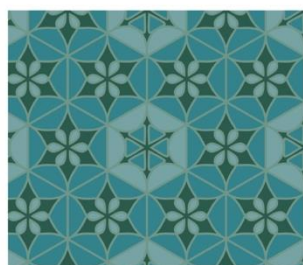
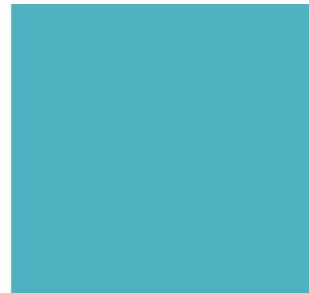


Top Clients & Key Staff..... Philosophy for Success

Carlos Apapoe



About HoogeveenLuigjes

- ✓ Founded in 1993
- ✓ 5 Partners
- ✓ 32 Employees
- ✓ 2 Offices
- ✓ 500+ clients
- ✓ € 3,000K turnover
- ✓ Audit 25% | SME Accounting 40% | Consultancy/Tax/Others 35%

Our Philosophy

“a personal approach is
our basis of cooperation”



Our Philosophy explained

- ✓ Personify contact with clients and visit them frequently
- ✓ People are doing business, not machines or academic models
- ✓ Teach our staff to listen, act and react empathically
- ✓ Happy people in a safe environment perform at their best
- ✓ Stay close to yourself

This is how do we do it !!



Bigger and more
or maximizing revenue and profit
are not our primary goals



Client classification
is based on the level of attention
they need or wish for



Extensive Loyalty Event Program



Hoogeveen
Luigjes
Group

Client dinners



SAIL Amsterdam



Movie night

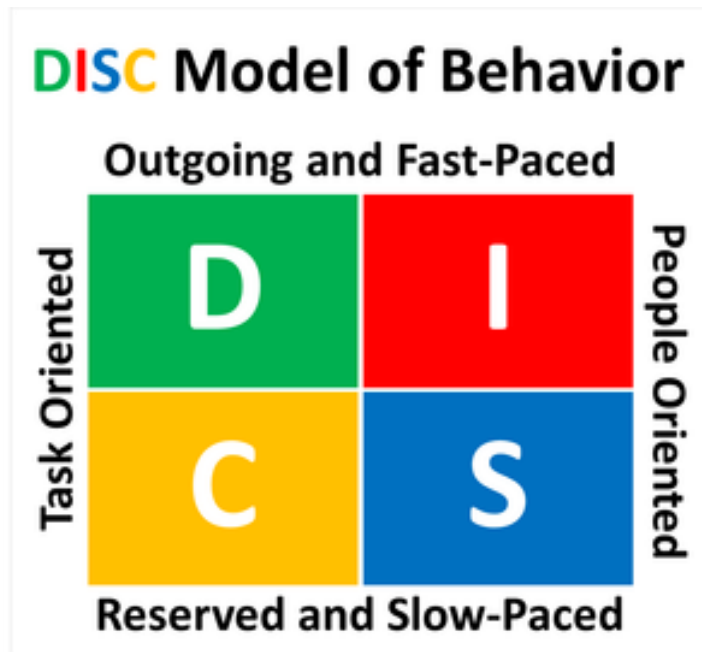


And we do more.....

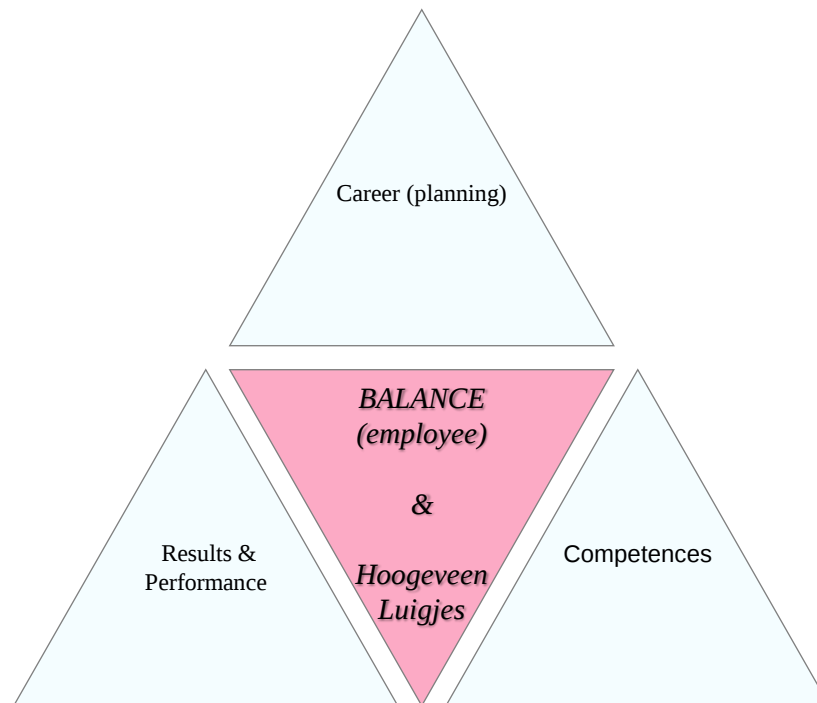
Personal budgets for key staff| partners



Train staff on social skills and how to build and maintain client relationships



Personal development plan for all employees and extensive for key staff



Staff Loyalty Activities

(work hard, play hard)



Hoogveen
Luiges
Group



Why we lose clients and staff

- ✓ Span of control
- ✓ Clients lose the connection to the partner
- ✓ As small firm we have less opportunities for career planning
- ✓ Acquisition

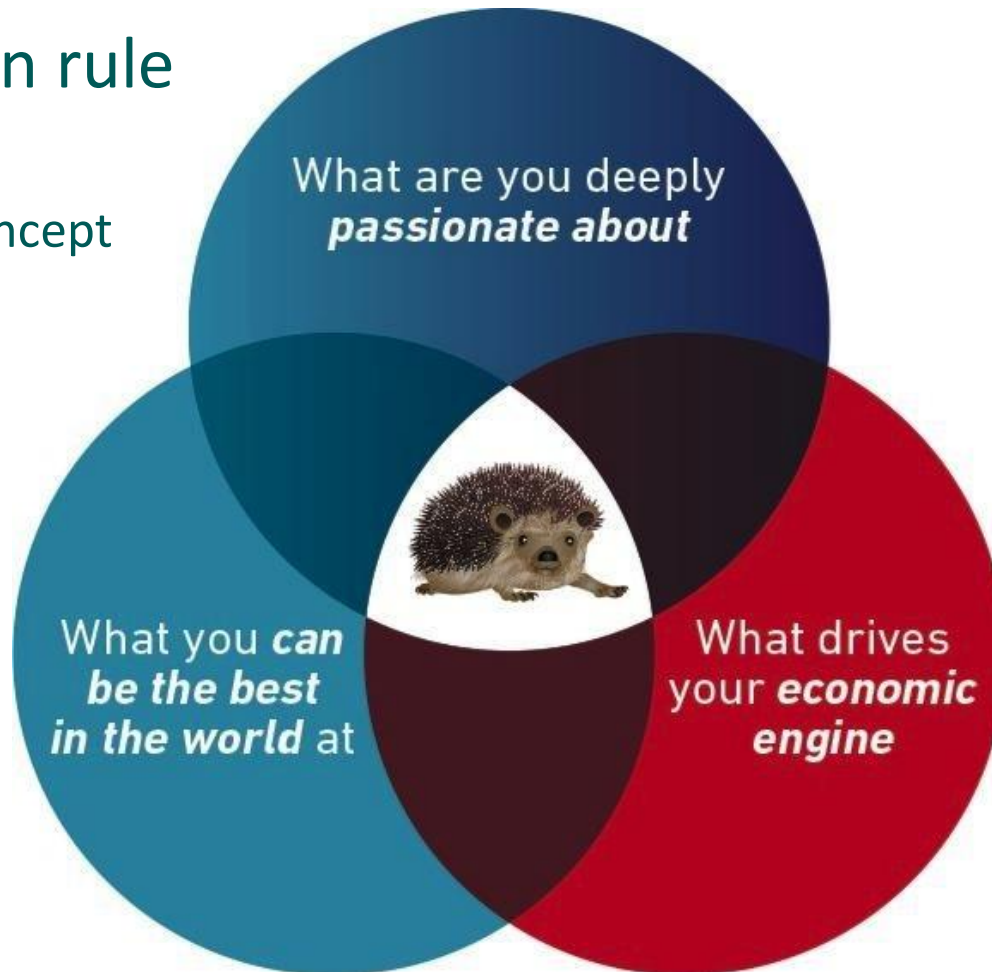
We rarely lose clients due to our fees

Lessons learned

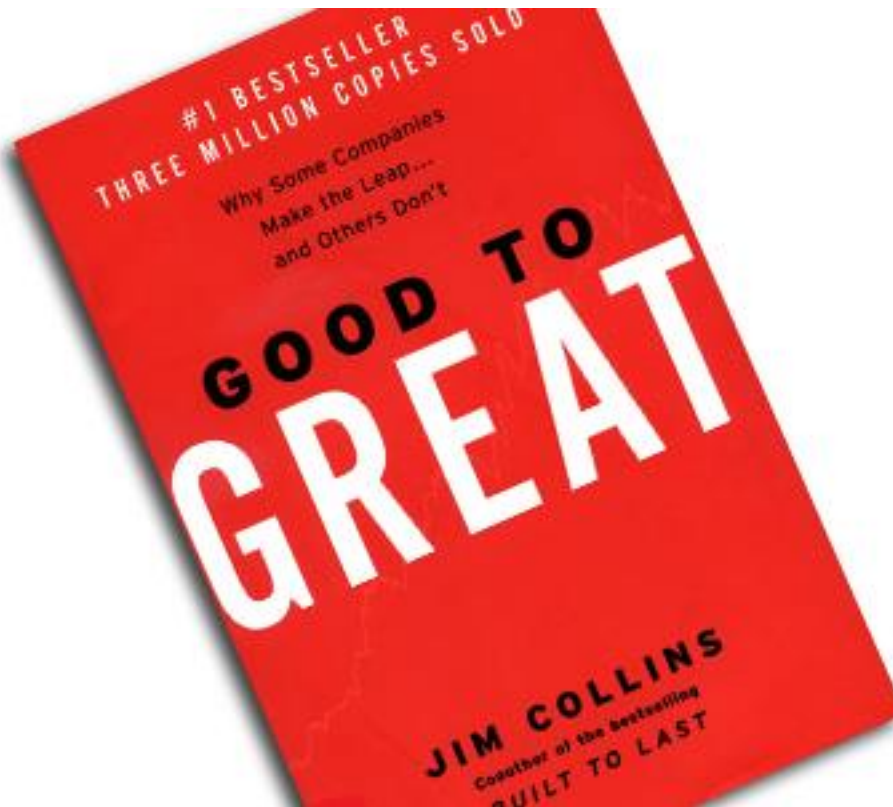
- ✓ Acquisition without a value adding plan
- ✓ Underestimation of regional and cultural differences
- ✓ Individual bonus system

Our golden rule

Hedgehog Concept



Nice to read



Conclusion

- ✓ 75% of client base $\geq$ 15 years
- ✓ 35% staff $\geq$ 10 years
- ✓ As we down-sized and focus, result is sustainable growth and stronger client relationships

Thank you for your attention



Erwin Morriën



Carlos Apapoe

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