

# Management of Accounting Practice (MAP) Survey

9 JUNE 2022



**MISSION CONTROL**  
LEADERSHIP, ADVISORY AND SUPPORT



# Quote

The right information brings knowledge.

Knowledge is power.

Sharing it is empowerment.

*Seth Godin*

# Panel members



**Earl Steyn** - CEO of Draftworx International



**Caryn Maitland CA(SA)** – Owner of Maitland & Associates



**Paul De Vantier** - Principal consultant of Mission Control



**Annelien Feldtmann CA(SA), Neuro-Coach** – Owner of Thrive



# Earl Steyn

Earl Steyn is the founder and CEO of Draftworx™ - a fully integrated, automated drafting and working paper suite that guarantees full compliance with accounting and auditing standards as well as requirements of the CIPC and SARS.

Earl has more than ten years post articles experience in the accounting profession. He is also an expert in iXBRL, a digital reporting system that is used by the CIPC.



**DRAFTWORX™**  
Financial Statements | Working Papers



# Caryn Maitland

Caryn is a qualified CA(SA and RA, who has lectured extensively at UKZN (and other institutes) where she lectured Advanced Financial Accounting up until 2011 as well as co-ordinating the module on the Pietermaritzburg campus and was appointed Section Head of Financial Accounting and Deputy Head of the School of Accounting (managing the Pietermaritzburg campus) prior to leaving UKZN.

She has conducted independent workshops and seminars for professional accountants since 2006 on various topics and has consulted on a number of technical issues. Since January 2011, she has focused on her own business as technical freelance consultant and trainer to those working within the accounting profession. Caryn is a technical advisor to the SAICA Eastern Region Midlands District, Northern District and Southern District Associations, as well as the Small Practice Interest Group in Durban – specialising in financial reporting (IFRS, IFRS for SME's and general accounting), assurance, legislation and ethics. Caryn has a passion for Corporate Governance, which together with her Companies Act specialism and Financial Management for Non Financial Management lecturing background, has served her well in consulting and advising various Boards of Directors in recent years.

Caryn is also a platform presenter for various institutes as well as many small to medium accounting practices across the country and into Southern Africa. Maitland was appointed as a visiting Associate Professor to the University of Limpopo tasked with mentoring their Financial Accounting staff (Aug 2011 to Dec 2013).

Maitland's passion is IFRS and IFRS for SME's and was delighted at the opportunity granted in 2013 to serve on the APC subcommittee constituted to investigate the need for Micro GAAP and the role of IFRS for SME's for small and medium sized practitioners. Caryn, also serves on the Joint Accountants, Auditors and Attorneys Committee of SAICA, and is part of the School Governing Body project initiated by SAICA in KwaZulu-Natal, and has been appointed as an alternative member to the APC in June 2020

Caryn was elected as the first woman Chairperson for the Midlands District Association for SAICA in 2018 and also serves on the Eastern Region SMP Committee as well as the Local Subvention Committee for SAICA. In 2019 Caryn was appointed to the SAICA Eastern Region Council. As someone who is committed to environmental affairs, Caryn serves as a non-executive director for the Institute of Natural Resources, a Non Profit Company focusing on research. Since 2018 Caryn has worked extensively with commerce and industry, assisting analysts, directors and other users of financials to interpret, prepare, analyse and forecast based on the results of financial statements.





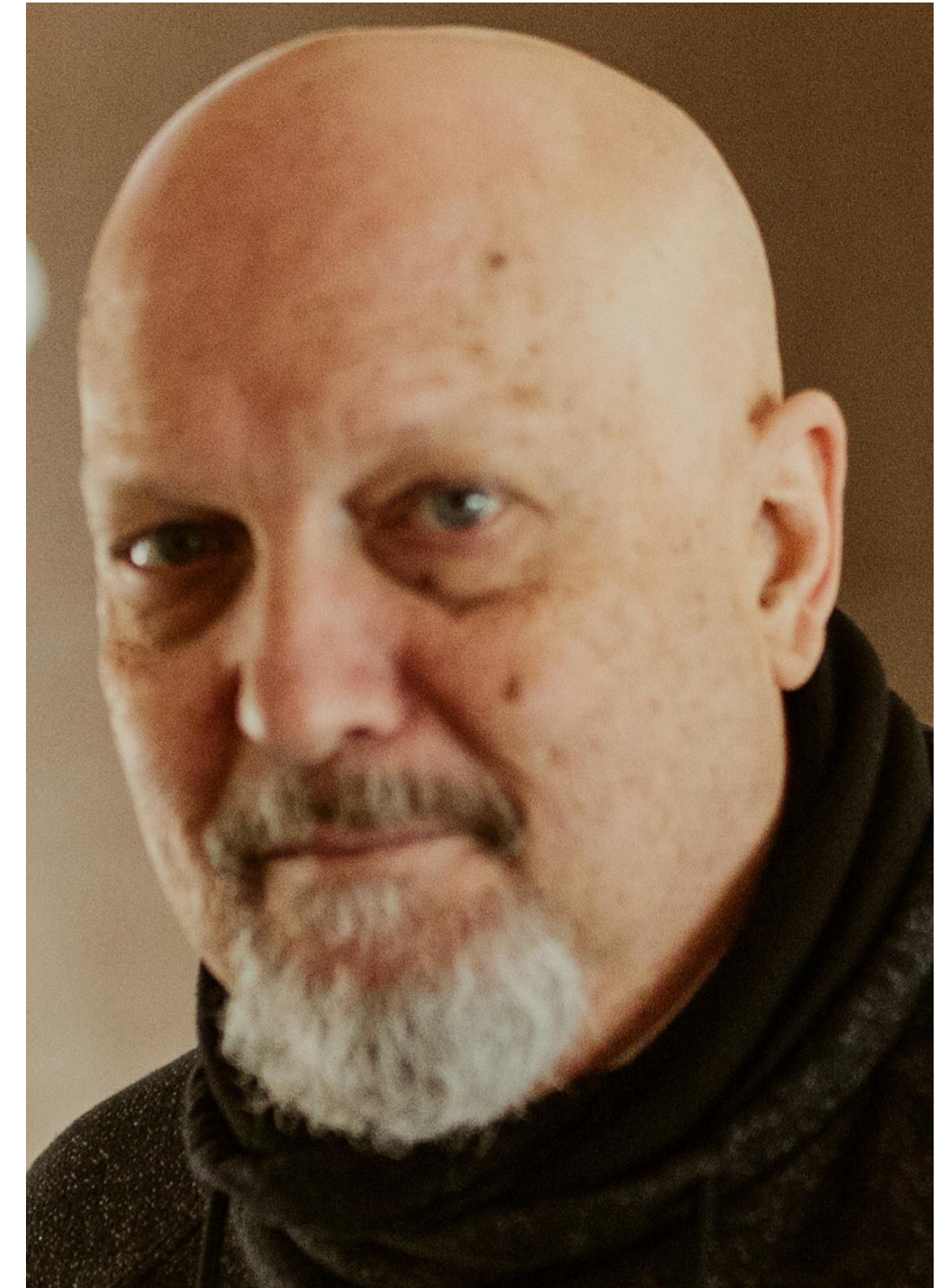
# Paul De Vantier

Paul De Vantier founded a research business called KA SMART in 2002. The company listed by way of private placement on JSE in 2010.

The company was subsequently purchased by the Lightstone Group, renamed Lightstone Consumer and de-listed in July 2013.

After a five-year period as Managing Director of Lightstone Consumer Paul established Mission Control – a business focused providing Leadership, Advice and Support to a variety of enterprises.

Paul has been involved in the Market Research and Marketing Consulting business for almost 30 years.



**MISSION CONTROL**

LEADERSHIP, ADVISORY AND SUPPORT



# Annelien Feldtmann CA(SA), Neuro-Coach

Annelien is a Chartered Accountant with a wealth of private and public sector experience. During the course of her career, she has performed regularity audits in public and private practice as well as performance audits and forensic investigations.

She is a registered SAIICA assessor; was in charge of the trainee auditor learnerships (SAICA; SAIGA and ACCA) in the AGSA (where she was head hunted to become the Managing Director of a training company.)

Annelien is passionate about people development and is currently a SAIICA Reviewer ; a qualified Neuro-Coach specializing in executive; career and business coaching; a mentor for the international Public Finance by Women organization (with mentees in the USA and Jamaica) and professional development specialist.



# **MAP survey background and high-level results**



# Paul De Vantier - The SAAA MAP Survey

The MAP Survey was developed to provide Small and Medium Accounting practices with the business intelligence to enable them to compete effectively.

This 3<sup>rd</sup> MAP survey compares and tracks over time:

Fees Charged

Office Size

Staff Structure

Salaries Paid

Profitability

Marketing



# The SAAA MAP Survey

This survey's results provide answers to some of the most pressing questions asked by practitioners:

- What are benchmark **staff costs**?
- What is the best method to **obtain new clients**?
- What are the **average fees charged** for services?
- What are the best **client management techniques**?
- Are there **technology trends** that practice owners need to be aware of?





# Value of the results

- **Benchmark** your firm's performance against that of your peers
- **Assess** how your firm's results and benchmark comparison aligns with your desired business result and firm strategy
- **Identify** the top two metrics to improve over the next year
- **Engage** with staff at all levels throughout the implementation process



# The SAAA MAP Survey

- 288 validated responses were received

	2021	2018	2014
Gauteng	51.0%	53.3%	47.8%
Western Cape	20.6%	18.1%	23.6%
KwaZulu-Natal	11.2%	9.1%	11.4%
Mpumalanga	4.2%	3.3%	3.7%
Limpopo	3.1%	3.8%	4.4%
Free State	3.1%	2.9%	1.3%
Eastern Cape	3.1%	7.1%	4.4%
Northern Cape	1.7%	1.0%	1.3%
North West	1.7%	1.4%	2.0%
Total	100.0%	100.0%	100.0%

- 73% are either incorporated companies or sole proprietors
- 53% have been in practice for more than 11 years





# The SAAA MAP Survey

- 47% run their practices from home
- 15% will continue with a part-office base, part work-from-home base arrangement



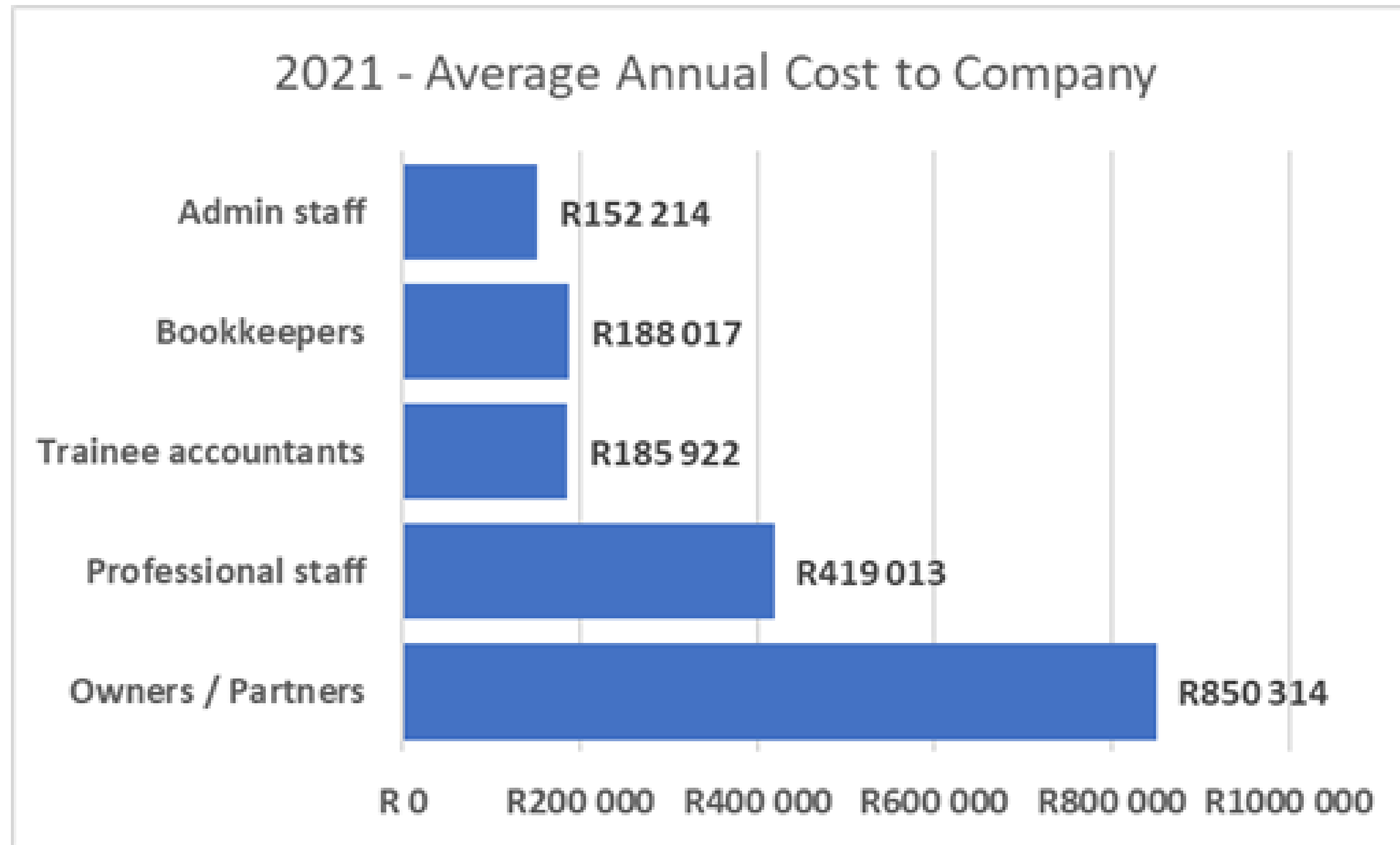
# The SAAA MAP Survey

Small Business  
Accounting  
Association





# The SAAA MAP Survey



There is a shift to focusing **bonus payments** (*when awarded*) on **growth metrics** with

- new clients,
- billable hours and
- individual outstanding achievements being the main criteria.

# **Key insights**



# Caryn Maitland CA(SA)

- Types of services and business development
- Fees



# The SAAA MAP Survey

- 47% experienced an increase in turnover over the past two years
- Reasons for the increase
  - ✓ New clients
  - ✓ Fee increase
  - ✓ Improved productivity
  - ✓ Additional services (Liquidations; cash flow management; restructuring consulting and labour advice)
- Top three core services remained the same (Bookkeeping, Taxation and Compilations)





# The SAAA MAP Survey

	TURNOVER			Time Spent		
	2021	2018	2014	2021	2018	2014
Bookkeeping	23.0%	25.0%	23.3%	22.0%	25.8%	24.0%
Taxation	18.9%	21.8%	19.7%	18.7%	22.3%	20.4%
Compilation (Preparing financial statements)	16.1%	20.8%	22.0%	16.6%	19.8%	20.8%
Accounting officer reports	7.6%			7.8%		
Payroll Services	7.2%	5.6%	4.6%	6.6%	4.5%	4.1%
Consulting and management accounts	6.3%	9.1%	7.2%	5.6%	9.3%	7.2%
General Consultation	3.2%	2.5%	2.6%	2.2%	2.5%	3.1%
Independent reviews	3.1%			3.5%		
Audit engagements	2.7%			3.7%		
Trust accounting	1.5%	11.1%	14.5%	1.0%	11.3%	14.3%
Other assurance engagements (body corporates, attorney trusts, estate)	0.8%			1.2%		
Commissions e.g. financial services	1.4%	0.5%	0.5%	0.7%	0.4%	0.8%
Estate Services	1.1%	0.7%	1.7%	0.7%	0.6%	1.5%
BEE Verification	0.6%	0.4%	1.1%	0.4%	0.5%	0.9%
Business Rescue	0.5%	0.1%	0.0%	0.2%	0.1%	0.0%
Business Valuation	0.4%	0.6%	0.7%	0.3%	0.5%	0.6%
Research and Development	0.3%	0.2%	0.1%	0.2%	0.3%	0.1%
Sourcing of funding	0.2%	0.4%	0.2%	0.2%	0.3%	0.3%
Liquidations	0.2%	0.0%	0.0%	0.1%	0.0%	0.0%
Immigration Accounting (business visas)	0.1%	0.0%	0.0%	0.0%	0.0%	0.0%
International services	0.1%	0.1%	0.2%	0.1%	0.1%	0.1%
Insurance	0.1%	0.0%	0.3%	0.1%	0.0%	0.3%



# The SAAA MAP Survey

Practitioners rated the effectiveness of various forms of promotion/marketing in gaining new clients.

As a score out of 100			
	2021	2018	2014
Referrals	91.8	88.0	94.0
Service levels	85.6	76.0	84.0
Networks	75.9	64.0	68.0
Social media	63.7	50.0	48.0
Acquisitions	62.0	50.0	52.0
Web Search Engine	60.1	50.0	50.0
Advertise	56.9	46.0	44.0
Blog/Newsletter	55.0	46.0	44.0
Articles in trade journals	52.1	40.0	42.0
Leaflets	47.5	40.0	42.0

Referrals, Service levels and Networks remain the most important methods relied on to source new business. Notable is the growing importance of social media and Web search.

Respondents were asked to suggest other good methods to source new business. There was general consensus that Word of mouth/Referrals is by far the preferred method however specific mention of the following was made:

- Clients taken over from other practices that are closing down.
- Professional listings such as: “Find an Accountant” and “Quickbooks Pro Advisor Portal”
- Previous Colleagues
- Interviews
- Radio & TV
- Reseller network
- Social recreational activity networks
- Whatsapp groups





# The SAAA MAP Survey

## Billing Methods

Respondents were asked to indicate the billing approach that they use. It's clear that there is a concerted effort by small and medium sized practices to move to value and product-based billing.

	2021	2018	2014
Hourly fee	60.1%	65.1%	80.3%
Commission	5.6%	8.5%	3.8%
Risk-based fee	9.6%	7.1%	7.6%
Periodic fee	19.1%	13.2%	13.8%
Value billing	20.8%	13.7%	10.7%
Product Based Fees	26.4%	0.0%	0.0%
Transaction based fee	21.3%	24.1%	35.3%
Contingent fees	2.2%	4.2%	4.2%
Fixed fee	47.8%	63.7%	57.8%
Per tax form fee	35.4%	46.2%	50.5%
Modified hourly rate with a	2.2%	4.2%	4.5%
Combination fee	20.8%	24.1%	0.0%
Retainer Fee Structure	33.7%	0.9%	0.0%
Other (Please specify)	0.6%	0.5%	0.0%

Other methods mentioned specifically included:

- Periodic fees,
- Product Based fees,
- Fixed fees,
- per Tax Form fees and
- Retainer fees but in transition trying to move to value billing.



# Earl Steyn

- Draftworx is # 1 in Financial Statements
- Financials / assurance are integral fee earner
- Our clients realise you need to automate to achieve maximum profit while still ensuring compliance



# The SAAA MAP Survey



## Application Focused Software Packages

Practices were asked to indicate which software packages they use when engaged in a range of specific tasks. The table below provides the insight.

	2021											
	Pastel Partner	Pastel Payroll	Quickbooks	Omni Accounts	Draftworx	CaseWare	WinTax	Microsoft Excel	Xero	Sage Online	Quickbooks online	Other online payroll
Administration	10.1%	19.1%	3.9%	0.6%	3.4%	0.6%	0.0%	52.8%	5.6%	11.2%	4.5%	10.7%
Bookkeeping	48.9%	21.9%	19.7%	2.2%	3.9%	0.6%	0.0%	33.1%	18.5%	43.3%	17.4%	8.4%
Taxation	7.3%	9.0%	4.5%	0.0%	5.6%	1.7%	5.6%	36.0%	2.2%	6.7%	4.5%	4.5%
Working Papers	9.6%	5.1%	2.8%	0.0%	21.9%	9.6%	0.0%	47.2%	3.4%	5.1%	2.8%	1.7%
Financial Statements	10.7%	2.8%	2.8%	0.6%	42.1%	12.9%	0.6%	36.0%	3.4%	6.2%	3.9%	1.1%
Not applicable	20.2%	28.7%	35.4%	46.1%	20.8%	41.6%	43.3%	3.4%	35.4%	16.9%	33.7%	32.6%

The primary packages (in priority order) used are summarised as follows:

- **General Administration**
  - Microsoft Excel
  - Pastel Payroll
  - Sage Online
  - Pastel Partner
- **Working Papers**
  - Microsoft Excel
  - Draftworx
- **Financial Statements**
  - Draftworx
  - Microsoft Excel
  - CaseWare
  - Pastel Partner
- **Taxation**
  - Microsoft Excel
  - Pastel Payroll
  - Pastel Partner
- **Bookkeeping**
  - Pastel Partner
  - Sage Online
  - Microsoft Excel
  - Pastel Payroll
  - Quickbooks
  - Xero
  - Quickbooks online



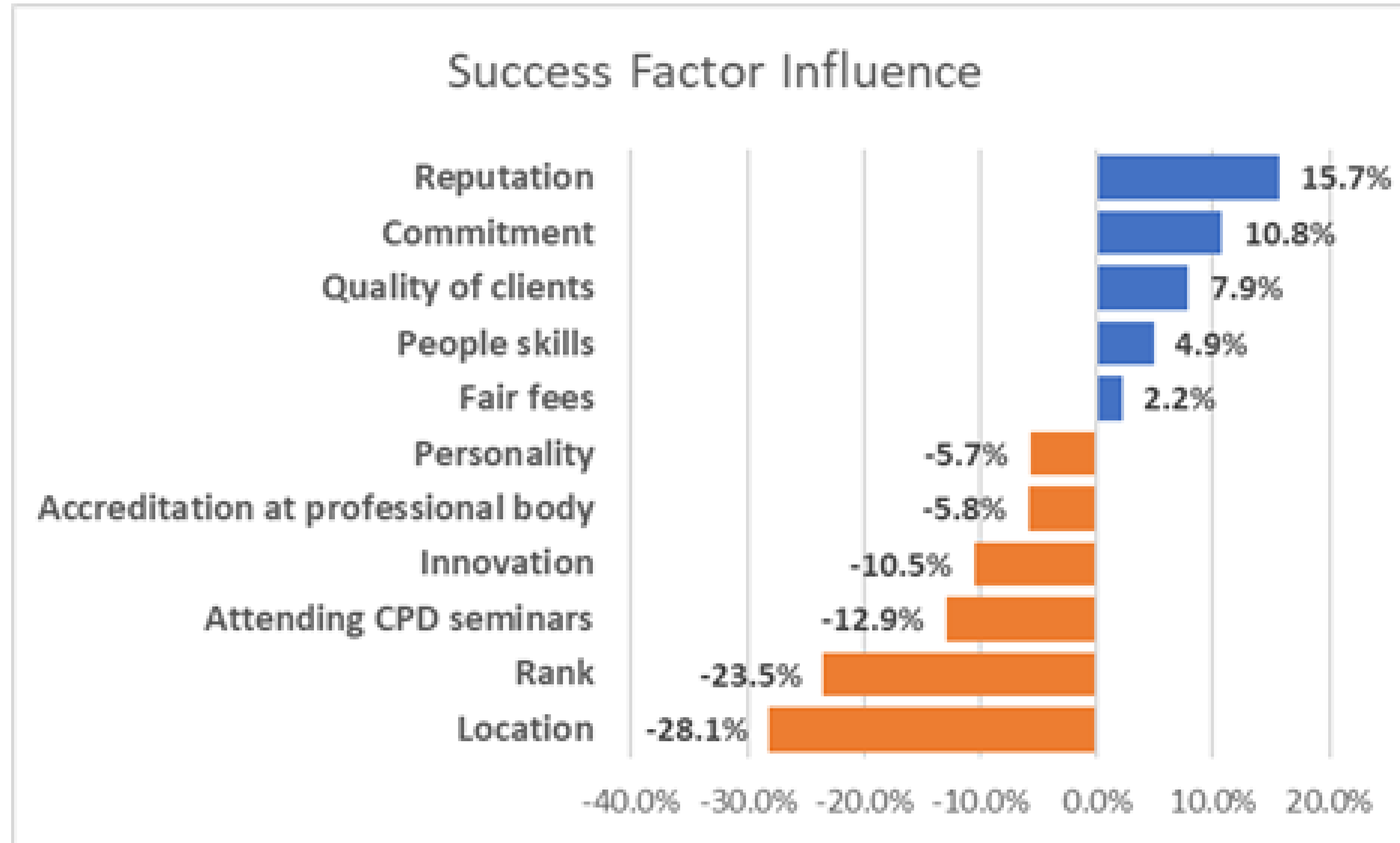
# Annelien Feldtmann CA(SA), Neuro-coach

There is some consensus that the key issues that will affect the future of the profession are:

- **Leadership/ethics**
- **Impact of regulation and compliance**
- **Access to skills/staff and trainees**
- **Relevance of accountants**
- **Digital disruption - online packages**



# The SAAA MAP Survey



The main success factors emerge as:

- Reputation,
- Commitment,
- Quality of clients,
- People skills, and
- Fair fees.



# Annelien Feldtmann CA(SA), Neuro-coach

- Effective boundaries – responsibility and accountability
- Effective performance management tools and techniques
- Succession planning





# Close

- **Please complete the additional survey iro of your staff's technical and professional training needs ( Only 10 minutes to complete)**
- **SAAA is creating new courses to address your needs**
- **Please contact SAAA if you would like to obtain the detailed survey results**

# Thank you



Earl Steyn - [earl@draftworx.com](mailto:earl@draftworx.com)



Caryn Maitland - [camaitland@gmail.com](mailto:camaitland@gmail.com)



Paul De Vantier - [paul@missionctrl.co.za](mailto:paul@missionctrl.co.za)



Annelien Feldtmann – [coach@feldtmann.co.za](mailto:coach@feldtmann.co.za)