SEO

AEO

GEO

BECOME THE DEFAULT

Get found on Google, Maps and AI search.
Without an agency.

No jargon. One proven method. Fifteen years of it working.

Mohammad A Mahmud

TRUE SEO CONSULTANTS

A FREE PREVIEW

This is the first part of the book, exactly as printed.

What follows is taken straight from Become the Default: the contents, who it is for, the jargon page, chapter one in full, a chapter from the middle, and two pages of the handbook.

What you are looking at

Nothing here has been rewritten for the preview. The page numbers, the running heads and the figures are the ones in the printed book, so you can see exactly how it reads before you buy it.

The full book is 385 pages, fifty-six chapters across eleven parts, with twenty-three worksheets and fifty-nine diagrams. It is written to be read like a story, and there is not one technical term you are asked to learn.

56	4	2	1
CHAPTERS	BUSINESSES	YEARS	METHOD

A warning worth reading first

This work takes one to two years, and the first six months will look like nothing is happening. The book says so plainly, and tells you what to check in that window. Anyone promising faster is selling you something that stopped working years ago.

FRONT MATTER

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FRONT MATTER

Who This Book Is For, and How to Read It

It is for the owner or the partner who signs the invoice. Not a marketing department, and not somebody who wants to work in my industry.

You run a business of between about two and two hundred people. You have spent years paying to be found and have never once been able to tell whether it worked. You know your work is better than the firm above you, and nobody has ever explained why that does not show.

It is not for anybody looking for a trick, and not for anybody who wants this done to them while they look away. One hour per page has to come from you.

HOW TO READ IT

If you have an afternoon, read chapters 1 and 2, then chapter 55, and do rung one of the ladder.

If you are about to spend money, read Part Seven before you sign anything.

If you want the whole thing, read it in order and do the work, about one part a week. The parts build, and Part Two decides what you are for.

Every chapter ends with three things: **what to demand** from anybody you are paying, a short **exercise on somebody else's business**, because judgement is easier to build when nothing is at stake, and **the actual job**, with a time against it. The sheets to fill in are at the back.

Expect the middle to be dull. Chapters 24 and 26 are an afternoon of copying facts and checking a telephone number, and they are among the highest value work in the book.

FRONT MATTER

The Jargon, Before You Start

You do not need to read this page. It is here so that you never have to stop.

This book was written to be read as a story. Four businesses, two years, in order, with the difficult parts explained by comparing them to things you already understand: a toy shop, a building, a file, a map, a shelf, a neighbour across town. Almost nothing in my industry is genuinely hard. It is simply described in a private language, usually by somebody who would rather not be asked a direct question.

So the private language is here, at the front, with the page where the plain English version lives.

Use it one of two ways.

If you have been sent a proposal, a report or an audit and there is a word in it you do not know, find the word here and turn to the page. You will get the explanation, what it is actually for, and what to ask the person who used it.

Or ignore all of it, start at chapter one and do the exercises as you reach them. Every term in these two lists is introduced in plain English at the point it matters, in a box headed *What they'll call it*, so you will arrive at each one having already understood the thing it names.

I would do the second. The first is for when somebody else sets the agenda.

One note on the page column: it gives the page where the chapter that explains the term begins, so that you are never more than a few pages away from it.

ABBREVIATIONS

SHORT	IN FULL	WHAT IT ACTUALLY MEANS	PAGE
AEO	Answer engine optimisation	A new name for most of what this book describes	285
AI	Artificial intelligence	In this context, the tools in chapter 47 and the assembled answers in chapter 44	285
CAC	Customer acquisition cost	What it costs you to get one customer	27
CMS	Content management system	Whatever you log into to edit your website	189
CRO	Conversion rate optimisation	Making the people who arrive actually contact you	330
CTA	Call to action	The thing you ask the reader to do next	330
CTR	Click-through rate	Of the people who saw you, how many clicked	311
DA, DR	Domain authority, domain rating	Scores invented by tool companies, not by Google	272
E-E-A-T	Experience, expertise, authoritativeness, trust	Google's shorthand for whether a source is worth believing	236
GA4	Google Analytics 4	The free analytics tool	317
GBP	Google Business Profile	Your entry in the file Google keeps on you	159
GEO	Generative engine optimisation	Another new name for the same work	285
GMB	Google My Business	The old name for Google Business Profile	159
GSC	Google Search Console	The free account that shows what you appear for	18
KPI	Key performance indicator	A number somebody decided to watch	311
LCP	Largest contentful paint	How quickly the main thing on a page appears	189

CHAPTER ONE

The Website You Paid For, and the Website You Needed

An accountancy practice opens this chapter. A heating firm with six vans and a shop selling fishing tackle online follow it four pages later, because this is one fault in three trades and you need to see it in yours.

Helen is one of four partners in an accountancy practice in Derby. Eleven staff, about four hundred clients, one point four million pounds in fees. She wants to double that in three years.

Two years ago the practice spent nine thousand pounds on a new website. It is a good website. It loads fast, it works on a phone, and the partners spent two meetings on the photography.

On a Sunday in January, in the worst fortnight of her year, she did something she had never done. She searched the way a client would search. She typed **accountant derby self assessment**.

Eleven practices came back. She opened eight of them.

Every one of the eight had a page called Self Assessment. Six of those pages said the same three things in a different order. Deadlines are stressful. Penalties are expensive. We can take it off your hands. Hers was one of the six. Two of them had bought the same stock photograph of a calculator.

Helen has been in Derby for twenty years and she could not tell her own practice apart from seven others on her own high street.

That part she had half expected. The part she had not expected came ten minutes later.

Still curious, she typed something a client had actually asked her in November: **should I put my rental properties into a limited company**. Nobody from Derby

came back at all. Near the top was a firm she had never heard of. Three people, in Leeds, seventy miles away, not competing with her for the word *accountant* and not trying to.

They were there because somebody in that firm had sat down and written the answer out.

She did not get ripped off. She got exactly what she asked for.

Nobody sold you a bad website. They sold you a website with no job.

> **A note on the people in this book.** Helen, Priya, Graham, Ruth and every firm you will meet in these pages are composites. They are built from patterns I have seen many times, and their figures are illustrative. They are not research findings and they are not real clients.
>
> Every measured number carries a source marker like this [1] and a citation. If a number has no marker, it belongs to a composite and you should treat it as an illustration, not evidence.

THE BRIEF NOBODY WROTE

Here is the conversation Helen had with her developer. It is the same conversation almost every business owner has.

She said she wanted a website that looked professional and gave the right impression. She got exactly that. The developer did his part well.

Nobody in that conversation asked what the website was **for**.

Not what it should look like. Not which pages she wanted. What is it *for*. Who is supposed to arrive on it, what were they doing thirty seconds before they arrived, what did they type, and which page are they meant to land on when they get there.

That was never asked, so it was never answered, so it was never built. A developer cannot build a brief that does not exist. He genuinely does not know that a year of advisory work for an owner managed company is worth several times a tax return, or that half of Derby publishes the same page about January, or what a landlord with four flats types into his phone on a Tuesday night.

Helen knows all of that.

Here is the uncomfortable half. **The brief was yours to write.** Not the design, not the code, not the colours. The brief. Which services or product ranges deserve a page, who each page is for, and what question it answers. Nobody can hand you a plan built on information only you hold.

And here is what Helen's missing brief has produced, which is worse than nothing on the page.

The practice earns most from year round advisory work for owner managed companies. There is no page for it. It exists on the website as one sentence in a paragraph on the About page.

So the only thing Helen is findable for is the cheapest, most crowded, most seasonal thing she sells, and eleven other firms are findable for it too.

She is visible for the cheapest work in the practice and invisible for the most expensive.

THIS IS NOT ONE PRACTICE IN DERBY

In a study of 494 UK accountancy practice websites, 344 of them, 69.6 per cent, had no dedicated page for the service the practice itself presents as its main or specialist work. [1]

Not a thin page. Not a badly written page. No page at all. The thing the firm leads with had nothing on the website pointing at it.

Then the number that explains the rest of this chapter. Among the smallest quarter of practices by size it was 98 per cent. Among the largest quarter, 39 per cent. [1] A gap that wide, moving that cleanly with the size of the firm, is not about skill and it is not about effort.

The study cannot tell you why, because it measured websites and nothing else. My reading, from the work rather than from the data, is that this is what a missing brief looks like. Larger firms are not better at websites. They are more likely to have somebody whose job includes writing down what the website is supposed to do.

The sample is accountancy practices because that is the register I could draw a proper sample from. **The fault is not an accountancy fault**, and the rest of this chapter shows you the same thing in three other trades.

WHERE THAT NUMBER COMES FROM, AND WHAT IT CANNOT TELL YOU

I drew 926 domains from the published ACCA and ICAEW registers across twelve UK regions, sampled in proportion to size, and measured every site that could be measured against the same thirty-six faults on 1 and 2 September 2026. Getting to 494 measurable firms took 926 draws. Fifty-five of the rest had no working website address at all, and a further thirty-four were registered but publishing nothing.

Measurement used a single instrument run against a fixed fault list, not a person reading 494 sites in two days. Two families of judgement-based checks were validated blind against 213 passages from 42 firms held back from all development work.

Three things it cannot tell you. It measured websites only, so there is no traffic, no rankings, no enquiries and no revenue in it, and I make no claim about what a missing page would have earned. The published error rates cover the judgement-based checks, not the figures quoted above, which carry no published error bound. And the 494 are the firms that had a working website to measure, which means these numbers understate the problem across the register rather than overstating it.

One thing you should know about me. True SEO Consultants Ltd sells search work to accountancy practices, including the kind of work this book describes. It is declared in the report and I am declaring it here.

[1] Mohammad A Mahmud, *The Accountancy Web Estate: A Cross-Sectional Audit of 494 ACCA and ICAEW Practice Websites with Measured Instrument Error*. Report TSC-2026-01, September 2026. https://doi.org/10.5281/zenodo.22280523 Also on SSRN, abstract 7403298. Published under CC BY 4.0, so you may download, check and quote it, provided you credit it.

ONE FAULT, FOUR TRADES, FOUR SYMPTOMS

Helen, accountancy, has no page for the work that pays her best, and one page for the work everybody sells.

Graham runs the heating and plumbing firm his father started in Halifax. Six vans, nine engineers. One page called Services, and on it a list. Boilers. Bathrooms. Heating. Repairs. Four customers with four different problems and four different prices, sharing one page and one sentence.

Ruth sells specialist fishing tackle online, about four hundred products. Her best-margin range sits three clicks deep behind a filter, and every product description in it was pasted from the manufacturer. Several other retailers pasted the same words.

A dental group in Bristol with three practices has one Treatments page covering implants, whitening and children's check-ups. One of those is a decision taken over several weeks and costs thousands. One is booked in under a minute. Same page, same words, same tone. They come back in chapter 5, because theirs is the fault that looks least like a fault.

Four trades. Nobody lazy. All four busy running a business.

The shapes are worth learning, because you will recognise yourself in one of them: **no page for the thing that pays**, **one page for several things that pay**, **a page built from words that are not yours**, or **one page aimed at two customers who want opposite things**.

WHY A WEBSITE THAT LOOKS RIGHT CAN STILL BE INVISIBLE

Here is the mechanism. Once you hold it, everything that follows in this book has somewhere to go.

Your website has two audiences, and they want different things.

The visitor wants reassurance. They have already decided to look at you, and they are checking whether you seem competent, whether you are nearby, whether other people use you. A good photograph of the team serves them well. They are the only audience anybody had in mind when your site was built.

The machine wants to know what you do, who you do it for and where. Google, Google Maps and the AI assistants are all doing the same job: deciding whether you are the useful answer to a question somebody just asked. Sometimes the machine sends the visitor to you. Sometimes it answers in your name and keeps the visitor, and that second behaviour is becoming more common. **Both outcomes demand the same thing of you**, which is why this book does not treat AI search as a separate subject, and why the map results get a part of their own rather than a footnote.

Now the part worth more than the rest of the chapter.

Those two audiences share exactly one thing: the question.

Should I put my rental properties into a limited company. That string is the machine's input and it is the visitor's reason for arriving. The machine reads it to decide who should answer. The man typed it because he has four flats, a tax bill that has moved, and an answer from a forum he does not trust. One question, two audiences, and your website either answers it on a page of its own or it does not.

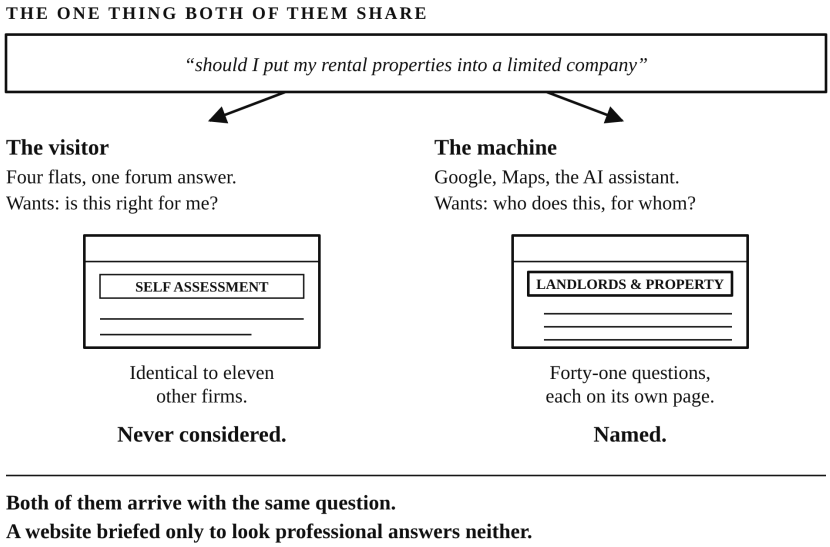


Figure 1. Your visitor and the machine share exactly one thing: the question your customer typed. A website briefed only to look professional answers the visitor it never receives.

That is what a brief is. Not a list of pages. **A list of the questions your best customers ask, and which page answers each one.**

Which leads to the honest version of something the industry usually overstates. Visitors do not find you by accident. They arrive because a machine decided you were the answer, because you paid to put yourself in front of them, or because somebody who already knows you passed your name on. The third is the best of the three and it is the one you already have. The first is what this book is about, because it is the one you can build deliberately.

> **What they'll call it.** Two terms an agency will use, and they are not the same thing. **Source context** is about you: what this website is, who it serves, what it exists to do. **Search intent** is about them: what one person wanted when they typed. You need both, and a site can get the first right and miss the second entirely.

THE FIRM IN LEEDS

Helen went back to the firm she had never heard of, because something about it would not leave her alone.

Priya runs it. She started the practice in 2019 with three people. There are five now. She does not describe herself as an accountant in Leeds. She describes herself, on every page, as the practice for landlords and property businesses.

There is no page on her website called Self Assessment.

There is a section called Landlords and Property, and underneath it are forty-one pages, each one answering a question a landlord actually asked her. Moving a portfolio into a company. What happens to the mortgage interest. What a spouse transfer involves. What HMRC does when you declare late. Every one of them is a question Helen has answered out loud, in a meeting, more than once, and never written down.

Priya is not competing with Helen, because she never entered the contest Helen is in. Eleven firms in Derby are competing for the word *accountant*. Priya is answering a landlord.

Eleven businesses answering the same question are eleven businesses nobody can tell apart.

What Priya has, and Helen does not, is a group of customers for whom she is **the default**. Not the best, and she would not claim to be. The default. The one whose name comes up first and does not have to be compared, because when the question is asked she is the only one who has already answered it.

How she then added a second subject, and a third, is the engine of this whole book, and it is the subject of chapter 5. For now, hold one observation. The reason she can be found is not that she spent more. It is that she decided who she was for, and then said so in a form a machine could read.

WHAT TO DEMAND

What to ask for. Before anybody touches your website, a one-page brief: every service or product range that gets its own page, who it is for, and the question that customer asks.

What good looks like. Your services or ranges listed in order of what they actually earn you, each with the customer it is aimed at and the words that customer uses. Your developer or agency works from that document. They do not invent it.

What evidence to demand. Ask which page on your current website is meant to answer your most profitable service or range. If the reply is the home page, or the Services page, or a pause, you have found the fault.

What the red flag sounds like. Anything shaped like "we will optimise the whole site". Nobody can name the page or the question, which means nobody has a plan.

TRUE SEO

TEST YOUR UNDERSTANDING

Four minutes, on your phone, from where you are sitting.

Open your own website first. Find the page for the service or product range that earns you the most. Not a mention of it. A page, with its own address, where that one thing is all that is being discussed.

Then do the part that teaches you something, and do it on three businesses that are not yours. Pick three competitors your own size, not the nationals. For each one, find the page for the service or range that most likely earns them the most.

1. How many of the three had one?
2. On the sites that did not, where did that service or range live instead?
3. Of the three, which could you describe in a single sentence after ten seconds on the site? That is the one a machine can describe too, and it is the same skill.

Your own site tells you whether you have the fault. Three strangers' sites teach you to see it, and seeing it is the part you keep. *Answers and what they mean are at the back of the book.*

DO THIS NOW: WRITE DOWN WHERE YOU ARE STARTING

In this order. The first step needs no password and no permission.

One. The paper record, tonight. Write today's date on a sheet of paper. Next to it, write how many enquiries or orders you had last month and where each one came from. Your phone log, your inbox and your diary are the only honest record of that, and if you sell products it is your order list, with how that customer found you written beside each order. No software will reconstruct it later. Photograph the sheet, because paper goes missing and this is the only copy.

Two. Connect Google Search Console. This is where the questions people typed before they reached you are recorded, in their own words, and it is free. Two honest limits. Google withholds the rarest queries, so the list is a filtered subset. And if you have no page for the thing that matters most to you, the report will show you almost nothing for it, which is itself the finding. Export it every few months and keep the files. The window was about sixteen months as at September 2026.

Three. Connect Google Analytics if you have nothing at all. It only records from the day you install it, it has no memory of last year, and it discards detailed data after a period of its own, commonly fourteen months. In the study, 251 of the 494 practices were running no analytics that could be detected at all. [1]

If step two or three needs a password your developer holds, send the email on Monday rather than hunting for it on Sunday night. Then do step one tonight anyway, because it needs nobody's permission.

Helen now knows two things she did not know on Saturday. She has no page for the work that pays her best. And the one page she does have, she shares with seven firms within walking distance.

What she does not know is what one of those clients is worth to her across the years they stay. Until she knows that number she cannot tell whether any of this is worth fixing, she cannot put her services in the order her own brief requires, and she cannot judge a single thing anybody tries to sell her.

That number is the next chapter, and it is the one every other number in this book is measured against.

CHAPTER TWENTY-SIX

Your Website Is a Building: The Survey, the Doors and the Phone

Everything technical anybody will ever sell you about your website is one of three things, and you can check all three yourself in an afternoon without learning a single term.

Can the building be entered? That is the survey.

Can you get from room to room? Those are the doors.

Does the telephone work? That is whether anything a customer tries to do actually works.

That is the whole of it. The rest is vocabulary.

Three questions, all answerable free, and nobody has ever asked them on your behalf.

THE SURVEY: CAN IT BE ENTERED?

A page that Google has not stored cannot be an answer to anything. Not ranked badly. Not considered at all.

Most owners have never checked which of their pages are stored and which are not, and it is the single most important fact about a website.

How to check, free. Search Console, which you connected in chapter 1, has a report that lists which of your pages are indexed and which are not, with a reason

against each. That report is the survey. Read it once and you will know more about your own building than you have in ten years.

What you are looking for. Pages you care about that are not indexed. Not the total. The specific ones from your inner ring.

The four reasons it usually happens, in the order you will find them:

- **Nobody links to it.** The page exists but nothing on the site points at it. See doors, below.
- **It is new.** Give it a few weeks before worrying.
- **It was deliberately blocked** at some point, often during a build, and never unblocked. This is the one that is worth a developer's ten minutes and it is more common than you would believe.
- **It is nearly the same as another page**, so only one was kept. Chapter 36.

The one check worth doing today. Take the three pages that matter most to you. Find them in the indexed list. If any one of them is missing, that is the most valuable thing you will learn this month.

THE DOORS: CAN YOU GET FROM ROOM TO ROOM?

A page nothing links to is a room with no door. It may be a beautiful room.

How to check, free, and this needs no software at all. Open your home page. Using only the menu and links on the pages, try to reach the page that matters most to you. Count the clicks.

- **One or two clicks.** Good.
- **Three.** Acceptable for a question page, poor for a page that earns.
- **You could not get there at all.** You have found a room with no door, and it is almost certainly one of the pages missing from the survey.

The three door faults.

Orphan rooms. Nothing links to the page. The fix is a link from the section it belongs to, which is chapter 27.

The back of the cupboard. Five clicks deep, behind a filter or a dropdown that only appears on hover. Ruth's best-margin range lives here and has done since 2017.

Doors that go nowhere. Links to pages that no longer exist. Annoying for a visitor, and a small steady signal that nobody maintains this building. Search Console

will list them.

THE TELEPHONE: DOES ANYTHING ACTUALLY WORK?

The least technical of the three and the most expensive when it is wrong.

Do this on your own phone, now, as a customer. Not on the office computer.

- Open the site on mobile data, not the office wifi, so you feel what a customer feels.
- Tap the telephone number. Does it dial?
- Fill in the enquiry form. Does it arrive, and where, and who sees it?
- Find the price or the next step. How long did it take?
- Count how long the home page took to appear. Anything over a few seconds on a phone is costing you people who will never tell you.

The form is the one to check hardest. In my own audits the single most expensive fault I find is not a ranking problem. It is an enquiry form that goes to an address nobody reads any more, usually belonging to somebody who left. Everything upstream of that form can be perfect and the business still loses every enquiry.

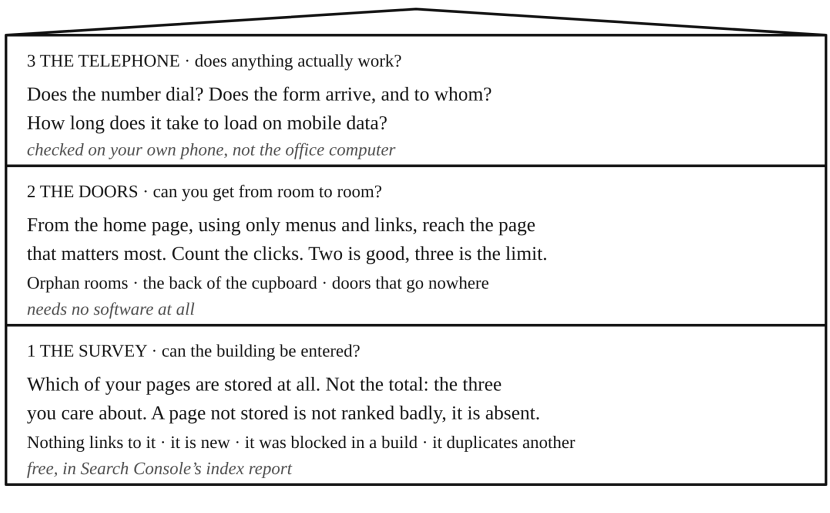


Figure 29. The building, with the three checks and where each fault lives.

WHAT ABOUT EVERYTHING ELSE?

You will be offered a great deal more than three things. Speed scores, schemes, migrations, headers, scripts, crawl budgets, rendering.

Most of it is real, some of it matters at scale, and almost none of it changes anything for a forty page website that passes the three checks above. Chapter 18 was about the same instinct applied to tools, and the test is the same: name the job, then ask whether this business needs that job done.

The honest exception. If your site is genuinely slow on a phone, fix it, because it costs you customers before it costs you anything else. You do not need a score out of a hundred to know. Open it on your own phone on mobile data and count.

> **What they'll call it.** *Crawlability* and *indexation* for the survey. *Internal linking* and *site architecture* for the doors. *Core Web Vitals*, *page experience* and *conversion rate optimisation* for the telephone. Three disciplines, three invoices, three questions.

> **WHAT TO DEMAND**
>
> **What to ask for.** A list of your important pages with a yes or no against each for indexed, and the click count from the home page to each one.
>
> **What good looks like.** A short list, mostly yes, with the nos explained in plain words and a fix named against each.
>
> **What evidence to demand.** Ask them to fill in your enquiry form while you watch, and show you where it arrived. If nobody can say where it goes, stop the meeting and find out.
>
> **What the red flag sounds like.** A technical audit of four hundred items with no priority order, delivered to a business with forty pages. That is a tool's output passed on as a deliverable.
>
> *TRUE SEO*

TEST YOUR UNDERSTANDING

Six minutes, on somebody else's building, on your phone.

Pick any business website you have never used.

1. From the home page, how many clicks to the thing they most want to sell? Count.
2. Tap the telephone number. Does it dial, or is it a picture?
3. Start their enquiry form. How many fields before you would have given up?

The third question is the one that explains more lost business than anything else in this book, and it has nothing to do with Google. *Answers and what they mean are at the back of the book.*

DO THIS NOW: THE THREE CHECKS

An afternoon.

One. The survey. Open Search Console's index report. Find your three most important pages. Write indexed or not indexed against each.

Two. The doors. From your home page, using only menus and links, reach each of those three pages. Write the click count. Mark anything you could not reach at all.

Three. The telephone. On your own phone, on mobile data: dial the number, submit the form with a real message, time the home page.

Four. Write the results on one sheet with today's date. Three lines for the survey, three for the doors, four for the telephone.

Five. Anything that failed goes on a list headed *for the developer*, in plain English, one line each. You do not need to know how it is fixed to ask for it to be fixed.

Helen's survey found that her About page, which carries the only sentence on her website about the work that pays her best, is indexed.

Her doors found that the page is four clicks from the home page.

Her telephone found that the enquiry form goes to an address belonging to a partner who retired in 2022.

The building can be entered and nobody can get round it, which is a shelving problem, and shelving is the next chapter.

END MATTER

The Handbook: Every Sheet in This Book

This is the working half of the book.

Twenty-three sheets, in the order the chapters introduce them. Fill them in as you go. By the end you will have, on paper, a complete and specific plan for your own business, built out of your own figures rather than anybody's template.

Use a pencil. Several of these change once you have done the ones after them, which is not a failure of planning. It is what planning is.

Where a sheet is too small for your business, copy its headings onto a larger sheet and keep it in the same folder. The folder is the point.

SHEET 1. WHAT ONE CUSTOMER IS WORTH

Average first order or fee
How many times they buy, over the relationship
Total value of one customer
What you spent last month on being found
Customers that produced
Therefore, cost per customer

The one sentence this sheet is for. *One customer is worth ..... to me, and I am currently paying ..... to get one.*

SHEET 2. WHAT KIND OF MONEY YOU ACTUALLY WANT

SERVICE	WHAT IT IS WORTH	HOW OFTEN	DO YOU WANT MORE OF IT?

The most profitable service, named: .....

SHEET 3. THE ONE THING

What we want to be known for

Could the firm down the road write that?

If yes, make it narrower, here

Who it is specifically for

What we are not for

SHEET 4. THE CUSTOMER, AND HIS WORDS

WHAT WE CALL IT	WHAT THE CUSTOMER CALLS IT

END MATTER

About the Author



Mohammad A Mahmud

Mohammad A Mahmud is the founder of **True SEO Consultants Ltd**, a growing United Kingdom search and AI visibility consultancy.

He has worked in the search ranking industry **since 2010**, and he came to it from the other side of the table. He is **ACCA qualified** and holds an **MSc from the University of South Wales**, and spent the first part of his working life as a business manager, which is a long way of saying that he learned how a business actually works before he learned anything about search. He does not practise as an accountant.

He works as a **strategic partner to business owners on their search and AI visibility**, from single site practices to multi location firms and online retailers, and he **mentors search practitioners** who do this work for a living.

The owners he works with are **ambitious ones**, who intend to grow the business rather than keep it ticking over. That is the reader this book was written for, and most of what is useful in it came from being corrected by them. **He judges the work by one thing: whether the business grew, and whether the owner would say so.**

He is the author of two published research reports: **TSC-2026-01**, an audit of 494 UK accountancy practice websites, and **TSC-2026-02**, an audit of 50 UK chiropractic clinic websites. Both carry registered identifiers and are posted publicly. The first is the evidence chapter 2 is built on, and it can be read in full by anybody who wants to check the working.

THE REST OF IT

Fifty-six chapters. You have read two.

The full book carries on from here: research, identity, the building, writing, what it costs, who vouches for you, the machines that answer, and how to tell whether any of it worked.

Also inside

The handbook. Twenty-three worksheets, referenced from the chapter that needs them and reprinted together at the back.

Answers, and what they mean. Every chapter ends with three questions about your own business. The answers are gathered at the back with what each one tells you.

The jargon, translated. Every term the industry uses, in plain words, with the page where it is explained properly.

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