



Think Smart
Accounts

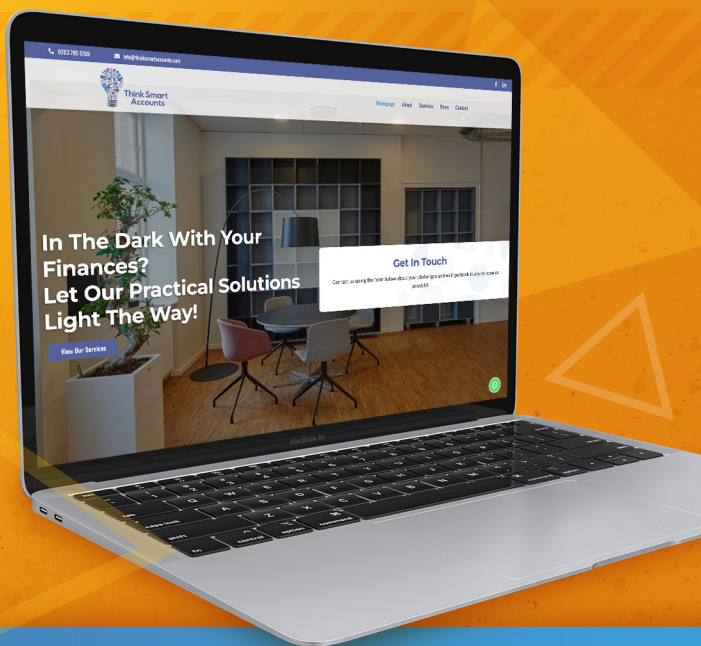


R.E.P.R.E.S.E.N.T.[®]
RESOURCING REIMAGINED

Turning payroll into a fully managed, high-margin service line that runs so smoothly, owners don't need to think about it.

WHAT WE'VE ACHIEVED

- ▶ Moved Think Smart Accounts' payroll delivery into a fully managed service.
- ▶ Delivered consistent 50%+ net profit margin through managed payroll services.
- ▶ Created a payroll delivery model Jane describes as "completely outsourced."
- ▶ Built a smooth, reliable operating rhythm where payroll no longer needs thought.



"Completely managed by you, with no headspace from me required, that's one of the first thing I did. It runs so smoothly, I just don't even think about it."

Jane Capel

Founding Director,
Think Smart Accounts

THE CLIENT

Think Smart Accounts, led by Founding Director Jane Capel, supports small businesses across bookkeeping, start-ups, year-end accounts, statutory work, company secretarial support, payroll, and wider operational admin.

Jane also owns an HR company, which means she has a deep understanding of the awkward crossover between payroll, HR, employment admin, deadlines, and client service.

That crossover matters.

Payroll is not just a technical task. It is recurring, deadline-led, client-sensitive, and often tied directly into HR questions, employee

changes, starters, leavers, corrections, and business-owner anxiety.

For Jane, payroll was one of the first areas to move across to R.E.P.R.E.S.E.N.T.



THE CHALLENGE

Payroll is one of those services that can look simple from the outside but become operationally expensive if the wrong person is carrying it.

For accountancy firms, payroll often creates several problems at once:

- ▶ **It is recurring and deadline-driven.**
- ▶ **Clients expect it to be right every time.**
- ▶ **Errors are visible quickly and can damage trust.**
- ▶ **It often drags senior people into admin-heavy questions.**
- ▶ **It is difficult to make profitable if delivery sits with the wrong person internally.**
- ▶ **It can interrupt founder time, holidays, and attempts to step away from the business.**

Jane had experienced that founder reality first-hand.

Over 10 years of running the firm, she had been on holiday before, but she had always taken her laptop. Payroll and other deadline-led work had followed her even when she was supposed to be switched off.

"Although I've been on holiday in those 10-years, I've always taken my laptop on. I've always been fully on. I've had to do payrolls."

Jane Capel

The broader business challenge was not just getting payroll done. It was getting payroll done profitably, reliably, and without Jane being the person ultimately carrying the stress.

WHAT R.E.P.R.E.S.E.N.T IMPLEMENTED

R.E.P.R.E.S.E.N.T took payroll on as a fully managed service line for Think Smart Accounts.

This was not a partial support model where Jane still had to hold the service together. It became a complete outsourced delivery function.

"It's because it runs so smoothly, I don't even think about it."

Jane Capel

WHAT WAS INSTALLED:

- ▶ **Fully managed payroll delivery through R.E.P.R.E.S.E.N.T.**
- ▶ **A delivery rhythm that integrates into Think Smart Accounts' wider way of working.**
- ▶ **Reliable support across recurring payroll cycles.**
- ▶ **A structure that removes payroll from Jane's day-to-day mental load.**
- ▶ **A commercially viable model that consistently produces 50%+ net profit margin.**
- ▶ **The confidence that payroll can continue being scaled without pulling back.**

The clearest proof of success was how little noise payroll created.

BEFORE

Payroll was part of the recurring delivery burden that could follow Jane outside the office.

Even on holidays, she had historically taken her laptop and remained “fully on”, because deadline-led client work still depended on her attention.

That is the hidden cost of payroll when it is not properly resourced. The service might be billed, but the founder can still end up paying for it in time, stress, interruption, and reduced freedom.

AFTER

Payroll moved fully into R.E.P.R.E.S.E.N.T.'s managed delivery model.

That changed the way Jane experienced the service. It stopped being something she had to actively carry and became something she could trust was being handled.

The outcome was not only operational. It supported the wider transformation of Jane's role inside the business.

Instead of payroll being another reason to stay plugged in, it became one of the service lines that helped Jane step further away from the tools.

COMMERCIAL OUTCOMES

1 CONSISTENT 50%+ NET PROFIT MARGIN

The payroll model delivers a consistent 50%+ net profit margin for Think Smart Accounts.

That matters because payroll can easily become a low-margin, high-friction service when it is delivered internally by expensive staff or handled directly by the owner.

By moving payroll to R.E.P.R.E.S.E.N.T.'s fully managed model, Think Smart Accounts can continue offering the service while protecting profitability.

This turns payroll from a deadline-led operational burden into a commercially sensible service line.

2 REDUCED FOUNDER INVOLVEMENT

The best managed services are often the ones the owner barely needs to talk about.

That is exactly how Jane described payroll.

R.E.P.R.E.S.E.N.T.'s payroll delivery runs with so little friction that Jane initially forgot to mention it in the wider discussion about services supported.

That is the operational win: payroll is being handled, clients are being served, and Jane is not having to keep it at the front of her mind.

3 A SERVICE LINE THAT SUPPORTS THE WIDER THINK SMART MODEL

Think Smart Accounts supports small businesses across multiple overhead and admin needs. Payroll sits naturally alongside bookkeeping, accounts, company secretarial support, and HR.

Because Jane also owns an HR company, payroll is strategically important. It helps Think Smart Accounts support clients across the accounting/HR crossover that many firms find awkward.

But strategically important does not mean Jane should be the person delivering it.

R.E.P.R.E.S.E.N.T gives Think Smart Accounts the ability to keep payroll inside the client offering while moving the recurring work into a managed delivery structure.

That protects:

- ▶ **Client experience.**
- ▶ **Profitability.**
- ▶ **Founder time.**
- ▶ **Team focus.**
- ▶ **The firm's ability to scale without unnecessary hiring.**

4 MORE FREEDOM OUTSIDE THE BUSINESS

Payroll was one of the examples Jane gave when describing why previous holidays were not fully switched off.

Historically, she had always taken her laptop away because she expected that something might need her.

After moving key delivery lines, including payroll, across to R.E.P.R.E.S.E.N.T,

Jane took a two-week anniversary cruise without packing her laptop.

She still checked emails briefly from her phone, but the difference was clear: there were no fires, no urgent payroll interruptions, and no need to work.

For a founder who had spent 10 years taking the business with her on holiday, that is a significant shift.

"This time I didn't pack it."

Jane Capel

WHY THIS WORKED

1 PAYROLL WAS TREATED AS A MANAGED SERVICE, NOT A TASK DUMP

The success of this model comes from payroll being fully owned as a service line.

Jane was not left coordinating every step, checking every detail, or holding the delivery process together. The work moved into a structure that could run without constant founder involvement.

That is why it became memorable for the right reason: because it stopped demanding attention.

2 IT SUPPORTED JANE'S WIDER EXIT FROM THE DOING

The payroll service is part of a bigger story at Think Smart Accounts.

Jane is not just trying to outsource isolated tasks. She is building a business where she has the option to step away from delivery, lead as Founding Director, and spend her time where she adds the most value.

Payroll is one of the recurring service lines that can prevent that from happening if it is not handled properly.

By moving payroll fully to R.E.P.R.E.S.E.N.T, Jane removed one more reason for the business to depend on her day to day.

3 IT PROTECTED PROFIT WHILE PROTECTING CAPACITY

The model works commercially because it produces a consistent 50%+ net profit margin.

That means Think Smart Accounts does not need to choose between offering payroll and protecting profitability.

It can do both.

For a firm supporting small businesses, that is important. Payroll remains part of the service mix, but the delivery cost and structure make sense.

4 IT REDUCED THE NEED FOR RECRUITMENT-LED GROWTH

Jane's wider experience with recruitment had been frustrating and expensive. She had already seen the cost of hiring the wrong people, and through her HR company she is highly aware of the risks and responsibilities attached to employment.

Payroll managed services reduces the need to solve service-line growth through another internal hire.

Instead, Think Smart Accounts can access a proven delivery model without taking on the same recruitment, employment, and management burden.

"By using R.E.P.R.E.S.E.N.T, you have none of that headache, and yet you have the hands to help you expand."

Jane Capel



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THE COMPOUNDING IMPACT

The immediate payroll win is simple: the work is delivered, the service is profitable, and Jane does not need to think about it.

The bigger strategic win is what that contributes to across the firm.

Jane is moving away from being the person who has to keep every recurring service line in motion. She is back to a 4-day working week, working towards 3 days, and has already taken meaningful time away from the business without the laptop coming with her.

Payroll is part of that shift.

It proves that a recurring, deadline-led, client-sensitive service can be fully managed, profitable, and quiet.

For an accountancy firm owner, that is the goal.

Not just more capacity.

More control, more margin, and more freedom.

WHO THIS IS FOR

This is a fit if you're an accountancy firm owner where:

- ▶ Payroll margins are being eroded by expensive staff time or founder involvement.
- ▶ The service creates recurring pressure around deadlines, queries, and admin.
- ▶ You want to offer payroll without building a larger inhouse payroll team.
- ▶ You want a managed service that protects client experience and profitability.
- ▶ You want a seamless, high profit solution without separation of systems, data, process and most importantly your client experience.

Jane's advice to firms considering R.E.P.R.E.S.E.N.T:

"Don't even think about worries like staffing and all of that. Go and find someone really good like R.E.P.R.E.S.E.N.T, who are known, trusted, and have got all the credentials and proof of concepts there on what they do, and utilise that service to grow."

Jane Capel

Founding Director,
Think Smart Accounts



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