

March 2020

Issue No. 82

#### It takes more than numbers.

Gray, Gray & Gray is here to help you "Fuel Your Future" by going beyond accounting services. With over 70 years in the energy business, we go beyond the numbers by delivering insight, guidance and knowledge to our energy clients so they can achieve growth and profitability.

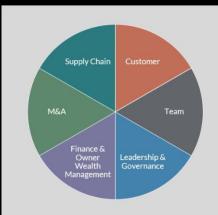
# Strategy Session: Exploring the Importance of Strategic Business Planning with Bryan Pearce

We are pleased to introduce "Strategy Session" - a new article series by Bryan E. Pearce, Gray, Gray & Gray's Director of Strategic Business Planning. Discover proven, accessible approaches to thinking strategically about your business in order to make more informed decisions, with a focus on the six business drivers that will put you in a position to succeed.

# **FEATURED ARTICLE:** The Importance of Strategic Planning in Today's Rapidly Changing Business Environment

"Change has never happened this fast before, and it will never be this slow again." -- Graeme Wood, Journalist

Business leaders agree that the demands of running a business today are more complex and are changing more rapidly than ever before. The collective impact of technological innovation, new competitors, heightened customer expectations, new ways of working, margin pressures, and a continually evolving regulatory environment poses a significant challenge to business leaders. So how do successful businesses today ensure they continue to "renew" themselves and avoid the risk of decline?



Exploring the Importance of Strategic Business Planning with Bryan Pearce

# STRATEGYSESSION

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### Gray, Gray & Gray Ranked Among Top Massachusetts Accounting Firms 2020



We are pleased to announce that Gray, Gray & Gray held its position as the 21st "Largest Accounting Firm" in Massachusetts, as ranked by the Boston Business Journal. Our firm ranks 10th among independent firms in the state. The Boston Business Journal's annual rankings are based on the size of the

firm's professional staff in the state as of February 1, 2020 and include both independent firms and regional offices of large national accounting firms.

**Click Here for Full Press Release** 

#### COMING SOON!

Gray, Gray & Gray's 29th Annual Energy Industry Survey

At Gray, Gray & Gray, we are committed to bringing you key information for your success. For nearly three decades, your participation in our Energy Industry survey has allowed us to provide a "snapshot" of the retail oil and propane industry, helping to establish industry benchmarks and the standards by which company performance is measured.



Please watch your inbox for this year's survey coming soon!

### Visit Us at These Upcoming Events This Spring

#### National Propane Gas Association Southeastern Convention & International Propane Expo

April 6-8, 2020 Music City Center, Nashville, TN Gray, Gray & Gray Booth #626

Eastern Energy Expo May 17-20 Mohegan Sun, Uncasville, CT Gray, Gray & Gray Booth #638 Join us at 8:30 am on Wednesday, May 20th for an informative panel on The Power of Joint Ventures: A Way to Accelerate Growth Presented by:

Joe Ciccarello, CPA, MST and Marty Kirshner, CPA, MSA

More events to follow.

# It Takes More Than Numbers.

"Keeping our family business going since 1873 has been a challenge that gets more complicated every year.... We've been fortunate to have Gray, Gray & Gray as a valuable advisor in all aspects of running our company.... When Gray, Gray & Gray says they go 'beyond the numbers,' it is more than just a slogan. They have truly risen above all expectations to become a most trusted partner for our family and our company."

- Mark Allen, W.H. Riley & Son, Inc.



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