



MANAY CPA INC
CERTIFIED PUBLIC ACCOUNTANT
& BUSINESS ADVISOR

STRATEGIC PLAN
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TURKEY OFFICE

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Strategic Plan

Table of Contents

- 1.Executive Summary**
- 2.Company Overview**
 - Vision
 - Mission
 - Core Values
 - Summary
 - Pillars
 - What we do?
 - Applications and Target Industries
 - Services and Target Customers
- 3.Company Analysis**
- 4.Focus Areas**
- 5.Market Analysis (PESTLE)**
- 6.Competitor Analysis**
- 7.Strategy Map**
- 8.Strategic Goals and Actions**

Part 1
Executive Summary

Strategic Plan-Executive Summary



Executive Summary

- This strategic plan is about the Manay CPA Turkey Liaison Office and its activities, objectives, target customers, target market segments and the strategies that are planned to make the liaison Office successful with sustainable operations.
- Manay CPA Turkey Liaison Office is planned to be the Turkey Office of the headquarters of Manay CPA.
- Manay CPA is a CPA firm and Business Advisor with diverse business solutions, tax advisory, accounting and payroll services which have headquarters in Atlanta, US.
- Manay CPA has highly dedicated, qualified and experienced bilingual (Turkish-English) consultants and a strong network of partners in U.S for diverse business solutions that its customers could benefit from.
- Manay CPA has the objective to enter to Turkish market, develop business and achieve market share via Manay CPA Turkey by carrying out its services to its target customers, such as, enterprises, entrepreneurs and individuals with U.S citizenship who are located in Turkey and who need the services of Manay CPA for their U.S operations.
- Turkey is an emerging market with an impressive economic and social development which is one of the G20 countries in the world with an unmatched geographical location between three continents, a significant hub between the trade corridors, growing GDP (The growth rate is 2.8% at 2018 (Ref: Worldbank) and the GDP of 771.4 billion USD@ 2018 (Ref: Worldbank), strong industrial and commercial infrastructure in industry, commerce, farming, tourism and technology, young & well educated population and significant footprint in new high tech areas.
- Istanbul is a perfect location to be in since it is the trade hub of Turkey with easy access to target customers.

Part 2
Company Overview

Strategic Plan-Company Overview



Vision Statement

To provide the best possible business solutions and advisory to its customers to surpass the customer expectations with big firm capability with small firm personality

Strategic Plan-Company Overview



Mission Statement

We will increase our market share and fulfill our mission by creating a highly engaged, experienced and qualified team that is focused on our customers with strong commitment to high-quality professionalism, comprehensive capability across varied segments of disciplines and proactive customer support in ever-changing global environment while being at the forefront of innovation in conceiving strategies and providing competitive edge to our customers in ensuring their growth and customer satisfaction by the value of our services by anticipating changes in customer priorities and the competitive environment.

Strategic Plan-Company Overview



Core Values

- Excellence-We strive for excellent performance in everything we do
- Integrity-We value honesty, trustworthiness and high ethical standards
- Continuous Improvement—We get better each day by improving our business processes and comprehensive support
- Passion-We are passionate about growing our business and provide competitive edge to more customers in global
- Innovation—Our work today is dedicated on giving value to innovation efforts, ideas and methods
- Integrity—We demonstrate unwavering commitment to do the right thing at the right time
- Customer Focus—We provide unparalleled services to our customers exactly what they need and when they need
- Quality—We deliver world-leading services with high-quality professionalism and comprehensive capability
- Entrepreneurial Culture—We take risks and challenge conventional wisdom
- Operational Efficiency—We extract the most value from our processes to meet customer priorities and budgets
- Safety—We provide a healthy, safe environment for employees, customers and other stakeholders
- Diversity—We value all people and encourage their unique contributions
- Teamwork—Our people collaborate to make us more than the sum of our parts
- Employee Engagement—Our culture makes MANAY CPA an invigorating place to work
- Building Talent—We encourage individual creativity and growth
- Corporate Responsibility—We seek to improve the world in which we live

Strategic Plan-Company Overview



Summary

- Manay CPA Inc. is a full-service CPA firm located in Atlanta USA, that provides financial and tax consultancy for local and international businesses while providing a global platform for investment into the U.S with international staff speaking 4 languages removing the language barrier for international investors; and with professionals specialized in start-up consulting, business plan development, new business formation, financial and retirement planning, tax planning, and CPA reviewed financial statement preparation for VC investors and business valuation.
- Manay CPA serves the US Economy by making it easy for local and global investors to navigate within the tax, financial, and federal regulatory environment, and develop a roadmap for each entrepreneur across their growth journey.

Why MANAY CPA?

- Manay CPA Inc. is a Atlanta, GA CPA firm that's earned a fine reputation as a financial leader in the local community.
- The philosophy is simple; Manay CPA believe that the clients' success equals the success of Manay CPA.
- Manay CPA endeavor to anticipate the needs of the customers and provide the tools and advice needed to streamline accounting processes and increase profits for their business.
- Manay CPA constantly strive to understand the key financial issues and implement practical solutions that allow the customers to manage their money and business better.
- Manay CPA also provide tax planning strategies and tax preparation services to meet the business and individual needs of the customers.

Strategic Plan-Company Overview



Pillars of Manay CPA

- Having the aim of being one of the most reputable CPA, Business Solution & Advisory Firm by providing industry-leading services to its customers to anticipate changes in their priorities, surpass their expectations for their satisfaction & loyalty
- Providing exactly what the customer require and even offering what the customer could more benefit as the best-fit solution in terms of cost, quality and lead time; to meet the requirements and the challenges of our customers
- Treating customers fair under great respect who have diversity in culture, background, values and expertise
- Supporting customers on time who are in diverse locations and time zones with diverse background and requirements
- Serving & Inspiring to people, their families, communities and businesses by adding value to their lives & businesses

How we will achieve?

- We are a big family with our customers, employees, partners and service providers working under ethical rules, common purpose and set of values with significant communication, coordination, cooperation and teamwork at all times.
- We will join forces for outstanding & unmatched services in which quality and service excellence is our frontier
- We will act with honesty, integrity, dignity, passion, hard work and excitement
- We will do what's Right in Challenges
- We will Trust to our colleagues, partners and customers and we will be trusted at all Times
- We do business not only for earning money, but also for gaining respect, dignity and sustainability

Strategic Plan-Company Overview



Services/Solutions in U.S

Accounting Services

- Business and Financial Consulting
- Business Incorporations
- New Business Advisory
- Accounting and Book Keeping
- Payroll Services
- QuickBooks Setup and Support Services
- Small Business Accounting
- All Accounting and Book Keeping Services
- Outsourced Accounting and Bookkeeping
- Outsourced CFO and Controller Services

Tax Solutions

- International Tax
- Business Taxes, State & Local Taxes
- Tax Credits & Incentives
- IRS Dispute Solution & Presentation
- Tax Planning & Optimization Services
- Tax-Exempt Business
- Payroll & Sales Tax

Additional services

- Business Valuation
- Business Plan Preparation for Investors
- CAP Complied Financial Statements
- Complete SBA Loan Application Process
- Retirement Planning & Life Insurance

Industries in U.S

Franchises

- Retail
- Hotel
- Restaurant

Manufacturing

- Manufacturing Businesses
- Distribution Companies

Restaurants and Bars

Retail

- Department Stores
- Boutiques
- Specialty Stores

Transportation

E-commerce Firms

High-Tech Companies

Part 3
Company Analysis

Strategic Plan-Company Analysis



Strengths

- Being a full service CPA firm providing financial, accounting and tax services both to U.S and Turkish companies
- Highly qualified and experienced US and international professionals specialized in start-up consulting, business plan development, new business formation, financial and retirement planning, tax planning, and CPA reviewed financial statement preparation for VC investors and business valuation.
- International staff speaks 4 languages for international investors and bilingual staff for Turkish customers removing the language barrier for the customers who do not have English as their mother language and no info about U.S laws
- Fine reputation as a financial leader in the local community and good references from the satisfied customers
- Inspiring top management support for expansion of business in new potential markets
- Unique mentality of doing business with big firm capability with small firm personality

Opportunities

- Increasing number of Turkish firms, entrepreneurs and corporate companies who would like to do business in the USA.
- Significant number of U.S. Enterprises in Turkey who have challenges in their accounting activities and tax advisory
- A significant number of corporate and individual customers in Turkey:
 - who are not happy from the quality of the services of Big 4s and the gap between the U.S and Turkish offices
 - who have language barriers and need bilingual (Turkish-English) customer reps to support them against challenges
 - who need step-by-step guidance and customer support to be competitive and survive in the U.S market

Strategic Plan-Company Analysis



Threats

- The negative impact of Corona virus, especially in U.S, Turkey and worldwide
- There are political, economical & social risks in Turkey and MENA Region and political conflicts between the USA & Turkey
- Political sanctions could be on the way for Turkey after the elections in the USA

Weaknesses

- Nil or Little information of the potential customers about Manay CPA and its potential contribution to their businesses
- Turkish Customers' tendency to low-cost services without reviewing the quality and added value of the service
- Limited resources and number of experts of Manay CPA to access a wide range of customers in Turkey
- The Turkey Liaison Office needs to be supported at the establishment stage intensively by Manay CPA headquarters in marketing, finance, employee orientation and administration for a period of time in 2020 and 2021.
- Internal struggles and operational problems could exist for more complex and multiple conflicting agendas for new employees until they are oriented and adapted to Manay CPA.
- If re-organization is not balanced among independently operating business divisions, there is a possibility to have challenges in the finance of operations, availability of the schedule of the experts, late response to the customers and unfilled commitment to customers that dissatisfy them
- An existence of CRM, pipeline management and resource planning is required for effective business development.

Part 4
Focus Areas

Strategic Plan-Strategic Focus Areas



Strategic Focus Areas-The strategic focus areas that will support the achievement of our delivery targets are listed below:

- **People are the business:** Providing the leadership and the supporting management processes to ensure that we have the right people, in the right roles, doing the right work to deliver against our goals.
- **Maximize margins:** Ensuring that targeted revenue is realized from our services and managing costs to protect margins.
- **Manage the business as an asset portfolio:** Considering each case as a project to be managed. Optimizing project portfolios to meet or exceed specified rates of returns and customer satisfaction targets.
- **Grow the business:** Developing a realistic business development strategy for growth, including sustaining existing customers and adding new customers in the portfolio from the target industries for promoting organic growth.
- **Embrace sustainability principles:** Developing business and social partnerships based on mutual value creation while maintaining a focus on ensuring the safety and well-being of employees, and managing environmental and other impacts.
- **Maintain a working atmosphere as top place to work:** The customer satisfaction is the result of employee satisfaction.
- **Define the role and added value of Manay CPA for each customer range:** Defining different roles for Manay CPA to different customer groups, such as:
 - All-in-one consulting for small and medium enterprises who want to enter U.S. market
 - A close friend to U.S. Citizens in Turkey that support to solve their challenges in their taxation liabilities in U.S
 - A partner for corporate enterprises supporting their U.;S. Offices and operations
 - A bridge for Turkish enterprises targeting sales revenue from e-commerce or their branches in U.S market

Part 5
Market Analysis
(PESTLE)

Strategic Plan-Market Analysis

The United States

- The USA is one of the most developed countries in the world, both economically and industrially with the world's largest economy by nominal gross domestic product (GDP), the largest share of wealth in a single country and per capita GDP.
- The USA is a founding member of the World Bank, the United Nations (UN) and the International Monetary Fund (IMF), besides being a part of most of the major international organizations.
- The USA harbours a population from various ethnicities & cultures with a reputation of welcoming diversity & ambition.
- U.S. is the second-largest exporter of goods, and the largest importer, the largest producer of electricity & nuclear energy.

Benefits of doing business in the United States

- Since the 21st century, the USA has transitioned from a manufacturing to a service-based economy.
- The USA is the world's largest consumer of goods and services, and hence a preferred market to set up a business in.
- The USA is the world's largest corporate finance market. As such, procuring loans at agreeable interest rates is very convenient for small and medium businesses.
- The USA abounds in natural resources and a skilled workforce from around the globe which the ease of doing business
- The infrastructure in the USA is one of the most advanced in the World, ranging from office space to business outsourcing
- The USA offers tax incentives and grants for nearly every industry, especially green energy, health, education, research, etc. which are pro businesses that are deemed to create jobs in the nation.
- The USA has over 60 double taxation treaties with over 60 major countries, saving firms the burden of paying undue tax.

Strategic Plan-Market Analysis



Turkey and Turkey-USA Bilateral Relations

- Turkey is an emerging country who is member of NATO, the UN, OECD, the Council of Europe, OSCE, WTO, BSEC, the Euro-Atlantic Partnership Council, the IMF, the World Bank, and the OIC.
- In 2018, Turkey was the United States' 28th largest goods export market and its 33rd largest supplier of goods imports. Turkey is the 10th largest purchaser of U.S. LNG exports worldwide and an emerging regional energy hub. The top categories of U.S. exports to Turkey include aircraft, mineral fuels, iron and steel, machinery, cotton, and agriculture.
- The top import categories from Turkey include machinery, vehicles, carpets and other textile coverings, iron and steel and their products, agriculture, and stone, plaster, cement. Although overall U.S.-Turkey trade jumped from \$10.8 billion in 2009 to \$20.7 billion in 2019, it remains modest compared to its potential.

Benefits of Turkish firms, entrepreneurs and individuals doing business in the United States

The potential could lead to annual bilateral trade to \$100 billion annually, ideal for the Turkish exporters, high-tech firms and entrepreneurs who can benefit from their low-cost products/services to be competitive and get higher market share in U.S. They could invest in the USA since the USA has transitioned from a manufacturing to a service-based economy as the world's largest consumer of goods and services and the corporate finance market with skilled workforce from around the globe and one of the most advanced infrastructure in the world, tax incentives and grants for nearly every industry, especially green energy, health, education, research, etc. which are pro businesses that are deemed to create jobs in the nation, significant opportunities in e-commerce and high-tech businesses and double taxation treaties between U.S and Turkey.

Strategic Plan-Market Analysis-PESTLE

P

Political Factors

- U.S policy for Chinese products could create benefits to Turkish companies by entering U.S. Market with greater significance and develop business
- Turkish policy on local interest rate and foreign exchange rates allow the Turkish firms to be more competitive in terms of cost of production and operation in goods and services

S

Sociological Factors

- A change in habit of consumers to purchase and from e-commerce apps that any firm in the world could benefit if it exists in U.S.
- U.S. Consumers appreciate high quality and economic pricing products from all over the world which enable Turkish firms could have more access to U.S. Customers
- U.S. Customers are more confident to purchase products from firms which have establishment or e-commerce site in U.S

L

Legal Factors

- Bilateral Taxation agreements between Turkey and U.S enable Turkish firms more easier to be established legally in USA and benefit the taxation policies.
- Customs tax agreements between NAFTA countries could enable Turkish companies with U.S. establishment to trade in other countries in American continents like a U.S. Origin firm

E

Economical Factors

- Economic local downturn in local economy in Turkey and concentration to export markets by enterprises especially U.S. for business growth
- Attractive local product pricing in U.S which are higher than world average
- Very high purchasing wealth of U.S consumers and enterprises that could afford to pay Premium
- U.S is a gate to Canada and South American countries for foreign firms

T

Technological Factors

- Increasing share of e-commerce in U.S market against physical markets in which Turkish enterprises could access more U.S customers who can afford to pay premium
- E-commerce and e-apps allow entrepreneurs and techno firms to benefit from selling the products or services worldwide, especially to U.S.
- Tiring and costly bureaucratic applications of export work are more easier with technology
- High tech Turkish companies could access new partners and clients by technology in U.S. market

E

Environmental Factors

- Environmental regulations in USA as well as health and safety requirements, employment laws, taxation rules and customer rights enforce the Turkish firms to establish entity in USA and bring a requirement for a special advisory firm to deal with the legal and advisory requirements of the Turkish enterprises in US.

Part 6

Competitor Analysis

Strategic Plan-Strategic Competitor Comparison

Competitor Comparison

Competitor 1-Big 4S (Deloitte, Ernst & Young, KPMG, PwC)

Pros

- Their reputation as top global professional services provider
- One company across all market offerings
- Professional standards at each step of the business
- Global opportunities and customer support

Cons

- Large firms are hard to navigate
- Too complex organizations for customers rather than corporates
- Finding the right person by the customer is challenging
- Their priority on corporate customers and highly profitable cases
- Time-consuming procedures, hierarchy and bureaucracy
- Change their focus on service provider into a sales organization
- Slow response by the teams for urgent cases in busy season
- Too many person to deal with the customer for different activities
- Unexpectedly high fees by the customer
- Poor leadership, lack of resources and miscommunication between different units

Competitor Comparison

Competitor 2-Local U.S/Turkish Consulting Companies

Pros

- Low service fees
- Fast response to customer's requests and priorities
- Short completion of service delivery, even in busy season

Cons

- Limited resources to deal with the customers' requirements
- Language barriers for the customers from Turkey or abroad
- Language barriers and remote working problems of Turkish firms
- Cultural distance between the U.S consulting company and the customers from Turkey or abroad
- Challenging and time consuming processes to translate the documents and even for the communication
- Finding and keeping good employees could be challenging
- The concentration of employees could be influenced negatively by their heavy Schedule and too-much to do.

Part 7 Strategy Map

Strategic Plan-Strategy Map



Strategy Map

Financial-to satisfy our shareholders, what financial objectives must be accomplish?

Customer-What customers need to achieve our financial objectives?

Internal Process-To satisfy our customers and shareholders in which internal business processes must be excel?

Learning & Growth-To achieve our «Financial», «Customer» and «Internal Processes» strategic objectives, what does the organization need to learn?

Strategic Plan-Strategy Map

Strategy Map

	Maximize Organizational Value in Turkey				Manage Costs
Financial Perspective	Customer Segment Development Strategy	Customer Portfolio and References Growth Strategy	Revenue and Profit Growth Strategy from Services	Quality Excellence and Productivity Strategy	Improve cost of operations and efficiency
Customer Perspective	Increase the number of industry and access to potential clients	Increase number of loyal customers and achieve new references	Increase revenue per customer and per service	Solution Focus for projects and Standardized Operations	Reduce cost per customer by scalability strategies (web services)
Internal Perspective	Continuous biz development and partnering and networking	Continuous visits to potential and existing customers and references	Add/retain high value customers and projects Retain loyal clients	Internal operations excellence and good project management	Create the most efficient processes and use of common platforms
Learning and Growth Perspective	Access to networks chambers, events Partner Projects Seminars/Webinars	Define the needs and requirements of market and develop solutions	Define and visit high value clients Propose solutions that meet needs	Staff competencies Defined roles CRM-IT infrastruc. Lead Management	Investing CRM, IT, Com infrastructure Define processes and procedures

Part 8
Strategic Goals and Actions

Strategic Plan-Strategic Goals and Actions



Factors Influencing the Strategic Objectives

- The potential of the U.S. Market
- The potential of the Turkish companies in achieving market share in the U.S. Market
- The challenges of the Turkish companies and individuals in doing business, taxation and accounting
- The competitors of Manay CPA in the USA and Turkey
- The advantages and disadvantages of Manay CPA Headquarters and Turkey branch Office
- The nature of the services, the target customers, the target industries and the organization of Manay CPA
- The profile of the customer segments and their needs, obligations, requirements, expectations and priorities
- The fees of the services, the market prices and the expectations of the customers in terms of pricing
- The challenges of current retention and acquisition strategies of CPA firms in Turkey & USA
- The challenges in accessing potential customers, achieving business from them and make these customers loyal
- The challenges on gaining new business and holding on existing clients in Turkey
- The challenges in differentiating Manay CPA from the competitors and retaining more customers

Strategic Plan-Strategic Goals and Actions



The Strategic Objectives-1

- **Building a brand:** Manay CPA shall be branded in Turkey with the main focus of encouraging people to view Manay CPA as the best choice for the business services, advisory and accounting/financial services in the USA for exporting enterprises, entrepreneurs and individuals even though both U.S and Turkish accounting service markets are saturated and it is difficult to stand out. The potential customers shall feel they need what Manay CPA offers with the branding evoking emotional response that motivates to sign on as a client and remain Manay CPA for the long haul.
- **Engaging Clients Before They Sign on:** The customer experience with the brand will determine the perception of the customers. For this reason, Manay CPA Turkey shall focus on making every experience as lean, simple and valuable as much as possible by creating an efficient pre-engagement client experience with activities such as webinars, potential customer visits, seminars in chambers, associations, customer days, e-mail marketing, cold calls; and technological tools and web points that the customer could have more control and speed up their application-appointment-document uploading activities, such as automate appointment scheduling, online live customer support, online application, online document upload, diverse online payment methods and customer-specific areas controlled by User ID & Password.
- **Being Accountable, Measurable and Accessible at all times:** Before the customer apply for their request, they shall be worried about the cost of the services and the possible duration time. These concerns shall also apply after they award the business. The customers sometimes worry about their applications or processes and they would like to know the status of their application. Manay CPA Turkey shall be communicating with the customers at all times on-time.

Strategic Plan-Strategic Goals and Actions



The Strategic Objectives-2

- **Nurturing Client Relationships:** After the customer awards the business, in order to encourage loyalty, Manay CPA shall continue nurturing client relationships not to let them to switch other firms by committing to stay top of minds with the clients. These activities shall be cold-calls, periodical gentleman visits, small gifts on birthdays, loyalty cards, discounts.
- **Developing Deeper Relationships with New Service Offerings:** Satisfied and loyal customers shall generate more revenue than newly acquired customers. In order to upsell or cross-sell more services after identifying the opportunities, there is a need to segment customer by services and identify new service offerings for now and in the future with some upfront planning for them to avoid their shopping elsewhere for the services Manay CPA offers which will increase the revenues of Manay CPA and let the customers perceive a higher brand quality. Under this purpose, target customers shall be visited or called in order to learn the opportunities that Manay CPA could make new service offerings.
- **Personalizing Client Engagements:** The Turkish customers are more emotional than the customers in the USA who would like to feel personalized in the pre- and post-interaction engagement. Under this purpose, the customers in the database shall be segmented in the CRM solution before designing and executing relevant campaigns for each segment.
- **Pursuing Innovation:** Innovative steps in practice management like using value pricing in projects or fixed pricing for the standard services, offering set packages of services, taking consultative & value-add approach to client engagements; and boutique-style, value priced packages (Silver-Gold-Platinum) with limited or unlimited time of consultation, phone/email Access or even representation shall improve the competitive edge of Manay CPA in Turkey.

Strategic Plan-Strategic Goals and Actions

The Strategic Objectives-3

- **Adopting Latest Technologies:** Manay CPA Turkey shall benefit from the advantage of technology to help improving the processes, deliver data insights and opening up new revenue streams including document management systems, tax prep software, CRM automation and workflow management. These Technologies will support Manay CPA Turkey to improve operational efficiencies, spotting high-probability opportunities faster and more easily and gaining customer insights.
- **Getting Data Smart:** Becoming data-informed shall enable Manay CPA Turkey to make more sophisticated decisions by digging into its data and analyze them to understand what the value generated by the most profitable and loyal clients, strategically focus on developing new product lines and new business based on the strengths of Manay CPA which will improve the client retention, loyalty and profitability of the operations. Under this objective, the existing data about the Turkish customers and the data at the headquarters shall be analyzed periodically to define the services that could generate higher profit margin and gain sustainable competitive advantage to Manay CPA Turkey from the first day which will also support Manay CPA to proactively support clients and identifying buying patterns.
- **Tapping into New Social and Business Networks:** B2B and B2C customers have the tendency to conduct research from online resources or their business networks before making a purchasing decision of services. Manay CPA has the objective of having an active, helpful and genuine presence and footprint at digital world, trade chambers, industrial associations, techno parks, industrial & technology parks, trade houses. The presence on LinkedIn, Facebook, Twitter and active blogs in digital world; and active seminars-webinars-package solutions-campaigns in physical environments shall support.

Strategic Plan-Strategic Goals and Actions



The Strategic Objectives-4

- **Making Room for more Profitable Customers:** Manay CPA Turkey shall be careful to avoid the unresponsive clients to drain resources and take the team away from cultivating more profitable customers and prospects. Under this objective, Manay CPA Turkey shall prioritize the clients based on the quality of the relationship to avoid spending too much time on clients with a low ROI.
- **Embracing our Role as a Client Advisor:** Manay CPA Turkey shall take care of building relationship with the customers by making a concerted effort to understand their business, priorities, requirements, challenges and expectations; and then helping them make it better. Under this objective, each customer and their priorities, requirements, priorities, challenges, change in purchasing habit of services and expectations will be learned by active visits, cold calls and progress calls and recorded in CRM software before discussing their challenge and building a solution for them. Each step of communication with each member of the customer will be carefully recorded as well as their perceptions & comments on the offered solution, revisions on the solution before being solid and the customer experience after the solution/service is executed. These communication chain records will support Manay CPA to know its clients, client profiles and their preferences and discover where there may be opportunities to cross-sell, provide quality, proactive service to each customer.
- **Listening the Marketplace and the Customers:** Manay CPA Turkey will be always in the market with the customers and listen their complaints, expectations and needs to catch the better changes of keeping and expanding business in the market with proactive, market-demanded services instead of poor and reactive services.

Strategic Plan-Strategic Goals and Actions

The Strategic Objectives-5

- **Differentiating the Brand and Services as Expert in its Field:** Manay CPA Turkey will be differentiated by focusing on the services and industries in which Manay CPA is strong and capable to expand beyond compliance/traditional services. By this way, Manay CPA Turkey can compete effectively against larger firms by specializing. A specific business development strategy approved by the headquarters will transform the office to a highly-driven and goal-oriented enterprise.
- **Differentiating Manay CPA as the go-to expert in business services and advisory:** Manay CPA is at the top of its industry as an expert of its business with significant references and highly respectful reputation with a support of Turkish-English-Russian-Spanish language supports with diversified portfolio of services. Under this objective, case studies with reference customers, the prizes & the success stories will be communicated in the meetings, periodical bulletins & on social media.
- **Building Relationships, Exploring Opportunities for Broader Customer Base:** Manay CPA has the objective of creating a broader customer base by building relationships with B2B-B2C customers, corporate clients, embassies, trade chambers, techno parks, industrial areas, associations, free zones; and exploring opportunities in target cities, starting from Istanbul Ankara, İzmir, Bursa, and other target cities by actively visiting them to keep up the customers proactively informed about the opportunities and the diverse type of services they demand.
- **Keeping the motivation and engagement within the team at all times:** Manay CPA Turkey has the objective of creating a working atmosphere in which employees are happy, highly engaged, productive and motivated; and work-life balance is achieved which will attract the best talents in the market (Coaching leadership, corporate visuals in office, bonus, etc.)

Strategic Plan-Strategic Goals and Actions



Strategic Actions-1

November 2020-December 2020-October 2021 (INITIAL PHASE)

- Opening of Manay CPA Turkey Liaison Office
- Renting, Furnishing and Implementing Corporate Visuals in the Office to be operational by beginning of Q1 2020.
- Orientation either online or physically at Manay CPA Liaison Office
- Starting cooperation other colleagues at headquarters and getting support from them
- Completion of business plan, sales forecasts, P&L statements, operational plans and budgets for 2021-2023 for approval
- Completion of service portfolio and marketing documentation of the services for Turkish market
- Starting for a new Turkish web site for Manay CPA Turkey and presence on social media in Turkish language
- Starting to build a network of consultants in Turkey that will support finding new customers in target cities
- Starting to build a database for potential/existing customers in Turkey
- Starting to use a CRM platform to manage the leads & contacts (if there is any).
- Completion of the pricing policy of the services, fixed service prices and package prices for Turkish markets
- Starting to use a database in which the top management could access to the quotations, sales agreements and necessary stages of the RFQ-Quotation-Order Intake-Invoicing-Payments with all pre- and post-sales activities & communications
- First customer visits in Istanbul and neighborhood area, starting from the most strategical ones.
- First service delivery by the local team to the customers

Strategic Plan-Strategic Goals and Actions



Strategic Actions-2

Q1 2021 (February-March 2020)(FIRST PHASE) (Region: Istanbul)

- Starting marketing and business development and exploring new opportunities from existing & potential customers
- Starting to establish communication with the industrial chambers, embassies, industrial areas and corporate customers
- Starting to make first solutions to the customers and first quotations to the customers, first seminars & webinars
- First service/solution sales to the customers and achieving a revenue of 0.1 M USD and 20 new customers

Q2-Q3-Q4 2021 (February-March 2020)(SECOND PHASE) (Region: Istanbul, Ankara, Izmir)

- Beyond strategic actions in first phase, service packages and consultative sales approach shall be introduced.
- 2 new Sales Consultants for Business Development and 2 new Consultants
- Achieving a revenue of 1.2 M USD and 50 new customers

2022 (THIRD PHASE) (Region: Turkey)

- Beyond strategic actions in second phase, a network of business development consultants shall be introduced.
- 4 new Sales Consultants for Business Development and 4 new Consultants
- Achieving a revenue of 2.3 M USD and 120 new customers

2022 (THIRD PHASE) (Region: Turkey, Georgia, CIS countries, Turkic Countries)

- 6 new Sales Consultants for Business Development and 4 new Consultants
- Achieving a revenue of 3.7 M USD and 260 new customers