions	Review
Where your clients are now	How do they compare	What is their potential	Understanding the shifts required	Ongoing review
The 7 Key Numbers Every Business Should Know	Clarity Benchmarking	Sensitivity analysis on the 5 Levers Critical thinking Gap analysis - lever v profit/cash	5D Planning:- Action Plan Financial Plan Cashflow sense check Funding Plan 7 Key Numbers plan	7 Key Numbers Review Meetings Financial Performance Review Meetings Regular Accountability Clarity agenda system Continuous improvement

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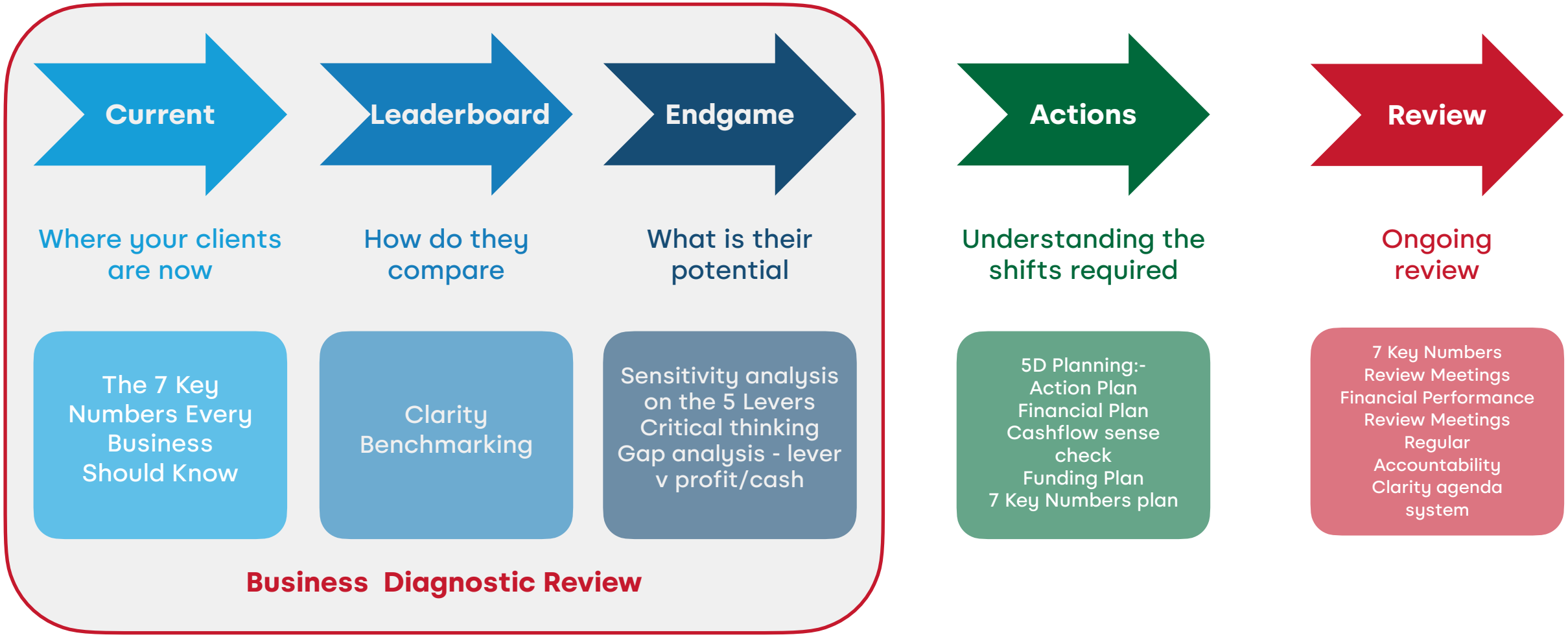
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Current → **Leaderboard** → **Endgame** → **Actions** → **Review**

Current	Leaderboard	Endgame	Actions	Review
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Business Diagnostic Review

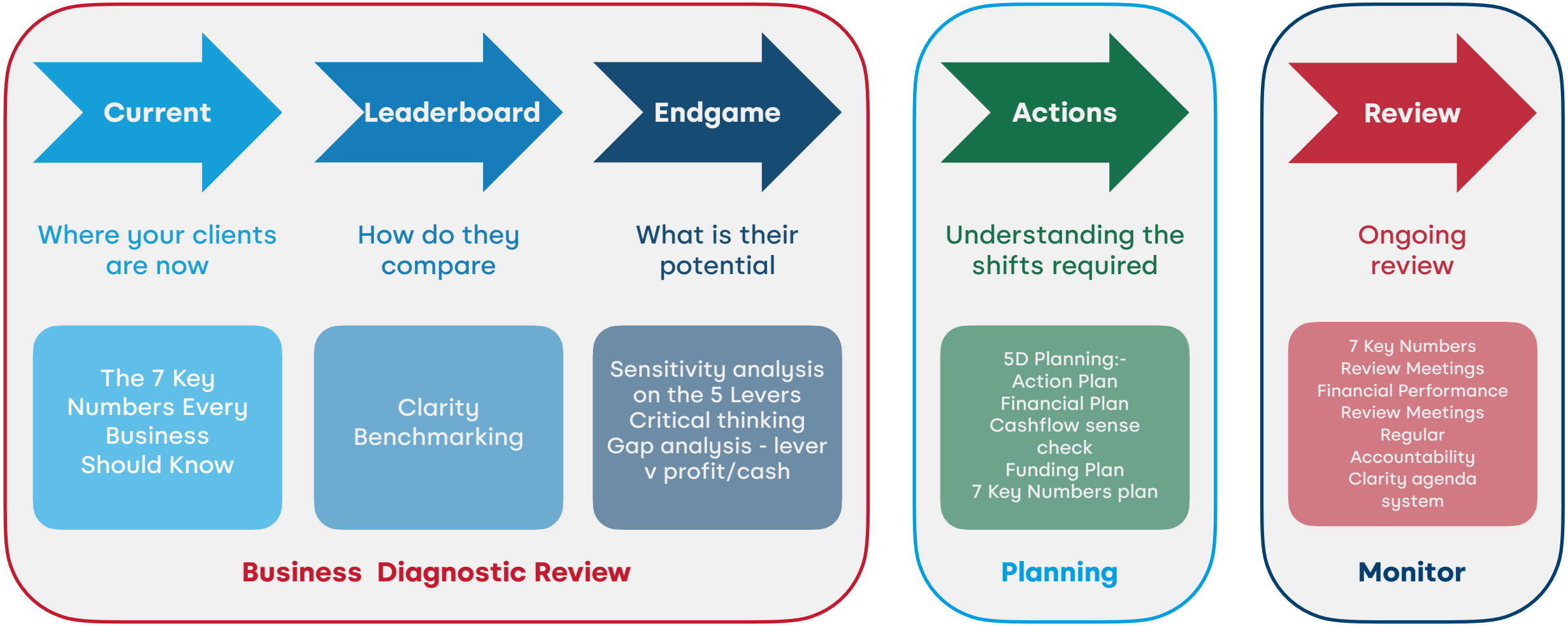
Planning

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Real firms. Real results.

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Real firms. Real results.



Donald Pottie
AD Pottie & CO

★★★★★

I can sleep again — stress down, profits up, valuation up. Academy changed everything. I bought a practice that had me awake at night; now I've built a business that runs itself. The team's stronger, revenue's up by 100%, profits similarly, and I've got my life back. The ROI is 300% — but the real return is peace of mind and purpose.

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Dona
AD Po

★★★★★

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Dany Pritchard
Bring on Monday

★★★★★

Clarity makes selling business advisory easy. Clients can clearly see the value and can't wait to get started with us. We never had the structure to enable that to happen before. Fees have shot up as a result. And I never believed value pricing would work for our clients in New Zealand...it does and they love it!

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★★★★★

Clarity makes selling busines see the value and can't wait t the structure to enable that t as a result. And I never believ clients in New Zealand...it doe



Sharon Baker
Kinder Digital Accountants

★★★★★

I didn't believe I would achieve the success others had. Off the back of one event (Business Improvement Summit) we generated over £100k of work (£82k advisory and £20k compliance). This is on top of our other business advisory work and the other changes I made. My firm has been completely transformed, my team are happier and profits have never been higher!

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Dona
AD Po

★★★★★

I c stress down,
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I've built



David Charles
Accountants Plus

★★★★★

Building a substantial business advisory offering is a key aim. In the past, we truggled to get our client and team engaged. And we had no structure to make it happen. We though £1.2m should be achievable. With Clarity it's clear that we underestimated the potential... it's closer to £2.45m!



Da
Brin

★★★★★

*Clarity makes selling busines
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Sharon Baker
Kinder Digital Accountants

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★★★★★



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George Gillman
Old Mill

★★★★★

I love my work with Clarity and our business advisory clients. The structure gets results and makes it easy for cliente to say yes. We have some amazing stories from them. And I get to be the hero. Recently one of our clients came to an internal event I ran, to encourage more of our "advisors" to deliver this type of service to more clients!



Sharon Baker
Kinder Digital Accountants

★★★★★

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Sharon Baker
Kinder Digital Accountants

★★★★★

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rk (£82k advisory and £20k compliance). This is

Paul Stacey
HUB Accountants

★★★★★

Helping clients add £1.2m growth plans in a single meeting
Clarity turned conversations into strategy. It's visual, fast, and forward-looking — clients see opportunity instead of history. One session identified £768k for one business and £1.2m for another. If accountants aren't doing this, we're failing our profession.

Real firms. R sults







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Sharon Baker
Kinder Digital Accountants

would achieve the success others had. Off the t (Business Improvement Summit) we generated rk (£82k advisory and £20k compliance). This is

Penny Rowden
Rowdens

★★★★★

£120k in extra profit within six months with exactly the same team. Steven & Aynsley turned overwhelm into a sale-ready, profitable firm. Stop tinkering — follow their plan and the ROI is tremendous. It's not a cost unless you do nothing. If you get the chance to work with them — take it!

Paul Stacey
HUB Accountants

2m growth plans in a single meeting sations into strategy. It's visual, fast, and ents see opportunity instead of history. One 8k for one business and £1.2m for another. If oing this, we're failing our profession.

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Sharon Baker

Accountants

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8k for one busines £1.2m for another. If
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Mikayla Holloway

Naylors

★★★★★

This hits the heart. I bumbled into accounting because I was good with numbers, not because I loved it.
Three days at the Accelerator showed me a version of this profession I could genuinely love.
This is why I became an accountant. I just didn't know this version existed.

★★★★★

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It's not a cost unless y
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encourage more of our advisors
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3 Full Days at Sheraton Heathrow
25/26/27 November

Funded places available for CharterGroup members

The firms that move first will own the relationship.

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