

Scott Moore's consultative approach has helped him become a growth leader in the accounting profession. After several years in corporate roles, he joined a regional, North Carolina-based firm in 2001, which had \$30 million in revenue at the time. Through a blend of organic growth and a series of mergers, this legacy firm went on to become DHG, and after nearly 14 years, he left the more than \$300 million firm as chief marketing officer to move into a more entrepreneurial role with The Rainmakers Companies.

In 2009, Scott was named Accounting Marketer of the Year. He was president of the Association for Accounting Marketing (AAM) in 2010 and was inducted into AAM's Hall of Fame in 2019. He has also been recognized by Accounting Today as one of the top 100 most influential people in the industry.

**Q: Any advice for a rookie marketer?**

**A:** Learn how accountants think and what goes into making an accounting firm successful: the metrics, what's important to them. Try as best as you can to get into the minds of your accountants, the leaders of the firm, so you can take your marketing knowledge and make it as relevant as possible in regard to what's important to them for growth and sustainability.

**Q: What's been your key to success?**

**A:** Bringing a combination of analytical and creative thinking. Accountants typically are analytical, and marketers generally are creative. If you can bridge that gap and combine those two modes of thinking so the creative ideas can be justified with objective measures and cases can be made from an analytical standpoint, you will gain a lot more trust and buy-in for your ideas.

**Q: If you had an unlimited budget, what is one thing you would implement immediately?**

**A:** Comprehensive business development training aligned with a common methodology, language, and set of tools around business and client development. It's not sufficient to just bring in training; you have to develop a holistic and intuitive business development methodology. That's really the backbone of growing a firm.

**Q: What is your must-have tool?**

**A:** A well-configured CRM system has always been critical. If used properly, it will earn you that seat at the table with all those metrics to show marketing and sales efforts are making a difference. It's also a powerful marketing communications tool that enables you to run your communications program more efficiently and link it to trackable sales efforts.

**Q: Have you learned anything the hard way?**

**A:** Communication is critical. I don't mean marketing communications, I mean internally. When you have many

stakeholders throughout the firm, you have to keep them informed, solicit their thoughts and ideas, and maintain an ongoing dialogue on a regular basis. That's very important to maintain perceived value to what you're bringing to the table.

**Q: Do you miss working in-house?**

**A:** I started to say I miss working as closely as I once did with many of my colleagues, but then I realize that, depending on the firm and situation, you can have the same depth of relationships. I really enjoy the variety of working across multiple firms and the different places they are in their evolution and growth culture. Many firms struggle with the same issues and some of them certainly are much further along, but many of the challenges are the same across the country.

**Q: What are those issues?**

**A:** The time challenge. In the accounting world, most often the people responsible for business development and sales are those who are actually doing the work. A lot of the metrics that define success are focused on production rather than practice development. The battle for time is a difficult one because time is a very limited factor, and priorities usually are confused because of the metrics piece.

**Q: How do you combat the time battle?**

**A:** Help them find ways to perform practice development during the normal course of their jobs. In another words, find ways to integrate practice development into the regular process of delivering client service. For example, always be curious and observant. Ask powerful questions and listen for opportunity. Be aware of connections, both internally and externally that you can leverage when opportunities arise. Practice development doesn't always have to be a separate carve-out of your day. It can be a case study in working smarter, not harder.

