



# 2020 Advisory Conference


October 27–29

Converging knowledge and behaviors  
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## TOMORROW'S FIRM, TODAY: COMBINING STRATEGY & TECHNOLOGY TO INNOVATE CAS

October 29, 2020

## Speaker



### **Beth Allen, CPA**

#### **Partner, GreerWalker LLP**

Beth is a partner and head of Outsourced Accounting Solutions (OAS).

Prior to joining OAS, Beth was a senior manager in our business assurance practice and the team leader of the firm's Not-For-Profit Practice.

Has experience with clients in a variety of industries including professional service, not-for profit, international business, and manufacturing and distribution.



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## Speaker



### **Matthew West, M.A.**

#### **Senior Enterprise Account Executive, CPA.com**

Frequently consults with T100, G400 and Boutique size firms on building on growing CAS/SUT practices

24 years of accounting and tax technology experience

Passionate about helping firms grow revenue lines and future proof their businesses

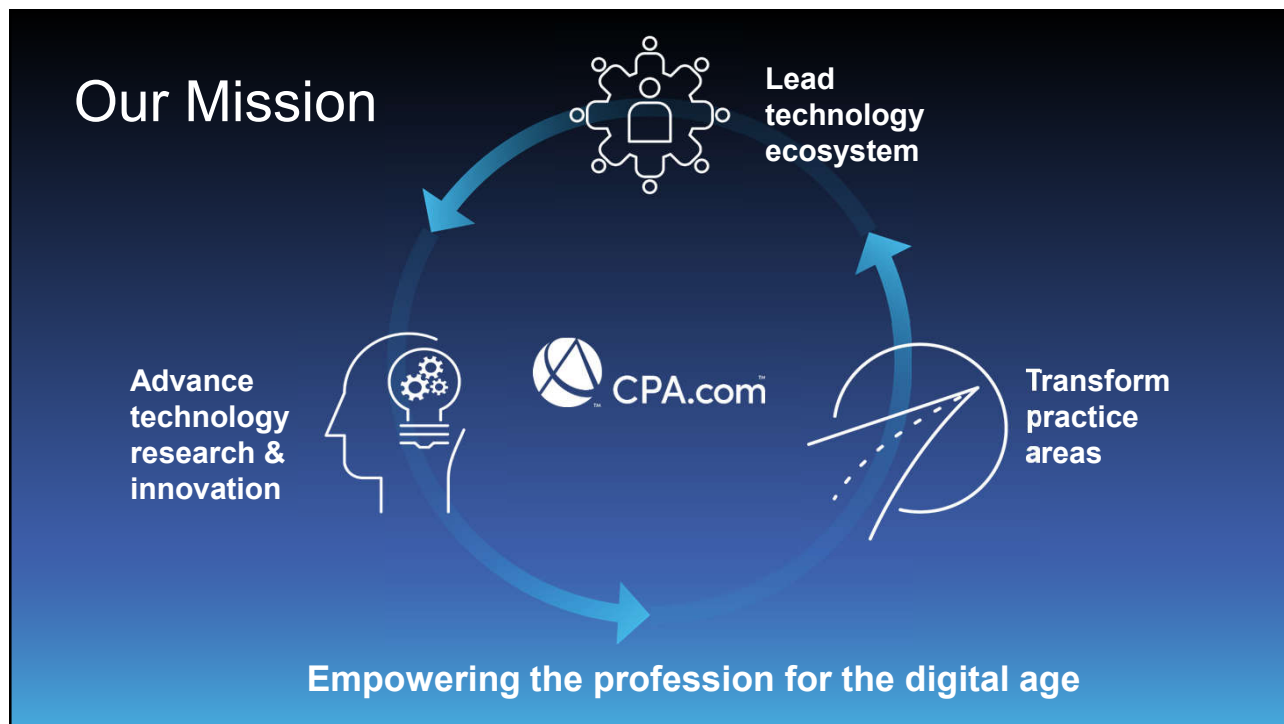
7-time President Club winner

Matt is an avid pilot, boater, triathlete, runner and swimmer



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Mission

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## Agenda

Topic	Minutes
Brief Review of CAS	5
CAS Business Model	25
CAS Technology	15
Resources	10
Q&A Final Thoughts	5



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## Objectives

By the end of this course, you will be able to:

- Identify important steps to take in building or growing your CAS Practice
- Understand the importance and of a CAS specific tech stack

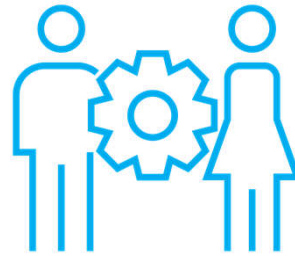


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# A Brief Review of CAS



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## What is CAS?

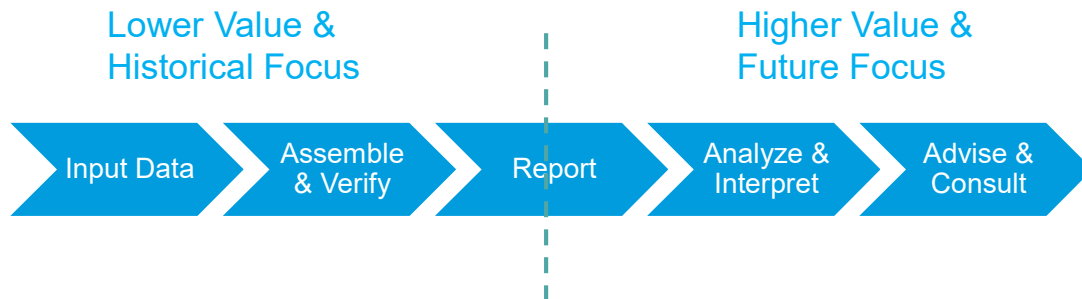
**Client Accounting  
Advisory Services (CAS)**  
include engagements  
where organizations *advise*  
clients in various financial  
and accounting-related  
decisions and strategies.



“This next generation CAS practice is now an integral part of many firms’ advisory offerings, transformed by client demand, *emerging technologies* and a broader push by firms into advisory services.”

CPA.com and AICPA PCPS CAS Benchmarking Survey 2019  
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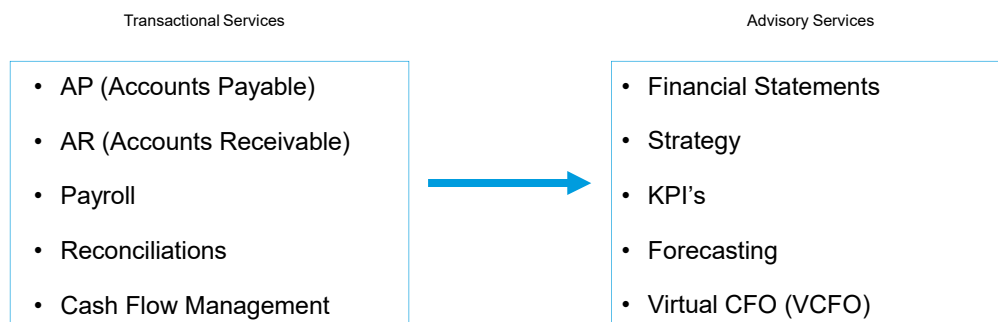
## Firm Value Chain



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## Transactional leads to Advisory



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## CAS Benchmarking Survey, 2018

- CAS practices are **growing** more than **2X** the **median CPA firm** growth rate

### Top Services:

- CFO/Controller advisor services
- Budgeting/forecasting
- Financial statement preparation
- Accounts payable
- Payroll services

CPA.com and AICPA PCPS CAS Benchmarking Survey, 2018



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## PCPS National MAP Survey

Client accounting advisory services (CAS) are becoming a **core service area.**

Well **over 50%** of firms of **all sizes** are providing these services.

[2018 AICPA PCPS & CPA.com National Map Survey](#)

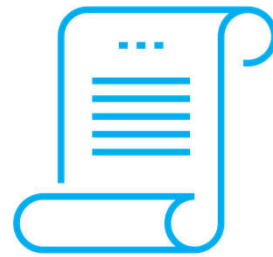


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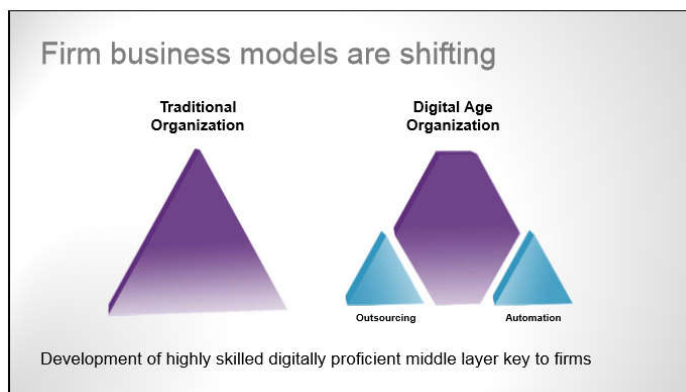
## CAS Business Model



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## NEW Business Model



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## Achieving goals through thoughtful planning



*"We use our business plan to get buy-in on CAS from partners in other departments such as tax and audit. It's a great way to keep our firm up to date on what we're doing."*

– **Britiany Tompkins**  
Senior Manager, BPM



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## Leadership Support

### CAS as a firm priority – aligning with leadership

Understand the future goals for your firm.

Determine if CAS is considered part of those goals.

- *If yes* > how is this priority being communicated to other partners within your firm?
- *If no* > re-evaluate your options and understand potential challenges of having misalignment

Do your leaders understand and support you?

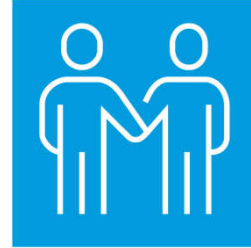


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## Partner Support

- **Firm-first mentality: “firm of one”**
  - Accountability / incentive
  - CAS Partners (# in comparison to other departments)
  - Education



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## CAS Goals

- What do you want to accomplish with CAS?  
(And how will you do it?)
- Document your goals:
  - ✓ Growth strategies
  - ✓ Measurable KPIs
  - ✓ Partner accountability



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## CAS KPIs (Measurable, Key Performance Indicators)

Realize that the measures of success used for traditional CPA compliance firm services are less likely to be the same as those used to drive success in a CAS practice.

NEW CAS MEASURES	TRADITIONAL CAS MEASURES
<ul style="list-style-type: none"> <li>• Net Fees Per Professional</li> <li>• Net Fees Per Client</li> <li>• Realized Rate Per Hour</li> <li>• Leverage</li> <li>• Margin</li> <li>• Revenue Sourced or Sold</li> <li>• Client Satisfaction</li> <li>• Employee Engagement Measures</li> </ul>	<ul style="list-style-type: none"> <li>• Utilization</li> <li>• Charge Hours</li> <li>• Realization</li> </ul>

CPA.com and AICPA PCPS CAS Benchmarking Survey, 2018



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## Achieving goals through thoughtful planning

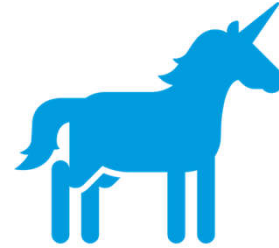


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## CAS Staffing Strategy

- Are your staff the *right fit* for your CAS practice?
  - Should be:
    - Good with change
    - Love technology
    - Enjoy working with clients
    - Good working virtually (if applicable)
  - Outsourced CFOs
  - Technical persons
  - Dedicated team (can not share resources)



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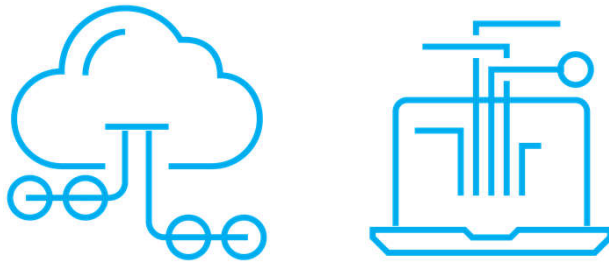
## Achieving goals through thoughtful planning



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## CAS Technology



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Barry Melancon,  
President & CEO,  
AICPA

“Technology will never move  
slower than it is today”

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## Why CAS Technology

### Automation

- Save time on manual work
- Increase accuracy and efficiency
- Spend time on what matters most: **your clients**



### Decisions, decisions, decisions!

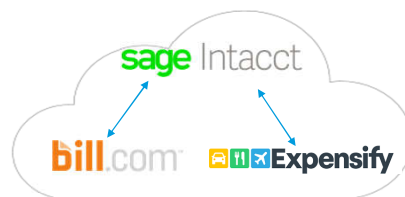
Determining the optimal technology mix for CAS:

- Evaluate your current processes
- Identify how and where automation could help
- Consider integration



## Technology Considerations

- **Building your tech stack**
  - Start with a core cloud GL platform
    - Assess where you are in your transition to the cloud
  - Integrate other technologies
    - Review your most manual processes, (ex. Bill management)
    - Consider your client strategy and what verticals you may be supporting.
- Also check:
  - Product roadmap
  - Onboarding and implementation process
  - Additional resources, ex. SIAP or Bill.com APP



Start with a **primary**, comprehensive accounting software and then use other add-on solutions that **integrate** with your main accounting software. This will provide the **efficiency gains** of automation." Source: CPA Practice Advisor

# A review of an advanced financial application for CAS

SAGE INTACCT

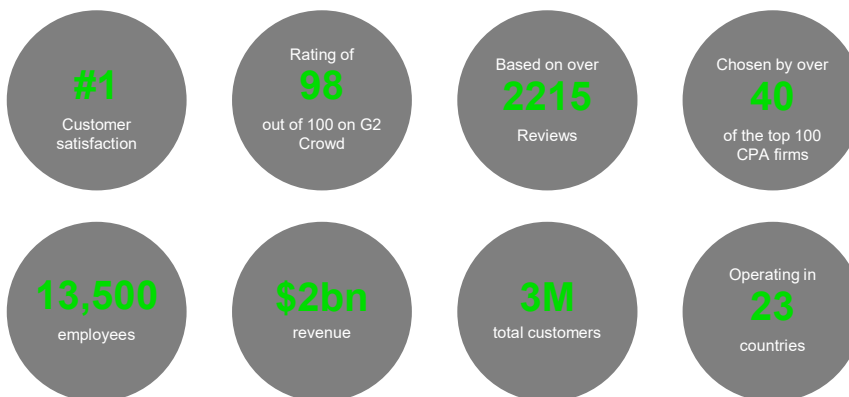


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## SAGE - The World Leader

Serving the needs of the finance organization from the small to the enterprise



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## Best-in-Class Modern Cloud Platform

Choose the best app for your ecosystem



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## Top Verticals



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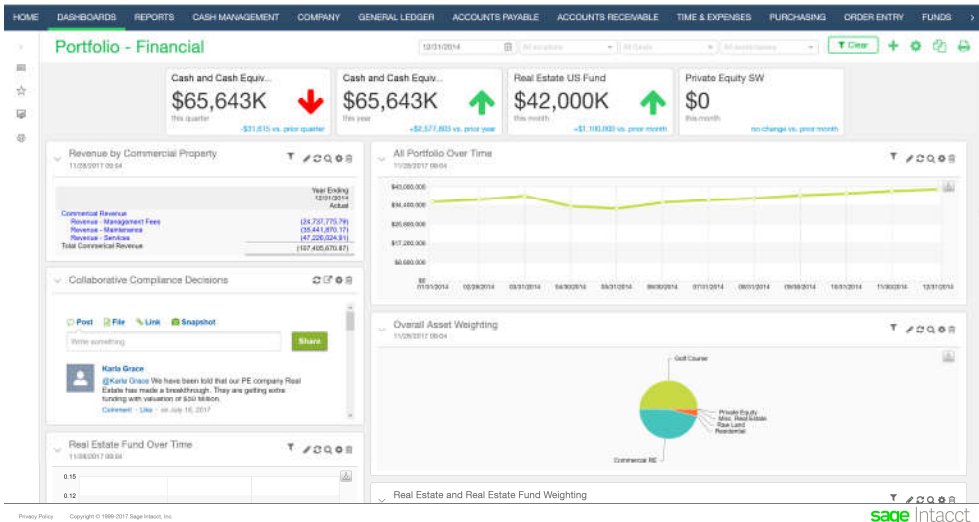
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## Real-Time Insight Through Dynamic Dashboards



## Scalable Technology

Today's Challenges	The Sage Intacct Solution
Client growing, increase transactions, more entities to consolidate; leading to additional spreadsheets, error prone processes, cumbersome workarounds	<ul style="list-style-type: none"> <li>✓ <b>Scalable Architecture Grows</b> as your client's business grows, you can increase the transaction volume and easily add new entities</li> <li>✓ <b>Multi-entity environment</b> — consolidations within minutes.</li> </ul>
Manual processes and over-reliance on spreadsheets to support financial process and reporting. Excess manual data entry and re-entry	<ul style="list-style-type: none"> <li>✓ <b>Comprehensive automation</b> simplifies core accounting processes.</li> <li>✓ <b>Extensive Integrations</b> with leading best-in-class solutions.</li> </ul>
Lack of visibility into financial and operation performance and real time reporting. Long closing process.	<ul style="list-style-type: none"> <li>✓ <b>Real-Time Data and Processes</b> — get secure "anytime, anywhere" access to their data/metrics.</li> <li>✓ <b>Flexible Reporting</b> — multi-dimensional architecture,</li> <li>✓ <b>Role-Based Dashboards</b>—real-time global and local visibility into the state of your client's business.</li> </ul>
Inadequate controls and permissions	<ul style="list-style-type: none"> <li>✓ <b>Internal Controls</b>—robust financial controls ensure compliance and auditability.</li> </ul>

## Marketplace Ecosystems



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## Transforming your clients

- ✓ Assessing current inefficiencies and biggest pain points
- ✓ Charging to transform from manual 'excel' to automated tools
- ✓ Making meaning of the numbers:
  - Taking over transactional back office
  - Provide strategic business advice



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# Resources



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## Client Accounting Advisory Services (CAS)

Set yourself apart and strengthen your expertise in client advisory services with our fundamental client accounting advisory services certificate.

The blended learning experience includes:

- Live Client Advisory Services (CAS) Roadmap Workshop
- 7 online self-study courses
- Digital badge upon completion
  - Gain recognition and easily share your professional development
- Earn up to 29 CPE credits



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## 2020 CAS Benchmark Survey

Open now through 10/31/2020

- Watch the webinar at [cpa.com/cas-benchmark-survey](https://cpa.com/cas-benchmark-survey)
- Participate in the Survey at [casbenchmarksurvey.com](https://casbenchmarksurvey.com)
  - Gather data to build a business case and gain buy-in for the changes you need to make to drive practice growth
  - Identify the KPI's that truly define a successful CAS practice
  - Learn how your CAS practice stacks up to others in the profession
  - Receive access to personalized, detailed reporting in the survey platform, including historical comparisons with future participation



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